

UNIVERSITY OF ENGINEERING AND MANAGEMENT

SCHOOL OF MANAGEMENT STUDIES

MBA [Hospital and Healthcare Management]: Batch 2025 -27

List of subjects, credit points and paper codes

Paper Title	Paper Code	Credit Points	Theory(T)/ Practical(P)
SEMESTER -I			
Basics of Management	MBAHHM-101	4	T
Organizational Behavior	MBAHHM-102	4	T
Financial Management & Accounting in Healthcare Industry	MBAHHM-103	4	T
Health Economics and Administration	MBAHHM-104	4	T
Healthcare Marketing Management	MBAHHM-105	4	T
Hospital Setup and Administration	MBAHHM-106	2	T
Managerial Communication and Personality Development	MBAHHM-107	2	T
SEMESTER-II			
HIS and Healthcare Data Analytics	MBAHHM-201	4	T
Research Methodology	MBAHHM-202	4	T
Hospital Operations Management	MBAHHM-203	4	T
Epidemiology	MBAHHM-204	2	T
Public Health Management	MBAHHM-205	2	T
Human Resource Management	MBAHHM-206	4	T
SEMESTER -III			
Strategic Management	MBAHHM-301	4	T
Quality Management for Hospital	MBAHHM-302	4	T
Supply Chain Management	MBAHHM-303	4	T
Hospital Services Management	MBAHHM-304	4	T
Healthcare Legal Aspects	MBAHHM-305	4	T
Branding and Digital Marketing	MBAHHM-306	2	T
Summer Internship Project	MBAHHM-307	4	P
SEMESTER -IV			
Industry Research Project	MBAHHM-401	18	P
Total Credits		88	

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme	MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management			
Effective from Academic Year			2026-2027		Effective for the batch Admitted in			July 2026	
Subject code	MBAHHM-301		Subject Name		STRATEGIC MANAGEMENT				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			

Course Outcomes:

CO-1: Understand the concept of strategic management and its significance in managing business successfully and to understand and analyze a firm's external and internal environment, for strategy formulation to compete with rivals.

CO-2: Develop a detailed understanding of strategies at corporate, business and functional levels.

CO-3: Will help in acquainting about the process of strategy implementation and the challenges of managing Change

CO-4: Will help to implement the strategies effectively and evaluate them for better control

Unit	Content	Hrs
1	Introduction to Strategy, Levels of Strategy, Relation between strategy and business model, Strategic Management Process, Basic model of SM, Strategic direction-Vision, Mission and Objectives, Types of objectives.	15
2	Environmental scanning; Macro-Environment analysis, Industry analysis; Competitive forces, Environmental Threat and Opportunity Profile (ETOP), Competitor analysis. Internal scanning: Organizational analysis; Scanning Functional Resources and Capabilities, Resource-based approach to strategy; Value chain analysis	15
3	Strategy formulation: Business Strategy–Porter's generic strategies, Other strategic framework -TOWS Matrix, Product-market matrix; Strategies for specific industry situations–strategies for different stages of PLC, strategies for industry leaders, runner-ups and followers, Defensive and offensive strategies; Outsourcing strategies, Corporate strategy; Strategies for growth: Diversification and Integration; Modes of entering new business–internal start-up, mergers and acquisitions, Franchising in Healthcare industry ,Retrenchment strategies–Turnaround, divestment and Liquidation strategies, Cooperative strategies–Alliances and joint ventures; Grand Strategy Selection Matrix; Portfolio analysis; BCG, GE Nine Cell Matrix	15
4	Strategy implementation: Relationship between formulation and implementation; Resource Allocation, Budgets, policies and procedures; Importance of structure, leadership and corporate culture in strategy implementation, Organizational design and change, Functional Issues–Financial, Marketing, Operations and Personnel Plans, Building capable organization Strategy Evaluation and Control: Techniques of strategic valuation and control, Strategic Information Systems, Operational Control.	15

Reference Books

- Strategic Management, 14th Edition, by John Pearce, ©2018 McGraw Hill
- Strategic Management, 3rd Edition, By Frank T. Rothaermel, © 2018 McGraw Hill
- Strategic Management, 4th Edition, By Azhar Kazmi, Adela Kazmi, © 2015 McGraw Hill
- Strategic Management, 2nd Edition, By Upendra Kachru, ©2015 McGraw Hill
- Strategic Management: A Conceptual Framework, 1st Edition, By Arabinda Bhandari, Raghunath Prasad Verma, ©2013 McGraw Hill
- Essentials of Strategic Management, J David Hunger, Thomas L Wheelen, Latest Edition, Pearson Education
- Strategic Management, Dr. Jacob Thomas, Latest Edition, Pearson Education

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-302		Subject Name		QUALITY MANAGEMENT FOR HOSPITAL			
Teaching scheme						Examination scheme (Marks)			
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			

Course Outcomes:	
------------------	--

CO-1: *Exposing the students to various facets of quality and its relevance to business and its management.*

CO-2: Understanding application of Statistical Quality Control tools.

CO-3: *To describe and discuss various principles of TQM.*

CO-4: Acquire knowledge of quality certifications and Awards

CO-5: Acquaint about Hospital Accreditation Like NABH, NABL and JCI

Unit	Content	Hrs
1	Quality: Concept and its relevance to business competitiveness, Benefits of quality management, changing criteria of quality, efficiency v/s effectiveness, drivers of quality, definition of quality, Internal & External customers, Quality, Profitability and Cost, Customer focus, Quality Issues and Quality Models (Gaps model, SERVQUAL); Quality measurement and improvement, Demand-supply Management. Services Failure, Service Recovery, Customer satisfaction and Retention, Patient Relationship Management	15
2	Quality Control and Quality Assurance: Concept and Introduction. Statistical Quality Control: Principles of Control Charts: Control Charts for attributes and variables, Acceptance Sampling Techniques, seven basic tools of quality (Including calculations of Control Charts), Process Capability ratio	15
3	Total Quality Management: Juran's and Deming's Principles, Quality Circle, KAIZEN, Quality Maintenance Management, Total Productive Maintenance, Mistake Proofing	10
4	Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Role of Consultants and Quality Audits	10
5	NABH, NABL and JCI Accreditation	10

Reference Books

- Frank M, Gryna, Richard C.H.Chua, Joseph A. Defeo,“Juran’s Quality Planning & Analysis for Enterprise Quality”, 5th Edition, Tata Mc Graw Hill.
- S. Nigama, Total Quality Management, Excel Books.
- Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-Sacre,“Total Quality Management”, 3rd Ed. Pearson.
- Pete Pande and Larry Holpp,“What is Six Sigma?”, Tata Mc Graw Hill.
- Gittow, H, Openheim A and Oppenheim R., “Quality Management”, McGraw Hill, 2004. Zaidi, A., “SPC: Concepts, Methodologies and Tools”, Pearson.
- Montgomery, D.C, “Introduction to Statistical Quality Control”, John Wiley and Sons, 1996. Mukherjee, Total Quality Management, PHI.
- B. Wakhlu, Total Quality, S. Chand.
- Martin K Starr, Production & Operation Management, Biztantra.
- Quality management in healthcare, S.K Joshi---JAYPEE

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-303		Subject Name		SUPPLY CHAIN MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			
Course Outcomes:									
Course Outcome:									
CO-1: Understand conceptual background of logistics and supply chain management and its application in health care and hospital management									
CO-2: Understand role of sourcing in healthcare supply chain									
CO-3: Understand how supply chain management and logistics can add value in Healthcare and Hospital Operations.									
CO-4: Understand humanitarian supply chain management and its role in healthcare management									
Unit	Content								Hrs
1	Understanding Logistics and Supply Chain Management: Meaning and concepts of Logistics and supply chain management, significance of supply chain management, supply chain and value chain concepts, decision levels in supply chain management, supply chain entity and its role, impact of supply chain management on financial aspects of an organization. Value chain analysis For hospitals								15
2	Sourcing: Meaning of sourcing, strategic sourcing and e-sourcing, role of IT in sourcing, vendor identification, negotiation and selection of vendors, contracting in purchasing, types of contracts, legal aspects of purchase contracts, Vendor relationship management, Vendor development, Strategic collaboration with vendors: Vertical and tapered integration with vendors.								15
3	Healthcare logistics: Concept of landed cost, Basic concept of Inventory management in healthcare, inbound and out bound inventory management in hospital stores, material handling in hospitals. Concepts of Green and Reverse Logistics.								10
4	Humanitarian supply chain management: Meaning, concept, need, significance; Strategies for Hospital equipment Planning and Selection, Hospital equipment Utilization Distribution, Logistics of materials to various departments & auxiliary services, Managing retail chains in healthcare								10
Reference Books									
- Hospital facilities planning & management, Gd Kunders—TMH - Production(Operation) Management, L.C Jhamp—Everest - Production and materials management, K. Sridhara Bhatt— Himalaya Hospital stores management an integral approach, Shakti Gupta—JAYPEE.B.Wakhlul, Total Quality, S. Chand. - Martin K Starr, Production & Operation Management, Biztantra. - Quality management in healthcare, S.K Joshi---JAYPEE									

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-304		Subject Name		Hospital Services Management			
Teaching scheme						Examination scheme (Marks)			
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			

CO-1: *To study Indian health care service system*

CO -2: *To provide in-depth insights about Clinical Services Management outpatient and inpatient services*

CO -3: *To understand management of services offered at imaging Centre and pathology laboratory*

CO-4: *To study Nursing Services Management*

CO-5: To study Nursing Services Management

CO-6: *To understand Support Services Management*

Unit	Content	Hrs
1	Hospital services – meaning, characteristics, role and functions of clinical and support services Meaning, scope, significance and management of patient care including Outpatient services, Inpatient services, Accident and Emergency services, Rehabilitation services, Critical care Unit, Operation theatre, Intensive care units, Infection prevention and Control Meaning, scope, significance and management of Diagnostic Laboratory services, Blood bank services, Radiology and Imaging services and E-Hospital services including Telemedicine	15
2	Introduction and management of different diagnostics service offered imaging Centre like Radiology, Ultrasound, Mammography, Nuclear medicine, Magnetic resonance imaging, Computed Tomography, Echocardiography, Bone densitometry, Electroencephalography, Electromyography, nerve Conduction Studies and Evoked Potentials. Introduction and management of different diagnostics service offered at pathology Laboratory	15
3	Meaning, scope, significance and management of Nursing Service and ward management Quality evaluation and Control of Nursing Service-purpose, types, methods of evaluation, principles of performance evaluation, tools of performance appraisal, Nursing Audit-Nursing care Standards inward management.	10
4	Types and Importance of Support Services. Functions, Roles, Responsibilities, Standard Operation Procedure, Work flow and Management of Front desk services, Billing Department, House Keeping, Bio–medical and maintenance departments and Medical Records Department	10

Reference Books

- Francis C.M. (2006), “Hospital Management”, Jaypee Publication, New Delhi, 1st Edition
- Spencer J A (1987), Management In Hospitals, Faber & Faber, London, 1st Edition.
- Application of Management Sciences To Hospitals -ISHA
- Tabish A.(2005),“Hospital Administration”, Jaypee, NewDelhi, 3rd Edition.
- Mukhopadhyay S P and Sur Dipika(1984),“Prescription Habit of the Physician & its Economical Implication”, Journal of Indian Medical Association, Vol. 21.
- Principles of Hospital Administration & Planning: B. M. Sakharkar
- Park’s textbook of Preventive & Social medicine

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-305		Subject Name		Healthcare Legal Aspects			
Teaching scheme						Examination scheme (Marks)			
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			
Course Outcomes:									
CO- 1: The course will orient the students about the legal framework to be observed in hospital services and will help them to develop and control hospital programme.									
CO -2: It will also help to provide a thorough knowledge and familiarity on the importance medical ethics.									
CO -3: Understand the different health related law.									
CO-4: To learn practical aspects through medico legal cases									
Unit	Content								Hrs
1	Medical ethics – introduction, importance – Hippocrates oath, Geneva declaration – MCI regulation – professional conduct, etiquette and ethics – services of life and death – duty of preserving life – truth and professional secrecy, Medical Ethics and Ethical Issues in End of Life Decisions								15
2	Medico-legal issues: types - case handling procedures, Grievance Redressal and Complaint Handling System, Settlement of Disputes, Legal liability of hospitals								15
3	Health Related laws: Medical termination of Pregnancy Act – Birth and Death registration Act – Drugs and Cosmetics Act 1940–Prenatal Diagnostic Techniques (Regulation and Prevention of Misuse) Act 1994 – The Indian Medical Council Act 1956 – The Indian Nursing Council Act 1947 – The Transplantation of Human Organs Act 1994 – Consumer Protection Act 1986 – The Pharmacy Act 1948 – The Environment Protection Act 1986 & Bio-medical Waste (Management and Handling Rules 1998), Human experimentation, clinical trials, Drug and Cosmetics Act, Law of Torts, PCPNDT Act, Essential Services Maintenance Act (ESMA), Court Procedure and Attendance in Courts, BARC Guidelines, The Clinical Establishments (Registration and Regulation) Act, 2010, Emergency Services in the Hospitals – Supreme Court Guidelines, Trade Unions, Industrial Relations in Health Services, Permits and Licenses in Hospitals								10
4	Medico legal cases and its discussion in context of India								10
Reference Books									
- Anoop Kaushal K, Medical negligence and legal remedies, 3rd edition, universal law Publisher - R.K. Chaube, consumer protection and the Medical profession, Jaypee Publishing, New Delhi - Kuchhal M C (2001) – Business Laws, Vikas Publishing House Pvt Ltd, Delhi - Knight Bernard – Legal Aspects of Medical practice. - Bag R.K – Law of Medical Negligence and compensation - Prabhakara G.N: Professional Medical Ethics - Consumer Protection Act 1986 - Indian Medical council act.									

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
SCHOOL OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-306		Subject Name		Branding and Digital Banking			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	2				2	Theory	30	70	100
Hours	2				30	Practical			
Course Outcomes:									
CO-1: <i>Get insights about healthcare and hospital branding</i>									
CO-2: <i>Understand concepts of Digital Marketing for Health care and hospital</i>									
CO-3: <i>To understand National digital Health Mission.</i>									
Unit	Content								Hrs
1	Healthcare and Hospital Branding: Introduction to Brand Management for Hospitals, Elements of branding, Criteria's for Choosing brand elements, Role of Brands, Scope of Branding, Brand Strategies, Branding Challenges and Opportunities, Process of Brand Management, Brand Equity and Brand Equity Models, Choosing Points of difference and Points of Parity.								10
2	Digital Marketing for Health care and hospital: Introduction and principles of digital marketing, Role and importance of digital marketing in marketing of healthcare and hospitals. Strategies for digital marketing for the same industry, E Business to E Commerce for healthcare and hospital segment, Digital Marketing Channels: Types and Business Models. Types, Impact and importance of social media marketing for healthcare sector.								10
3	National digital Health Mission- Ayushman Bharat Digital Health Mission								10
Reference Books									
- Philip Kotler& Kevin Lane Keller: Marketing Management, Pearson, 15th Edition, 2016. - Stanton william.Jm Michael J.Etzel and Bruce. J. Walker, Fundamentals of Marketing, Mc.Graw Hill, Inc New York, Latest Edition. K. Douglar, Hoffman & Czinkota, :, Marketing – the best practices, Thomson publishers, 2004. - V.S Ramaswamy, Namakumari, :, Marketing Management, McMillan publishing House, 2006.									

MBA [HOSPITAL & HEALTHCARE MANAGEMENT] – III SEMESTER

UNIVERSITY OF ENGINEERING AND MANAGEMENT, JAIPUR									
DEPARTMENT OF MANAGEMENT STUDIES									
Programme		MBA	Semester	III	Branch/Spec.		Hospital and Healthcare Management		
Effective from Academic Year				2026-2027		Effective for the batch Admitted in			July 2026
Subject code		MBAHHM-307		Subject Name		Summer Internship Project			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	30	70	100
Hours	4				60	Practical			
Course Outcomes:									
CO-1: The purpose of this course is to make students industry ready where they will be a part of a company as an intern and will conduct problem solving research for specific industry and develop a project report for improving industry performance.									
Unit	Content								Hrs
1	A student is asked to study industry specific problem-solving research. A student is required to submit a conceptual or empirical report. The detailed pre-synopsis of the study will be prepared by the student and approved by the faculty in the beginning. Student will also be required to study in-depth at least one specific issue related to the problem at hand in their respective industry. The research problem on the issue may be based on primary data or secondary data depending upon the nature of the topic and their search design. The project will be evaluated on the basis of written report, presentation and viva-voce.								60