

**Annexure I**

**ANDHRA MAHILA SABHA ARTS & SCIENCE COLLEGE FOR WOMEN**  
**(AUTONOMOUS), NAAC Re-Accredited O.U. Campus, Hyderabad.**  
**SCHEME OF INSTRUCTION AND EVALUATION**  
**BBA Health care Management**  
**Department of Management**

**SCHEME OF INSTRUCTION AND EVALUATION 2025-2026**

**BBA HCM I year I Semester**

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
Component	Subject	Hours	Credits
Major 1	Health Care and Hospital Environment	75	5
Major 2	Hospital Operations Management	75	5
Minor	Organization and Management Process	75	5
AEC	English	75	5
SKILL	Management Information System in Hospitals	75	5
	<b>Total</b>		<b>25 25</b>

**BBA HCM I year II Semester**

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
Component	Subject	Hours	Credits
Major 1	Patient Behavior and Care	75	5
Major 2	Customer Service Excellence and Patient Satisfaction	75	5
Minor	Human Resource Management	75	5
AEC	English	75	5
SKILL	Management Control Systems	75	5
	<b>Total</b>		<b>25 25</b>

## SEMESTER - I

Ramya Padmaja Sireesh

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Ovalchuk

Brothad

## HCM 101 - HEALTH CARE AND HOSPITAL ENVIRONMENT

MARKS: 80T + 20I

CREDITS: 5

**Objective:** To make the student understand Health Care Sector and Hospital set up in a larger perspective with an emphasis on the systems.

### **Unit I**

Introduction – Theoretical framework – Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

### **Unit II**

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

### **Unit III**

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

### **Unit IV**

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

### **Unit V**

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses.

### **Reference Books:**

- Paul's, *Readings in Economics*, Tata McGraw Hill, New Delhi , 1992
- Dwivedi D.N. *Microeconomic Theory*, Vikas Publications, New Delhi, 1996 Seth, M.L. *Macroeconomics*, Laksminarayana Agrawal, Edu.Pub.Agra.1996
- Varshey, R.L. & Maheshwari, K.L., *Managerial Economics*, Sultan Chand, Delhi, 1996 Peter, Z & Fredrick, B., *Health Economics*, Oxford Pub., New York, 1997
- Shanmugansundaram, Y., *Health Economics*, Oxford Pub. New York, 1997 Mills, A & Lee, K., *Economics of Health*, OUP, Oxford, 1983.
- Liz Haggard, Sarah Hosking, *Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises*
- Park JE, Park K., Textbook of preventive and social medicine, 20<sup>th</sup> edition, Banarsidas Bhanot Publishers. 2009
- S.L GOEL, *Healthcare Management and Administration*, Deep & Deep publications Pvt.Ltd., New Delhi

*Ramya Peeling*  
*O.M. White*  
*Swetha*  
*Amritas*  
*Signature*

**CREDITS: 5**

**Objective:** To familiarize the student with hospital operational activities. The student shall understand the process of purchase and inventory management in a health care establishment, apart from productivity aspects.

**Unit - 1**

Introduction to functions of Hospital Front Desk Coordinator, Patient Management, Front Desk Management

Functions of Hospital Front Desk Coordinator, Patient Management, Front Desk Management

**Unit-2**

Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought- in Dead.

Maintenance and Repairs Bio Medical Equipment.

**Unit 3**

Clinical Services- Clinical Departments – Outpatient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination,; Radiology – Location – Layout – X-Ray rooms – Types of Xray machines – Staff - USG – CT – MRI – ECG.

**Unit 4**

Supporting Services – House Keeping –Linen and Laundry, - Food Services -Central Sterile Supply Department (CSSD)- Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of lay outs – product, process, service facility layout; Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment's. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital

**Unit 5**

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management. Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

**Reference Books:**

- Madhuri Sharma, *Essentials for hospital support services and physical infrastructure*, Jaypee Brothers Publications.
- Sakharkar BM, *Principles of hospitals administration and planning*, Jaypee Brothers publications. Francis CM, Mario C de Souza: *Hospital Administration*, New Delhi, 2000.
- Reaction of patients towards evening OP services in Delhi Hospitals, *Hospital Administration*, 14 (13), 1977.
- Chakravarthy S: *Planning of Surgical Suites*, National workshop on hospital planning and Design, AIIMS, New Delhi, 1987. Prabhu KM, Sood SK: *Hospital Laboratory Services Organization and Management*, Journal of Academy of Hospital Administration, 2(2) 1990.
- S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd., New Delhi.
- Srinivasan, A. V. (ed), *Managing a Modern Hospital*, Chapters 12, Response Books, New Delhi, 2000. Schroedev, Roger G., *Operations Management – Decision Making in Operations Function*, McGrawHill, New Delhi.
- Buffa, Elwood S. and Sarin, Rakesh K., *Modern Production/Operations Management*, John Wiley & Sons, Singapore, 1987.

*Ramya Radhika Swetha*  
15  
*Abhaya*  
*Om Prakash*  
*Om Prakash*

**CREDITS: 5**

**Objective:** The objective of this paper is to teach the students the principles of management including group dynamics and organizational development.

**Unit I**

Concept of Management and Business – Various approaches to Management – Universality of Management Principles – Functions of Management – Social Responsibilities of business. Planning – Nature, purpose, steps, types – objectives, purpose – Management by objectives – Decision – making process.

**Unit II**

Organizing: Nature and purpose, principles: Departmentalization importance, methods of Departmentalization. Span of control Decentralization and delegation – Delegation, concept uses, process, preconditions – Line and staff Relationships - Organizational conflict – Types – Management of conflict – (Organizational change – Resistance Measures.) – Management of change

**Unit III**

Directing, Nature, Managing the human factor, Motivation, techniques, theories of Vroom, Maslow, Herzberg. Leadership – Definition functions and nature – Theories of leadership: Trait theory, Situational theory, and managerial grid.

**Unit IV**

Group Dynamics – Formation and Development of Groups – Group cohesiveness – Stress Management. Leadership Styles – Motivation – Communication.

**Unit V**

Organizational Development – Interventions Techniques - Assessment – Organizational culture Creating and sustaining organizational culture – Organizational climate - Developing sound organizational climate – Organizational effectiveness

**Reference Books:**

- Koontz 'O' Donnel and Weirch: Management (Tokyo, McGraw Hill).
- Last and Tenczning: Organisation and Management (New York: McGraw Hill 1980). Peter F. Drucker: The Practice of Management (Bombay: Allied Publishing Co., 1989). Fred Luthans. Organisational behavior, McGraw Hill Co., Tokyo.
- Keith Davis. Human Behavior at Work, Tata McGraw Hill, New Delhi. Abraham K. Karmam. Organizational Behavior, Prentice Hall, New Delhi. Stephen P. Robbins. Organisational Behavior, Prentice Hall New Delhi.

Ramya Radha Suresh  
Apoorva  
Anitha  
Omkarita

## SKILL - MANAGEMENT INFORMATION SYSTEMS IN HOSPITALS

CREDITS: 5

MARKS: 80T + 20I

**Objective:** To make the student understand MIS as a managerial decision-making tool and to know the sources and compiling of MIS.

### **Unit – I**

#### **Introduction to Management Information Systems**

Decision theory - Managerial Decision-Making Process Techniques – Major Trends in Technology in Decision Making - Computerized data processing – Decision Support Systems – Expert System – Executive Information System – Health Management Information System.

### **Unit II Health Records**

The world of Informatics The future of healthcare technology-Functions of the health record –Changing functions of the patients record – Privacy and confidentiality and Law -Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point- or-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation.

### **Unit III TELEMEDICINE**

Telehealth - Historical perspectives – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

### **Unit IV Software Applications in Health Care**

Awareness on the application of computer software packages in Various functions of Hospital. Internet and Intranet and their application in healthcare.

### **Unit V Demo of a model software package for a hospital**

#### **Reference Books:**

- Green. E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, 1996.
- Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi. 1969
- Plane DR and Kochenberger GA, Operations Research for Managerial Decisions, Richard D Irwin Inc. Homewood, Ill. 1972 Gordon B Davis and M.H. Olson, *Management Information Systems* – Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.
- Erid Muford. Effective Systems design and requirements analysis, McGraw Hill 1995.
- Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005. Rajesh Narang, Data Base Management System, Prentice – Hall India Private Limited. New Delhi. 2004.
- Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi 2004.
- Kenneth .C.Laudon & Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi, 2006.
- Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi, 2004, 4<sup>th</sup> Edition. Internet: An Introduction – CIS Series, Tata McGraw Hill.
- Informatics for Healthcare professional - Kathleen M,
- Management Information system - James O'Brien, Tata McGraw Hill.

Ramya

Reddy

Amma

O. Nitin

Arshad

S. S. S. S. S.

## SEMESTER - II

Ramya Bedi Sweet 22  
Dipanya O. Nitisha

**CREDITS: 5**

**Objective:** The objective is to make the student understand the psychosocial aspects of the patient and resulting behavior in a stressful condition.

**Unit I**

Introduction – Patient Rights -Patient Behavior– Models of Patient Behavior-Patient Motivation –  
Patient Perception – Attitudes  
Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence  
Opinion  
Leadership – Family Decision Making-

**Unit -II**

Policies and procedures of the hospitals for patients and personnel. Service Buying Behavior – Psychographics –  
Lifestyles –  
Information Search Process – Evaluating Criteria-Audit of Patient Behavior.

**Unit -III Patient care**

Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, Medicare standards.

**Unit -IV Hospital Administration**

Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night duty Executive; Public and guest relation: importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.

**Unit -V Legal responsibilities**

Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs.

General policies and procedures of the hospitals for patients and personnel.

Need, legal implications, Pollution Control Board act, safe collection, segregation, disposal, dumping, incineration and training.

**Reference Books:**

- Llewellyn Davis and H.M. MacCaulay, *Hospital Administration and Planning*, J.P. Brothers, New Delhi, 2001.
- S.G. Kabra, *Medical Audit*.
- Arun Kumar, (ed) *Encyclopedia of Hospital Administration and development*, Anmol Publications, New Delhi, 2000.
- Srinivasan A. V. (ed) *Managing a Modern Hospitals*, Response Books, New Delhi, 2000.
- *Environment Management Systems*, ISO 14000 Documents.
- Syed Amin Tabish, *Hospital and Health services Administration Principles and Practice*, Oxford Publishers, New Delhi, 2001.
- Llewellyn Davis and H.M. MacCaulay, *Hospital Administration and Planning*, J.P. Brothers, New Delhi, 2001.

Ramya Bellur Smita  
Dipti O. Nichelle

## HCM 202 - CUSTOMER SERVICE EXCELLENCE AND PATIENT SATISFACTION

CREDITS: 5

MARKS: 80T + 20I

Objective: To understand the importance of customer services and its relation to patient satisfaction.

### **UNIT I: Patient-Centred Customer Service**

Identification of patient needs and resolution mechanisms. Internal processes for patient concern handling. Promotions, tariffs, and schemes offered to clients. Building empathetic relationships with patients and visitors. Professional methods of handling queries from patients/visitors

### **UNIT II: Communication, Sensitivity, and Professionalism in Healthcare**

Principles of effective communication in healthcare. Gender and social sensitivity in patient interactions. Role of body language and dress code in healthcare settings. Professionalism and cultural awareness in patient-centred service

### **UNIT III: Patient Feedback and International Client Management**

Techniques for obtaining patient and visitor feedback. Using feedback for protocol and policy improvement.

Corrective actions and continuous improvement in healthcare service

Special considerations for managing foreign clients:

- Cultural differences
- Language barriers
- Hospitality and international service standards

### **UNIT IV: Conducive Environment and Emergency Preparedness**

Factors necessary to make patients feel safe and comfortable. Psychological and physiological impact of comfort on health outcomes. Importance of cleanliness, hygiene, and infection control. Patient environments in various contexts:

- Roadside emergencies
- Home-based care
- Ambulance services
- Hospital settings

### **UNIT V: Rights and Responsibilities of Patients**

Overview of patient rights in healthcare: confidentiality, dignity, informed consent. Responsibilities of patients in healthcare delivery. Role of hospital front desk coordinator in safeguarding patient rights. Reporting and escalation of non-conformance to competent authorities

#### **Reference Books:**

- Green. E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, 1996.
- Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi. 1969
- Plane DR and Kochenberger GA, Operations Research for Managerial Decisions, Richard D Irwin Inc. Homewood, Ill. 1972 Gordon B. Davis and M. H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing, 1984.
- Erid Muford. Effective Systems design and requirements analysis, McGraw Hill 1995. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005. Rajesh Narang, Data Base Management System, Prentice – Hall India
- Private Limited. New Delhi. 2004.
- Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi 2004.
- Kenneth .C.Laudon & Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi, 2006.
- Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi, 2004, 4<sup>th</sup> Edition. Internet: An Introduction – CIS Series, Tata McGraw Hill.
- Informatics for Healthcare professional - Kathleen M,
- Management Information system - James O'Brien, Tata McGraw Hill

*Ramya Balaji - Apoorva - Sreekanth - Dr. S. N. Nithila*

*S. N. Nithila*

## HCM 203 - HUMAN RESOURCE MANAGEMENT

MARKS: 80T + 20I

CREDITS: 5

**Objective:** The objective of this paper is to teach the student about the Human Resource function relating to the organization of HR Department, recruitment, training and development and industrial relations

**Unit I**  
Nature and Scope of Human Resource Management – Meaning and Definition – Functions – Objectives – Organization of HRM Department - Policy Evolution of Personnel / HRM in General and with reference to HR department in hospital.

**Unit II**  
Acquisition of Human Resources / Planning – Forecasting and determination of current and Future Human Resource Requirements – Job Analysis and Job Design Recruitment - Selection, Orientation (Socialization) and Placement.

**Unit III**  
Development of Human Resources / - Employment Training and Management Development - Motivation – Performance Appraisal, Performance Counseling, Maintenance of Human Resource – Employee Compensation – Job evaluation – Incentive Payments – Promotion and Transfer – Policies – Methods.

**Unit IV**  
Career Planning and Development – Process – Steps in Career Planning and Development system – Actions – Prerequisites for success – key issues in career development.

**Unit V**  
Industrial Relations – Framework for employer – Employee relations – Grievance Procedure – Guidelines for handling grievance – Work ethics – Work culture and quality of work life.

### Reference Books:

- David A. De Cenzo & Stephen P. Robbins. Personnel / Human Resource Management, Prentice Hall of India Private Limited.
- Flippo, Edwin B. Principles of Personal Management – International Students Edition McGraw Hill Book Company.
- Human Resource and Personal Management, Tata McGraw Hill Publishing Company. Garry Dessler. Human Resource Management.
- Goyal. R.C., *Hospital Administration and Human Resource Management*, Prentice Hal, Of India Private Limited, New Delhi, 2005.
- V.P. Michael, Human Resource Management and Human relations, Himalaya Publishing House.
- Arun Monappa – Managing Human Resource - Tata McGraw Hill Publishing Company. Arun Monappa and Mirza Saiyadan, Personnel Management and Human Resource.
- T.N. Bhagoriwala, Personnel Management and Industrial Relations, Sahitya Bhavan, Agra. Akhilesh & Nagaraj. HRM 2000 Indian
- K.N. Subrahmanian – Perspective Wages
- Government of India – Report on National Commission on Labour.
- Journals: Indian Journal of Labour Economics – Manpower Journal – Productivity.

*Ramya* *Padmaja*  
*Surendra Dhotre* *Praveen*  
*G. Nithi* *S. S. J*

## SKILL - MANAGEMENT CONTROL SYSTEMS

CREDITS: 5

MARKS: 80T + 20I

**Objective:** The objective of this paper is to acquaint the student with the systems of management control and performance evaluation in Hospitals.

**UNIT-I:** Health Policy and Hospital Performance: Role of Ministry – Academia – Government – NGOs – Political Influences – Key Policy Players – Leadership in Healthcare. Health care targets – financing systems – resource allocation – health services allocation – remuneration – manpower - technology

**UNIT-II:** Structure of Management Control: Responsibility Centers – Expense Centers -Revenue Centers – Profit Centers- Investment Centers, Research and Development Centers- Transfer Pricing – Objectives – Methods – Pricing Corporate Services and Administration of Transfer Prices.

**UNIT-III:** Management Control Process: Strategic Planning– Programming and Budgeting – Performance Evaluation – Performance Report Preparation

**UNIT-IV:** Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Healthcare Service Organizations.

**UNIT-V:** Management Control in Multinational Corporations (MNCs): Objectives, Characteristics, Performance Measurement System for Subsidiaries.

### **Suggested Books:**

- Management control Systems – Robert Anthony and Vijay Govindarajan Tata – McGraw-Hill publishing Company, New Delhi.
- Management Control Systems, N. Ghosh, Prentice Hall of India.
- Management information and control systems – Dr. Sushila Madan, Taxmann Allied Services Pvt. Ltd., New Delhi.
- Management Control systems Text and Cases – Subhash Sharma Tata- McGraw-Hill publishing Company, New Delhi.

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