Bachelor of Business Administration (BBA)

Health Care Management (HCM)

3 Year
Apprenticeship Embedded Degree Program (AEDP)

w.e.f. AY 2025-26

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

BBA Healthcare Management (142 Credits)

SEMESTER I			
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
SEC	Management Information System in Hospitals	45	3
VAC	Basic Computer Skills	30	2
	Total		**25**
SEMESTER II			
	Subject	**Hours**	**Credits**
Major 1	Patient Behaviour and Care	75	5
Major 2	Customer Service Excellence and Patient Satisfaction	75	5
Minor	Human Resource Management	75	5
AEC	English	75	5
SEC	Management Control Systems	45	3
VAC	Environmental Sciences	30	2
	Total		**25**
SEMESTER III			
	Subject	**Hours**	**Credits**
Major 1	Health Care and Insurance	75	5
Major 2	Legal and Ethical Issues for Hospitals	75	5
Minor	Supply Chain Management	75	5
AEC	English	75	5
SEC	Office Management Software	45	3
VAC	Universal Human Values	30	2
	Total		**25**
SEMESTER IV			
	Subject	**Hours**	**Credits**
Major 1	Hospitals and Pharmaceutical Management	75	5

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

Major 2	Quality Management in Hospitals	75	5
Minor	Risk and Disaster Management in Healthcare	75	5
AEC	English	75	5
MDC	Bio Statistics	75	5
	Total		**25**
SEMESTERS V & VI			
	Subject	**Hours**	**Credits**
	Project/Apprenticeship (Emergency Medical Services, Healthcare Facility Management, Healthcare Quality Management)		42
	TOTAL		**142**

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

Evaluation Pattern

Student Evaluation will be done in two forms for each course for a total of 100 marks.

- Continuous Internal Evaluation (20 Marks)
- Semester End Examination (80 Marks)

Continuous Internal Evaluation (20 Marks)

S No	Activity	Marks
1	Mid-Term Examinations (Two Examinations of which average is taken)	15
2	Assignments	5
	Total	**20**

Semester End Examination (80 Marks)

S No	Activity	Marks
1	Semester End Examination (To be conducted by the College for General Courses and HSSC for Skill Courses)	80
	Total	**80**

Evaluation of Apprenticeship/Project Work (in the case of students not selected for Apprenticeship in the Final Semester)

S No	Activity	Marks
1	Project Report	250
2	Viva Voce	50
	Total	**300**

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 101 - HEALTH CARE AND HOSPITAL ENVIRONMENT

Course Outcomes (COs):

CO1: Explain the theoretical framework of the healthcare environment, including internal and external factors influencing hospital systems.

CO2: Describe the structure, evolution, and functions of different healthcare services and institutional settings in hospitals.

CO3: Analyse the healthcare sector in India, including levels of care, types of hospitals, and the roles of medical and non-medical staff.

CO4: Interpret national and international healthcare regulations, policies, and governing bodies relevant to hospital management.

CO5: Apply the principles, methods, and uses of epidemiology in understanding disease patterns and public health management.

Program Outcomes (POs):

PO1: Demonstrate knowledge of the healthcare sector and its systems in a broader socio-economic and technological context.

PO2: Apply healthcare management concepts to effectively organize, regulate, and deliver medical services.

PO3: Evaluate healthcare policies and regulations for improved decision-making in hospital environments.

PO4: Utilize epidemiological tools for disease prevention, control, and health promotion activities.

PO5: Exhibit professional competence, ethical responsibility, and effective communication in healthcare settings.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 101 - HEALTH CARE AND HOSPITAL ENVIRONMENT

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:

1. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
2. S.L GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt.Ltd., New Delhi.
3. Park JE, Park K., Textbook of preventive and social medicine, 20th edition, Banarsidas Bhanot Publishers. 2009
4. Paul's, Readings in Economics, Tata McGraw Hill, New Delhi , 1992

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

5. Dwivedi D.N.Microeconomic Theory, Vikas Publications, New Delhi,1996 Seth,M.L.Macroeconomics, Laksminarayana Agrawal, Edu,Pub.Agra.1996
6. Varshey, R.L. & Maheshwari, K.L., Managerial Economics, Sultan Chand, Delhi,1996 Peter,Z & Fredrick, B.,Health Economics, Oxford Pub., New York, 1997
7. Shanmugansundaram, Y., Health Economics, Oxford Pub. New York, 1997 Mills, A & Lee, K., Economics of Health, OUP, Oxford, 1983.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 102 - HOSPITAL OPERATIONS MANAGEMENT

Course Outcomes (COs):

CO1: Explain the roles and responsibilities of a Hospital Front Desk Coordinator, including patient and front desk management.

CO2: Describe and manage hospital front office processes such as admission, billing, medical records, and handling medico-legal situations including death cases.

CO3: Analyse the structure, functions, and workflows of clinical services, OPD, radiology, and biomedical equipment maintenance.

CO4: Evaluate and optimize hospital supporting services such as housekeeping, CSSD, food services, and facility layout for improved productivity and resource utilization.

CO5: Apply purchasing strategies, inventory management techniques, and value analysis principles for efficient hospital operations.

Program Outcomes (POs):

PO1: Demonstrate comprehensive knowledge of hospital operations and service delivery processes.

PO2: Apply operational management concepts to improve patient services and hospital productivity.

PO3: Implement quality control, facility planning, and workflow optimization techniques in healthcare environments.

PO4: Utilize procurement, inventory, and value engineering strategies for cost-effective hospital management.

PO5: Exhibit problem-solving, decision-making, and leadership skills in hospital operational contexts while maintaining ethical and professional standards.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 104 - HOSPITAL OPERATIONS MANAGEMENT

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 – I
Introduction to functions of Hospital Front Desk Coordinator
Functions of Hospital Front Desk Coordinator, Patient Management, Front Desk Management

Unit-II
Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought- in Dead. Maintenance and Repairs Bio Medical Equipment.

Unit -III
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 -IV
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 -V
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:

1. Madhuri Sharma, *Essentials for hospital support services and physical infrastructure,* Jaypee Brothers Publications.
2. Sakharkar BM, *Principles of hospitals administration and planning,* Jaypee Brothers publications. Francis CM, Mario C de Souza: *Hospital Administration,* New Delhi, 2000.
3. Reaction of patients towards evening OP services in Delhi Hospitals, *Hospital Administration,* 14 (13), 1977.
4. 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(@) 1990.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

5. S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd., New Delhi.
6. 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.
7. Buffa, Elwood S. and Sarin, Rakesh K.., Modern Production/Operations Management, John Wiley & Sons, Singapore, 1987

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 103 - ORGANISATION AND MANAGEMENT PROCESS

Course Outcomes (COs):

CO1: Explain the fundamental concepts, approaches, and principles of management, including planning, decision-making, and social responsibilities of business.

CO2: Analyze organizational structures, departmentalization methods, delegation, decentralization, and conflict management strategies.

CO3: Apply motivation theories and leadership models to enhance employee performance and organizational productivity.

CO4: Assess group dynamics, stress management techniques, and communication methods to improve team cohesion and effectiveness.

CO5: Evaluate organizational development techniques, culture, climate, and effectiveness for sustainable business growth.

Program Outcomes (POs):

PO1: Demonstrate an understanding of management principles and their application in healthcare and business organizations.

PO2: Apply organizational theories and structures to improve efficiency, workflow, and decision-making.

PO3: Implement effective leadership, motivation, and communication strategies in diverse workplace settings.

PO4: Manage change, conflict, and group dynamics to create a productive organizational environment.

PO5: Foster a positive organizational culture and climate to enhance long-term effectiveness and adaptability.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

HCM 103 - ORGANISATION AND MANAGEMENT PROCESS

Objective: The objective of this paper is teaching 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 gird.

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:

1. Koontz 'O' Donnel and Weirch: Management (Tokyo,McGraw Hill).
2. Last and Tenscnzing: Organisation and Mangement(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.
3. Keith Davis. Human Behavior at Work, Tata McGraw Hill, New Delhi. Abraham K.Karmam. Organizational Behavior, Prentice Hall, New Delhi. Stephin P.Robbins. Organisational Behavior, Prentice Hall New Delhi.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

SEC - MANAGEMENT INFORMATION SYSTEMS IN HOSPITALS

Course Outcomes (COs):

CO1: Explain the concepts of Management Information Systems (MIS) and their role in healthcare decision-making, including decision support and health management systems.

CO2: Analyse different types of health records, their functions, legal aspects, and the transition from paper-based to electronic health records (EHR).

CO3: Evaluate the applications, benefits, barriers, and future trends of telemedicine and telehealth technologies in healthcare delivery.

CO4: Demonstrate awareness of software applications, internet, and intranet technologies in hospital operations.

CO5: Apply knowledge of MIS through the demonstration and evaluation of a model hospital software package.

Program Outcomes (POs):

PO1: Demonstrate understanding of MIS as a tool for managerial decision-making in healthcare organizations.

PO2: Apply health informatics principles to manage, protect, and utilize patient information effectively.

PO3: Integrate emerging technologies such as telehealth, wireless computing, and genomics into healthcare operations.

PO4: Utilize healthcare-specific software applications to improve hospital efficiency and patient care services.

PO5: Exhibit analytical and problem-solving skills to implement and manage MIS projects in healthcare settings.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

SEC - MANAGEMENT INFORMATION SYSTEMS IN HOSPITALS

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:

1. Informatics for Healthcare professional - Kathleen M,
2. Management Information system - James O'Brien, Tate McGraw Hill
3. Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi 2004.
4. Kenneth .C.Laudon & Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi, 2006.
5. Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi, 2004, 4th Edition. Internet: An Introduction – CIS Series, Tata McGraw Hill.
6. Green. E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana

Delhi, 1996.
7. Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi. 1969
8. 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.
9. Erid Muford. Effective Systems design and requirements analysis, McGraw Hill 1995.
10. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005. Rajesh Narang, Data Base Management System, Prentice – Hall India
11. Private Limited. New Delhi. 2004.

CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007, T.S.

HEAD
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.

DEAN
Faculty of Management
Osmania University,
Hyderabad-500 007, Telangana