Bachelor of Business Administration (BBA)

Health Care Management (HCM)

II Semester

3 Year

Apprenticeship Embedded Degree Program (AEDP)

w.e.f. AY 2025-26

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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 in Hospitals	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

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SEMESTER IV			
	Subject	**Hours**	**Credits**
Major 1	Hospitals and Pharmaceutical Management	75	5
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**

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BBA – Healthcare Management

SUBJECT: PATIENT BEHAVIOR AND CARE

Course Outcomes (COs)

After completion of the course, students will be able to:

CO1: Explain psychosocial factors influencing patient behavior and healthcare decision-making.

CO2: Analyze patient behavior in service settings including hospital selection, satisfaction assessment, and service evaluation.

CO3: Evaluate patient care management practices, counseling processes, and quality improvement standards.

CO4: Examine hospital administrative structures and assess the roles of key hospital personnel in patient relations.

CO5: Interpret legal responsibilities, regulatory compliance requirements, medical negligence issues, and environmental obligations in healthcare institutions.

Program Outcomes (POs)

After completion of the programme, students will be able to:

PO1: Apply management principles in healthcare and hospital administration settings.

PO2: Analyze patient behavior using psychological and behavioral theories in healthcare contexts.

PO3: Demonstrate effective communication and decision-making skills in patient-centered healthcare services.

PO4: Interpret legal, ethical, and regulatory frameworks governing healthcare institutions.

PO5: Integrate quality standards and environmental sustainability practices in hospital management.

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Course Objective

To enable students to understand the psychosocial dimensions of patient behavior under stressful health conditions and to develop managerial competence in delivering patient-centred healthcare services within legal and ethical frameworks.

UNIT I: Foundations of Patient Behavior

Introduction to Patient Behavior- Patient Rights and Responsibilities- Models of Patient Behavior (Health Belief Model, Theory of Planned Behavior)-Patient Motivation- Patient Perception and Attitudes- Attitude Formation and Attitude Change- Personality and its influence on patient behavior- Patient Involvement and Healthcare Decision-Making- Reference Group Influence and Opinion Leadership- Family Decision-Making in Healthcare.

UNIT II: Patient Behavior in Service Settings

Hospital Policies and Procedures for Patients and Personnel, Service Buying Behavior in Healthcare-Psychographics and Lifestyles in Healthcare Decisions- Information Search Process in Healthcare Services- Evaluation Criteria in Hospital Selection- Audit of Patient Behavior- Patient Satisfaction Assessment

UNIT III: Patient Care Management

Introduction to Patient Care- Importance of Quality Improvement in Patient Care- Role of Natural and Human Resources in Patient Care- Patient Counselling: Pre-surgical counselling, Treatment counselling, Grief counselling. Patient Care Protocols- Medicare Standards and Accreditation (NABH/ISO overview)

UNIT IV: Hospital Administration and Patient Relations

Structure of Hospital Administration- Role and Responsibilities of: Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive. Public and Guest Relations in Hospitals- Patient Communication Systems- Code of Press Relations- Medical information/ Records and Patient Information Management- Patient Information Booklets- Attendants' Management

Unit – V: Legal and Environmental Responsibilities in Healthcare

Legal responsibilities of hospitals – Essential medical and legal documents – State licensure and regulatory compliance – Civil rights and Consumer Protection Act (2019) in healthcare – Authority of examination, Autopsy and treatments – Medical negligence, tort and vicarious liability – Responsibilities of medical staff – Insurance- Confidentiality and informed consent – General hospital policies and grievance redressal mechanisms – Biomedical waste management: legal provisions, safe collection, segregation, dumping, disposal – Pollution Control Board regulations – Staff training and compliance.

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Reference Books:

1. National Accreditation Board for Hospitals & Healthcare Providers. (2023). *Accreditation standards for hospitals* (5th ed.). Quality Council of India.
2. Park, K. (2023). *Park's textbook of preventive and social medicine* (27th ed.). Banarsidas Bhanot Publishers.
3. Morrison, V., & Bennett, P. (2022). *An introduction to health psychology* (4th ed.). Pearson.
4. Tabish, S. A. (2018). *Hospital and health services administration: Principles and practice*. Oxford University Press.
5. Government of India, Ministry of Environment, Forest and Climate Change. (2016, amended 2018 & 2019). *Biomedical waste management rules*. Government of India.
6. Dutta, P. K. (2017). *Hospital management* (2nd ed.). Jaypee Brothers Medical Publishers.
7. International Organization for Standardization. (2015). *ISO 14001:2015 environmental management systems—Requirements with guidance for use*. ISO.
8. Kotler, P., Shalowitz, J., & Stevens, R. J. (2011). *Strategic marketing for health care organizations: Building a customer-driven health system* (2nd ed.). Jossey-Bass.

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CUSTOMER SERVICE EXCELLENCE AND PATIENT SATISFACTION

Program Outcomes (POs)

PO1: Demonstrate understanding of the relationship between customer service quality and patient satisfaction in healthcare settings.

PO2: Apply effective communication, interpersonal, and problem-solving skills to address patient and visitor concerns.

PO3: Maintain a safe, hygienic, and supportive environment in healthcare to enhance patient well-being.

PO4: Uphold ethical standards, patient rights, and cultural sensitivity in the delivery of healthcare services.

PO5: Utilize feedback mechanisms and service improvement strategies to enhance patient experience and organizational reputation.

Course Outcomes (COs)

CO1: Identify and assess patients' needs for resolution and manage queries using empathetic communication skills.

CO2: Demonstrate professionalism through proper body language, dress code, and culturally sensitive service delivery.

CO3: Create and maintain safe, clean and comfortable environments, especially during emergency situations.

CO4: Interpret and apply patient rights and responsibilities in daily hospital operations with ethical handling of information.

CO5: Collect and analyze customer feedback to improve hospital policies, protocols, and service quality for enhanced patient satisfaction.

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UNIT I: Customer Service and Patient Needs Identification

Process to Identify Patients' Needs for Resolution – Internal Process – Promotions, Tariffs, and Schemes Offered to Clients – Importance of Building Empathetic Relationships with Patients and Visitors.

UNIT II: Patient Interaction, Sensitivity, and Professional Conduct

Managing Patients' and Visitors' Queries – Gender and Social Sensitivity in Customer Service – Importance of Proper Body Language and Dress Code – Management of Foreign Clients.

UNIT III: Patient Experience, Feedback, and Service Recovery

Obtaining Customer Feedback and Making Amends in Protocols and Policies – Introduction to Patient Experience and Service Recovery in Healthcare – Use of Basic Digital Communication Tools in Patient Interaction.

UNIT IV: Conducive Environment and Patient Safety in Emergencies

Factors Necessary to Make Patients Feel Safe and Comfortable – Impact of Comfort on Health – Importance of Cleanliness and Hygiene Environment – Variation of Patients' Environment According to Settings: Road, Home, Ambulance, Hospital – Basic Patient Safety and Infection Control Awareness – Psychological Comfort of Patients during Emergency Situations.

UNIT V: Rights, Responsibilities, and Ethical Practices in Healthcare

Rights and Responsibilities of Patients Applicable to the Work Area – Role of Hospital Front Desk Coordinator in Maintaining Patients' Rights – Escalation of Non-Conformance to Competent Authority – Overview of Patient Charter in India – Confidentiality and Ethical Handling of Patient Information – Grievance Redressal Mechanism in Hospitals.

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1. National Health Systems Resource Centre, Ministry of Health & Family Welfare, Government of India. (n.d.). *Patient safety guidelines*. Retrieved February 14, 2026, from https://qps.nhsrcindia.org/patient-safety/patient-safety-guidelines
2. Berkowitz, E. N. (2021). *Essentials of health care marketing* (5th ed.). Jones & Bartlett Learning.
3. Gupta, S. (2017). *Hospital administration and management* (3rd ed.). Jaypee Brothers Medical Publishers.
4. Joshi, S. R. (2014). *Quality management in hospitals*. Jaypee Brothers Medical Publishers.
5. Kotler, P., Shalowitz, J., & Stevens, R. J. (2017). *Strategic marketing for health care organizations: Building a customer-driven health system* (8th ed.). Wiley.
6. Press, I., Ganey, R. F., & Malone, M. P. (1991). *Patient satisfaction: Understanding and managing the experience of care*. Health Administration Press.
7. World Health Organization. (n.d.). Patient Safety & Quality of Care Resources. WHO.
8. National Accreditation Board for Hospitals & Healthcare Providers. (n.d.). NABH Standards – Patient-Centered Care. NABH (India). https://portal.nabh.co/images/Standards/NABH%20Hospital%20Accreditation%20Standard%206th%20Edition%20January%202025.pdf
9. Ministry of Health & Family Welfare, Government of India. (n.d.). Patient Charter (India)

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HUMAN RESOURCE MANAGEMENT IN HOSPITALS

Course Outcomes (COs)

CO1: Explain the nature, scope, objectives, and functions of Human Resource Management, including the organization and evolution of HR departments in hospitals.

CO2: Apply human resource planning techniques for recruitment, selection, job analysis, job design, orientation, and placement in healthcare institutions.

CO3: Analyze employee training, development, motivation, performance appraisal, and compensation management practices in healthcare organizations.

CO4: Develop career planning and development strategies to enhance employee growth and organizational effectiveness in hospital settings.

CO5: Evaluate industrial relations frameworks, grievance handling mechanisms, work ethics, and quality of work life in healthcare institutions.

Program Outcomes (POs)

PO1: Demonstrate knowledge of HRM principles and their application in healthcare organizations.

PO2: Plan, acquire, develop, and retain human resources effectively to achieve healthcare organizational goals.

PO3: Implement employee development programs, motivation strategies, and performance evaluation systems.

PO4: Manage career development processes and foster a positive organizational culture in healthcare settings.

PO5: Apply industrial relations practices, ethical standards, and grievance management techniques to maintain harmonious workplace relations.

Course Objective

To enable students to understand, analyze, and apply Human Resource Management (HRM) principles in healthcare organizations, with specific emphasis on hospital HR systems, workforce planning, employee development, and industrial relations.

Unit I: Foundations of Human Resource Management in Healthcare

Nature and Scope of HRM; Meaning and Definitions; Objectives and Functions of HRM; Evolution from Personnel Management to HRM; HRM in Hospitals: Structure and Strategic Role; Principles and Characteristics of HRM; Significance and Importance of HRM; Human Resource Utilization; Role of HR Manager in Hospitals. Motivation Theories and Applications in Healthcare; Use of Technology in HRM.

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Unit II: Human Resource Planning and Acquisition

Human Resource Planning: Meaning and Importance; Forecasting and Determination of Current and Future HR Requirements; Job Analysis and Job Design; Recruitment in Healthcare Organizations; Selection Process; Types of Selection Tests; Orientation (Socialization) and Placement; Employee Retention Strategies; Internal Organization of HR Department; HR Auditing; HR Policies in Hospitals.

Unit III: Human Resource Development in Healthcare

Human Resource Development (HRD) Concepts; Employee Engagement; Employee Training and Management Development; Performance Appraisal and Performance Counselling; Maintenance of Human Resources; Training Needs Assessment; Types of Training; Evaluation of Training; Management Development Programmes; Concept and Importance of Career Planning; Career Development Process; Steps in Career Planning and Development System; Actions and Implementation Strategies; Prerequisites for Successful Career Development; Key Issues and Challenges in Career Development; Career Growth Strategies in Hospitals; Leadership Grooming.

Unit IV: Compensation

Employee Compensation and Benefits; Job Evaluation; Incentive Payments; Promotion and Transfer Policies and Methods; Statutory and Legal Aspects of Compensation in Healthcare.

Unit V: Industrial Relations, Work Environment and HR Practices in Hospitals

Industrial Relations: Concept and Framework; Workplace Challenges; Employer–Employee Relations in Hospitals; Grievance Procedure and Redressal Mechanisms; Guidelines for Handling Grievances; Work Ethics and Professional Conduct in Healthcare Organizations; Work Culture and Quality of Work Life (QWL); Causes of Poor HRM; Good HR Practices; Role of HRM in Hospital Effectiveness and Patient Care.

References:

1. Aswathappa, K. (2021). *Human Resource Management: Text and cases* (9th ed.). McGraw Hill Education.
2. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
3. Subba Rao, P. (2020). *Essentials of Human Resource Management and Industrial Relations* (6th ed.). Himalaya Publishing House.
4. DeCenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management* (10th ed.). Pearson Education.
5. Michael, V. P. (2010). *Human Resource Management and Human Relations*. Himalaya Publishing House.
6. Monappa, A., & Saiyadain, M. S. (2008). *Personnel Management*. Tata McGraw-Hill.
7. Goyal, R. C. (2013). *Hospital Administration and Human Resource Management*. Prentice Hall of India.
8. Monappa, A. (2004). *Managing Human Resources*. Tata McGraw-Hill.
9. Government of India. (2002). *Report of the National Commission on Labour*. Ministry of Labour.

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SEC - MANAGEMENT CONTROL SYSTEMS

Course Outcomes (COs):

CO1: Explain the role of health policy and its impact on hospital performance, including the contribution of ministries, NGOs, and key policy players.

CO2: Identify and differentiate various types of responsibility centres and their relevance to hospital management control systems.

CO3: Apply the management control process including strategic planning, budgeting, and performance evaluation in healthcare organizations.

CO4: Analyze corporate strategy, top management style, and strategic business unit concepts in the context of healthcare service organizations.

CO5: Evaluate management control systems in multinational healthcare corporations, with emphasis on objectives, characteristics, and performance measurement.

Program Outcomes (POs):

PO1: Demonstrate comprehensive knowledge of healthcare policies, financing, and resource allocation to support effective hospital management.

PO2: Integrate management control concepts to design efficient monitoring and evaluation systems for healthcare organizations.

PO3: Utilize strategic planning and budgeting tools to improve operational performance and service delivery in hospitals.

PO4: Adapt management control strategies to various healthcare contexts including public, private, and multinational organizations.

PO5: Exhibit leadership and analytical skills in implementing control systems that align with organizational goals and regulatory frameworks.

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SEC – MANAGEMENT CONTROL SYSTEMS

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 and health information systems

UNIT–II: Structure of Management Control

Responsibility Centres – Expense Centres – Revenue Centers – Profit Centers – Investment Centres – Research and Development Centres – 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 and Key Performance Indicators (KPIs) in hospitals

UNIT–IV: Corporate Strategy and Healthcare Control

Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Healthcare Service Organizations - quality and outcome-based control

UNIT–V: Management Control in Multinational Corporations (MNCs)

Objectives – Characteristics – Performance Measurement System for Subsidiaries and management control issues in global healthcare organizations

References :

1. Anthony, R. N., & Govindarajan, V. (2007). *Management Control Systems* (12th ed.). Tata McGraw-Hill.
2. Ghosh, N. (2011). *Management Control Systems*. Prentice Hall of India.
3. Madan, S. (2010). *Management Information and Control Systems*. Taxmann Allied Services Pvt. Ltd.
4. Sharma, S. (2008). *Management Control Systems: Text and Cases*. Tata McGraw-Hill.

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ENVIRONMENTAL SCIENCES

Course Objectives:

CO1: To create awareness about environmental problems among people.
CO2: To develop attitude of concern for the environment in the students.
CO3: To help students to explore possible solutions of environmental problems, and to lay the foundation for a fully informed and active participation of individual in the protection of environment and the prudent and rational use of natural resources.

Program Outcomes (POs):

PO1: Understand the transactional character of the environmental problems and ways of addressing them, including the interaction across local and global scales.
PO2: Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.
PO3: Understand the importance of sustainable development and modern approaches that enable humans to protect the environment.

UNIT - I: ECOSYSTEM, BIODIVERSITY & NATURAL RESOURCES

Definition, Scope & Importance of Environmental Studies. Structure of Ecosystem – Abiotic & Biotic components Producers, Consumers, Decomposers, Food chains, Food webs, Ecological pyramids). Function of an Ecosystem: Energy flow in the Ecosystem (Single channel energy. (Flow model). Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu & Exsitu). Renewable & Non – renewable resources, Brief account of Forest , Mineral & Energy (Solar Energy & Geothermal Energy) resources Water Conservation, Rain water harvesting & Watershed management.

UNIT - II: ENVIRONMENTAL POLLUTION, GLOBAL ISSUES & LEGISLATION

Causes, Effects & Control measures of Air Pollution, Water Pollution. Solid Waste Management. Global Warming & Ozone layer depletion. Ill – effects of Fire- works Disaster management – floods, earthquakes & cyclones Environmental legislation :- (a) Wild life Protection Act (b) Forest Act (c) Water Act (d) Air Act Human Rights, Women and Child welfare, Role of Information technology in environment and human health.

FIELD STUDY: Pond Ecosystem, Forest Ecosystem.

References :

1. Environmental Studies - from Crisis to Cure – by R. Rajagopalan Oxford University Press.
2. Text book of Environmental Studies for Undergraduate Courses by Erach Bharucha
3. Environmental Studies- Anubha Kaushik- New Age
4. Environmental Studies- Daniels- Wiley
5. A Text book of Environmental Studies by Dr.D.K.Asthana and Dr. Meera Asthana S Chand Publication

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