

काशी हिन्दू  
विश्वविद्यालय



BANARAS HINDU  
UNIVERSITY

An Institution of National Importance Established by The BANARAS HINDU UNIVERSITY ACT XVI of 1915

**Course Structure of**

**Certificate Program in Health Care Management**

**Under Career Oriented Courses of  
UNIVERSITY GRANTS COMMISSION**

*Offered by*

**FACULTY OF MANAGEMENT STUDIES**



## Course Structure

### Certificate Program in Health Care Management

(Single SEMESTER)

Course Code	Course	Credits	Marks-100 (External/ Internal)
CHM 101	Principle of Management & Organizational Behaviour	03	70/30
CHM 102	Business Studies in Healthcare & Hospitals	03	70/30
CHM 103	Hospital Planning & Management	03	70/30
CHM 104	Healthcare Environment in India	03	70/30
CHM 105	Practical (Hospital/Pharma Industry) Training (Two weeks) by <b>Dissertation &amp; Viva Voce</b>	08	100
	<b>Total</b>	<b>20</b>	<b>500</b>

**Minimum credit requirements for the Certificate Programs = 20 Credits.**

**Note:** Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 70 marks and sessionals carrying a maximum of 30 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

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## CHM 101: Principles of Management and Organizational Behaviour

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**COURSE OBJECTIVE:** This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

### COURSE STRUCTURE:

- ➔ **Introduction to Management:** Concept, nature, scope & functions of Management. Management Vs Administration, Skills of a Manager. Evolution of Management Thought; Scientific Management (Frederick W. Taylor). Classical Organisation Theory (Henry Fayol's Principles). Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organizations as Socio-technical systems. The Contingency Approach to Management.
- ➔ **Planning and Decision Making.** Basic Steps in Planning. Types of Planning. Management by Objective. Forecasting. Phases of Decision-Making. Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Individual Vs. Group Decision-making.
- ➔ **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralization. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Effective Delegation. Centralization vs. Decentralization. Formal and Informal organizations structure.
- ➔ **Controlling:** The meaning of control. Steps in Control Process. Types of Control Methods. Characteristics of effective Control System.
- ➔ **Introduction to Organizational Behaviour:** Concept of Organizational Behaviour. Individuals, Groups and Systems in Organizations. Manager's job.
- ➔ **Perception, Learning & Attitudes:** Perceptual Processes. Significance of Perception for Managers. Concept of Learning. Theories of Classical and Operant Conditioning. Significance of Learning for Managers. Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- ➔ **Motivation, Leadership & Communication:** Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. Concept of Leadership. Leadership Styles. Leadership Vs. Managership. Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication.
- ➔ **Group in Organizations:** Concept of Group. Group Membership. Group Cohesiveness. Concept of Conflict. Dynamics of Organizational Conflict. Methods of Managing Conflict.
- ➔ **Values in Management:** Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management.

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### REFERENCES:

1. James F.Stoner, et al. : Management
2. V.S.P.Rao & P.S.Narayana : Organisations Theory
3. Katz & Kunn : Social Psychology of Organizations
4. Herbert G.Hicks : The Management of Organisations
5. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

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## CHM 102: BUSINESS STUDIES IN HEALTHCARE AND HOSPITALS

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**COURSE OBJECTIVE:** The basic objective of this course is to make the students aware of the various functional aspects of management. The course would also provide an outline to the basics of utility in management.

**COURSE STRUCTURE:**

- **Business Accounting and Finance:** Financial Accounting-concept. Importance and scope, accounting principles, journal ledger, trial balance, depreciation. Preparation of final accounts with adjustments. Analysis and interpretation of financial statements – meaning, importance and techniques. Ratio analysis.
- **Financial Management in Healthcare & Hospitals** – The Perception, Financial Planning, Financial Organisation, Budgeting, Formulation Budget, Exploring Avenues for Revenues in Hospitals – Internal & external, Managing the Financial Information's, Break even analysis, Management of Books Accounts, Accounting System and IT and Project Planning.
- **Marketing Management in Hospital and Healthcare:** Hospital Marketing – The Perception, Rationale for Marketing of Health Services, Market Segmentation, Behavioural Profile of Users of Healthcare Services, Marketing Information System, Service Marketing Mix, STP Strategies, building and delivering customer value and satisfaction, Promotion Mix, Pricing Strategies in Healthcare Services.
- **Hospital and Healthcare Human Resource Management :** The Perception, Being Humane, Leader and Quality Hospital Personnel's, Requirement of Personnel in Hospitals, Managing Recruitment and Selection Process, Training & Development of Human Resource in Hospitals, Compensation, Performance Audit, Documentation
- **Supply Chain Management:** Introduction supply chain management; cross-functional and inter-organizational linkages in SCM; supply chain strategies; business process; defining quality; Importance of SCM in Healthcare.

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**REFERENCES:**

1. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
2. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi.
3. Krajewski Lee J. & Ritzman, Larry, P.; Operations Management- Processes and Value Chains; Pearson Education, N.D.
4. Human Resource & Personnel Management – By Aswathappa – Tata McGraw Hill.
5. Marketing : Kotler

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

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**CHM 103: HOSPITALS PLANNING & MANAGEMENT**

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**Course Objective:**

The course is designed to make the candidates aware about the functioning and management of hospital in general. The course will also deal with each and every critical issues related to managing a hospital.

**Course Structure:**

- Hospital Planning & Design,
- Hospital Organization and Departmentation,
- Material & Inventory Management in Hospitals,
- Management of Hospital Stores,
- Hospital Management Information System & knowledge Management,
- Planning and Designing Hospital Clinical,
- Supportive & Engineering Services,
- Quality in Hospital Management,
- Patient Care & Pharmaceutical Management,
- Management of Hospital Records,
- Strategic Issues in Management of Hospitals- Value Chain Analysis)

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**REFERENCES:**

- 1 Siddiqui A Textbook Of Hospital And Clinical Pharmacy-For Degree Course
- 2 Hales,J.A. Accounting And Financial Analysis In The Hospitality Industry
- 3 Tranter,K.A. An Introduction To Revenue Management For The Hospitality Industry
- 4 Goel,S.L. Auxiliary Hospital Services
- 5 Halloran,Rmo Cases In Hospitality And Tourism Management
- 6 Saxena,S Cookery For The Hospitality Industry 5/Ed
- 7 Goel,S.L. Emerging And Thrust Areas Of Health Care System & Hospital Administration
- 8 Goel,S.L. Emerging Areas In Hospital Services
- 9 Walker,J.R. Exploring The Hospitality Industry 2/E
- 10 Mirajkar,M Global Sourcebook On Hospitality Management
- 11 Goel,S.L. Governance Of Hospitals
- 12 Goel,S.L. Hospital Extension Services
- 13 Morrison,A.M. Hospitality And Travel Marketing 3/E
- 14 Brown,N Hospitality Fairs And Event
- 15 Dubey,N. Hospitality, Tourism And Hotel Management
- 16 Goel,S.L. Hospitals In Community Health Care
- 17 Sharma,Jk Hotel Management And Hospitality Enterprises
- 18 Brown,N Management Of Hospitality Organization
- 19 Srinivasan,A.V. Managing A Modern Hospital
- 20 Kotler,P. Marketing For Hospitality And Tourism 5/E
- 21 Franco,Ce Marketing Of Hospital Services
- 22 Jain,N.K. Modern Dispensing And Hospital Pharmacy
- 23 Jain,N.K. Modern Dispensing And Hospital Pharmacy
- 24 Berger,F. Organizational Behaviour For The Hospitality Industry
- 25 Goel,S.L. Patient Friendly Hospitals
- 26 Goel,S.L. Patient Safety In Hospitals
- 27 Goel,S.L. Primary/Rural Health Care System And Hospital Administration
- 28 Goel,S.L. Professionals And Managerial Reforms In Hospitals
- 29 Hayes,D.K. Purchasing: A Guide For Hospitality Professionals
- 30 Soni,G Ready Beckoner For Hospitality, Tourism And Hotel Management

**PATTERN OF EXAMINATION :**

	<b>Marks</b>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	<u>100</u>

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**CHM 104: HEALTHCARE ENVIRONMENT IN INDIA**

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**Course Objective:**

The Course structure is designed to equip the candidates with the general awareness of the health environment in India in particular and the regulatory mechanism involved in promoting the health programs.

**Course Structure:**

- Health Regulatory Environment,
- National Health Policy, Health Economics,
- Health Insurance,
- Community Health & Epidemiology,
- Career in Health Care and Hospitals,
- Health Education & Counseling in Health Care,
- Rural Health Care Management,
- Medical & Health Tourism
- Awareness about the different fields of medical science – Modern Medicine, Ayurvedic, Homeopathic and others
- Introduction to India Pharma Industry
- Emerging Trends in Healthcare

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**REFERENCES:**

1	Goel,R.	Community Health Care
2	Demam,D.	Counselling Ideology For Mental Health Care And Personality Development Emerging And Thrust Areas Of Health Care System And Hospital Administration
3	Goel,S.L.	Administration
4	Hbr	Fixing Health Care From Inside & Out
5	Gupta,P.	Fluorosis Dietary Prevention Treatment And Health Care
6	Singh,S.K.	Health Care For Women And Children
7	Rout,S.K.	Health Care In Orissa
8	Rout,Hs	Health Care Systems
9	Porkodi,S.	Health Laws And Health Care System
10	Porkodi,S	Health Laws And Health Care Systems
11	Goel,S.L.	Hospitals In Community Health Care
12	Sodani,Pr	Managing Quality In Health Care
13	Rao,Mvs	Natural Resources Conservation Management And Health Care
14	Lakshmana,.C.M.	Population Change & Health Care
15	Goel,S.L.	Primary/Rural Health Care System And Hospital Administration
16	Folland,	The Economics Of Health And Health Care

**PATTERN OF EXAMINATION :**

	<b>Marks</b>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

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**CHM 105: Dissertation & Viva Voce**

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