



PROGRAMME GUIDE

Master in Business Administration in Health Care and Hospital Management Programme (MBAHCHM)

School of Health Sciences
Indira Gandhi National Open University
MaidanGarhi, New Delhi-110 068
2025

September, 2025

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Further information on the Indira Gandhi National Open University courses may be obtained from the University's Office at Maidan Garhi, New Delhi-110068.

Printed and published on behalf of the Indira Gandhi National Open University, New Delhi, by Director, School of Health Science, IGNOU, New Delhi.

Draft Programme guide of MBAHCHM 2

Introduction of the MBA in Health Care and Hospital Management

Welcome to the MBA in Healthcare and Hospital Management programme, a transformative journey designed for aspiring leaders eager to make a significant impact in the evolving healthcare and hospital management sector. In today's complex and dynamic healthcare landscape, the need for skilled professionals who can seamlessly integrate business acumen with clinical expertise has never been more critical. Our programme addresses this demand by offering a comprehensive curriculum that blends core business principles with specialized knowledge in healthcare management.

Through this program, students will gain a deep understanding of healthcare systems, hospital administration, and strategic management, all while developing essential skills in leadership, financial management, and operational efficiency. Our coursework is crafted to provide insights into the latest healthcare trends, technologies, and regulatory challenges, ensuring that graduates are well-equipped to navigate and lead within this fast-paced industry.

Our faculty comprises seasoned experts and industry practitioners who bring real-world experience and academic rigor to the classroom. This hands-on approach is further enriched by practical learning opportunities, including internships and case studies, which allow students to apply theoretical knowledge to real-world scenarios.

By the end of this program, graduates will emerge as innovative leaders, prepared to tackle the complex challenges of healthcare management with strategic vision and operational expertise. Whether you aspire to lead a hospital, manage a healthcare organization, or drive policy changes, the MBA in Healthcare and Hospital Management will equip you with the tools and knowledge to excel in this vital sector.

After completion of the MBAHCHM Programme you should be able to:

- Identify and analyse key issues in effective management of national and international health care institutions.
- Demonstrate leadership and teamwork competencies.
- Project national and global thinking and cross cultural understanding in healthcare domain.
- Communicate effectively with all stakeholders for a multidisciplinary team management to achieve quality health care, social responsiveness and ethics.
- Adopt latest technologies in the context of hospital and healthcare.
- Develop innovative and evidence-based practices in health care management through analytical and practical approach using research on emerging and ongoing business challenges in health care administration.

Programme Package

The programme package comprises of multiple media including print material in the form of booklets called blocks and the audio video materials in the form of web links. Besides these, there is arrangement for teleconferences and contact sessions at Learner Support Centres and Practical Centres/work centres as discussed below. The material can be downloaded from digital repository using link on e-gyan kosh

In IGNOU parlance, the study hours are measured in credit system. One credit is equivalent to 30 learning hours. Each theory booklet is called a block, which consists of three to six chapters called units. Usually, each block represents one credit. The block on practical manual is meant for guidance in hands-on-training. Hence, the credit hours represented by it will be as mentioned against the respective courses in Section 2.2.

The duration of the programme is of two years duration i.e. January to December of a calendar year. The print material consists of theory Blocks, Practical Manuals and logbooks. The Programme Guide is provided in soft copy. There will be Assignments for each theory course that is provided as a link or as a soft copy. Students can also download the assignments from IGNOU website. The audio/video cassettes developed for the programme can be viewed from youtube.

Programme Structure

SN	Semester	Core Credits	Specialisation Credits	Practical (Specialisation course) Credits	Project credits	Internship	Total Credit
1	Semester 1	28	0				28
2	Semester 2	28	0				28
3	Semester 3		16	6	6		28
4	Semester 4		20			8	28
	Total Credit						112

The MBA Programme consists of 26 courses in all and includes:

- Fourteen (14) Core courses (from MMPC-001 to MMPC-014)
- Nine (09) courses from specialisation area
- One (01) Practical course (MHHL020) is having 6 credits
- One (01) Project course (MHHP-021) is having 6 credits
- One (01) Internship course (MHHT 022) is having 8 credits

All courses are mandatory in nature. There is no optional or elective course in this programme.

The detailed programme design is given in the table below highlighting the course per semester.

In order to get an MBAMCHM degree a student has to complete 26 courses with a total credit weightage of 112 credits.

Course Code	Name of the course	Nature of Course	No. of Credits
	Semester I		
MMPC-001	Management Functions and Organisational Processes	Theory	4
MMPC-002	Human Resource Management	Theory	4
MMPC-003	Business Environment	Theory	4
MMPC-004	Accounting for Managers	Theory	4
MMPC-005	Quantitative Analysis for Managerial Applications	Theory	4
MMPC-006	Marketing Management	Theory	4
MMPC-007	Business Communication	Theory	4
	Semester II		
MMPC-008	Information Systems for Managers	Theory	4
MMPC-009	Management of Machines and Materials	Theory	4
MMPC-010	Managerial Economics	Theory	4
MMPC-011	Social Processes and Behavioural Issues	Theory	4
MMPC-012	Strategic Management	Theory	4
MMPC-013	Business Laws	Theory	4
MMPC-014	Financial Management	Theory	4
	Semester III		
MHH 011	Hospital planning and Administration	Theory	4
MHH 012	Clinical and Diagnostic Services	Theory	4
MHH 013	Support and Utility Services	Theory	4
MHH 014	Health Care Delivery System -an Overview	Theory	4
MHHL 020	Practicum	Practical	6
MHHP 021	Project	Practical	6
	Semester IV		
MHH 015	Health Economics	Theory	4
MHH 016	Operations management in health care	Theory	4
MHH 017	Supply Chain Management	Theory	4
MHH 018	Legal and Ethical Aspects in Healthcare Management	Theory	4
MHH 019	Emerging issues in Health Care Management	Theory	4
MHHT 022	Internship	Practical	8
Total			112

Allotment of LSC

All students enrolled in the programme will be allotted a Learner Support Centre (LSC) where the student support will be provided to you.

Since the courses of first and second semester are common for all the MBA Programmes being offered by IGNOU, you will share the LSC with the student perusing other MBA

For the practicum course of the third semester, you are required to undergo hands on face to face training of 10 days in an identified and notified centre established in a medical college or hospital. This will be designated your work centre. Efforts have been made that this work center should be in the same city as your LSC.

Training for Practical Course

The training in practical course of MBA will be in the similar pattern of PGDHHM programme offered by the school. Therefore, a contact spell of ten days needs to be organized in the identified hospital (LSC / Work centre) as has been arranged for this purpose.

- The counselors for this training will be from the hospital where the practical training would take place.
- All the learners attached to the centre will be divided into groups of 10-15 students each.

The contract spell will be of ten days duration having three sessions per day of two hours each (10 days x 3 sessions x 2 hours = 60 hours). The details of the contact sessions are given in the practical manual and log book.

Project Course

You are also required to undertake a project in 3rd semester.

You are required to select a project. You can contact your counsellors or coordinator to select the project and decide upon how to undertake the project work.

After completing the Project work, you are required to submit the project report to the Regional centre. The Regional Director will have your project evaluated by evaluator from among the list of evaluators. Few projects may be sent to the School of Health Sciences for monitoring the quality. At any time if it is found that the project is not original, your project will be cancelled.

After project is evaluated, mark and project is sent to SED.

Guidelines for undertaking the project:

As per the generic guidelines of IGNOU. Please refer to your project guide.

Training for Internship Course

Internship of 3 months is compulsory for all students irrespective of their past hospital experiences. The internship can be also completed in two sessions of one and a half months or in three periods of one month each.

The place for internship could be the health institution where the student is already employed/ proposed by the student if it fulfills the laid down criteria for internship.

The Regional Centre will approve the institution for internship of the students attached to their Regional Centres after verifying the institution criteria for internship.

The Regional Centre could also have a panel of pre identified health institutions for this purpose which could be allotted if a student does not come with any such proposal.

Once allotted, the student will complete internship activities under the supervision/guidance of a local supervisor identified by the institution and approved by the Regional Director. The student will also be allotted an academic counsellor for supervision. At the end of the internship the student will submit a report to the Regional Director who will evaluate and send mark to SED.

Internship placement –

- A. Familiarization of organization based on management skill already attained during 3 and half year's course. Major input to be studied and assisted in –
 - a) Organizational structure & hierarchy, workload etc.
 - b) HRD specially recruitment, retirement/retainment incentive, work culture, OB etc.
 - c) Financial – Statutory requirement compliance, costing, Cost analysis & cost reduction, Cost containment, Cost control etc.
 - d) Study of material management department & specially efforts of cost reduction/containment.
 - e) Equipment management system
 - f) Healthy practices of the institution
- B. Study of a particular area shown to be excellence by organization-detailed study with a report.
 - Identification of good practices and/ or innovations, if any.
 - Identification of gaps and challenges

Evaluation criteria for evaluation of the internship report:

To do an observational or descriptive analysis of the above aspects and to:

1. Study the good practices and innovative measures
2. Offer the solutions for the identified gaps/ challenges.

Eligibility criteria of selecting a mentor for internship:

A Mentor should be holding a senior administrative or managerial position in the organisation where he will be doing the internship.

Broad framework of writing a report:

IMRAD (IMRAD stands for Introduction, Methods, Results, and Discussion).

HOW WILL YOU BE EVALUATED FOR THE CORE COURSES?

GUIDELINES FOR SUBMISSION OF ASSIGNMENTS AND APPEARING IN TERM-END EXAMINATIONS

ASSIGNMENTS

Assignments are part of the continuous evaluation of the student. The submission of assignments is compulsory. The grade that you get in your assignments will be counted in your final result. Assignments of a course carry 30% weightage while 70% weightage is given to the term-end examinations. Therefore, you are advised to take your assignments seriously. You can not appear for the term-end examination for any course if you do not submit your assignment. Assignments are uploaded on the university website in the month of January. The validity of the assignments is one year which implies that these assignments are to be attempted by the students who have taken admission in January and July cycles.

The main purpose of assignments is to test your comprehension of the learning materials you receive from us and also to help you get through the courses. The information given in the printed course materials should be sufficient for answering the assignments. Please do not worry about the non-availability of extra reading materials for working on the assignments. However, if you have easy access to other books, you may make use of them.

The assignment responses should be complete in all respects. For the tutor marked assignments, you have to submit your response sheets to the Coordinator of the Learner Support Centre assigned to you. After evaluation these tutor marked assignments will be sent back to you with comments and grade.

The University/Co-ordinator of the Learner Support Centre has the right not to entertain or even reject the assignments submitted after the due date. You are, therefore, advised to submit the assignments before the due date. Do not forget to get back from your Learner Support Centre you duly evaluated assignments alongwith a copy of the assessment sheet containing comments of the evaluator on your performance. This may help you to improve future assignments and in preparing for term-end examination.

For your own record retain a copy of all assignment responses which you submit. If you do not get back your duly evaluated tutor marked assignments alongwith copy of assessment sheet containing comments of evaluator on your assignment within a month after submission, please try to get it personally from your Learner Support Centre. This may help you to improve upon future assignments. Also maintain an account of all these corrected assignment responses received by you after evaluation. This will help you to represent your case to the University in case any problem arises.

If you do not get pass grade in any assignment, you have to submit it again. For this, you have to ask for/obtain a fresh set of assignments for that course, applicable to that particular semester. However, once you get the pass grade in an assignment, you cannot re-submit if for improvement of grade. Assignments are not subject to reevaluation except for factual errors, if any, committed by the evaluator. The discrepancy noticed by you in the evaluated assignments should be brought to the notice of the coordinator of the Learner Support Centre,

so that the correct score is forwarded by him to the Student Registration & Evaluation Division at Headquarters.

In case you find that the score indicated in the assessment sheet of your assignments has not been correctly reflected or is not entered in your grade cards; you are advised to contact the coordinator of your Learner Support Centre with a request to forward correct award list to the Student Evaluation Division (SED) at the Headquarters.

INSTRUCTIONS FOR ASSIGNMENTS

1. Write your Enrolment Number, Name, full address, signature and date on the top right hand corner of the first page of your response sheet.
2. Write the programme title, course code, course title, assignment code and name of your learner support centre on the left hand corner of the first page of your response sheet. Course code and Assignment code may be reproduced from the assignment.

The top of the first page of your response sheet should look like this:

Enrolment No:
Name:
Address:
Signature:
Date:
Programme Title:
Course Code:
Course Title:
Assignment Code:
(As printed on assignment
Learner Support centre):

- 1) Read the assignments carefully and follow the specific instructions, if any, given on the assignment itself about the subject matter or its presentation.
- 2) Go through the Units on which assignments are based. Make some points regarding the question and then rearrange those points in a logical order and draw up a rough outline of your answer. Make sure that the answer is logical and coherent, and has clear connections between sentences and paragraphs. The answer should be relevant to the question given in the assignment. Make sure that you have attempted all the main points of the question. Once you are satisfied with your answer, write down the final version neatly and underline the points you wish to emphasize. While solving numerical, use proper format and give working notes wherever necessary.
- 3) Use only A4 size paper for your response and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between the answers. This may facilitate the evaluator to write useful comments in the margin at appropriate places.

- 4) **Write the responses in your own hand.** Do not print or type the answers. Typed assignments will be not accepted in this programme. Do not copy your answers from the Units/Blocks sent to you by the University. If you copy, you will get zero marks for the respective question.
- 5) Do not copy from the response sheets of other students. If copying is noticed, the assignments of such students will be rejected.
- 6) Write each assignment separately. All the assignments should not be written in continuity. Write the question number with each answer.
- 7) The completed assignment should be sent to the Coordinator of the Learner Support Centre allotted to you. Under any circumstances do not send the tutor marked response sheets to the SED at Headquarters for evaluation.
- 8) After submitting the assignments at the Learner Support Centre get the acknowledgment from the coordinator on the prescribed assignment remittance-cum-acknowledgement card.
- 9) In case you have requested for a change of Learner Support centre, you should submit your assignments only to the original Learner Support Centre until the change of Learner Support Centre is notified by the University.
- 10) The assignments can be obtained from the Learner Support Centre/Regional Centre or may be downloaded from IGNOU Website www.ignou.ac.in.
- 11) There is no provision for re-evaluation of assignments as per rules.
- 12) The validity of assignments is for two semesters.

Evaluation

The evaluation system of the programme for all the courses, except the project course, is based on two components:

a) Continuous evaluation in the form of Assignments (weightage: 30%):

This component carries a weightage of 30%. There will be one graded assignment per course. The assignment is to be submitted to the Co-ordinator of the learner support Centre to which the student is assigned or attached with. Students are required to attempt the assignments which are prescribed for that semester.

b) Term End Examination (TEE) (weightage: 70%):

Term End Examinations will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination, only after s/he has registered for that course and submitted the assignment of that course.

C) For Project course the evaluation is based on the project report submitted by the student only.

Letter grade system is used in this programme. These letter grades are:

A = Excellent

B = Very Good

C = Good

D = Satisfactory

E = Unsatisfactory

For successfully qualifying a course, a student will have to obtain an overall 'C' grade for the successful completion of that course.

Following is the system of converting the overall letter grades to percentage equivalents:

A = 80% and Above

B = 60% to 79.9%

C = 50% to 59.9%

D = 40% to 49.9%

E = Below 40%

Term-end Examination

The learners are required to fill in the Examination form to appear in the TEE each time i.e., for every exam (June/December) a learner has to apply afresh. The Examination Forms are accepted online only as per the schedule given below:

Dates for submission of Examination Form

For June TEE	For December TEE	Late Fee
1st March to 31st March	1st September to 30th September	NIL
1st April to 15th April	1st October to 15th October	Rs. 1000/- (The exam centre will be the city where RC is located)

Please note that the dates mentioned above are subject to change. Please check the actual dates on the University website.

Examination fee and Mode of Payment

Examination Fee	Mode of Payment
@ 200 per theory course	Credit Card/Debit Card/Net Banking

Examination fee once paid is neither refundable nor adjustable even if the learner fails to appear in the examination. The examination fee may change as per decision of the university without any prior notice.

Tentative Schedule of Operations

	Activities	January - June Semester	July - December Semester
i)	Despatch of Study Material to begin	During December of preceding year till January next year	During first half of June till July
ii)	Counselling	February -May	August -November
iii)	Submission of Assignments	30th April	31st October
iv)	Assignment feedback	15th May	15th November
v)	Term-end Examination	June	December
vi)	Dates for submission of Examination Forms Through Online at IGNOU website www.ignou.ac.in	As notified by Student Evaluation Division (SED) and displayed on IGNOU's website www.ignou.ac.in	
vii)	Dates for Online Re-registration for next semester	As notified by Student Registration Division (SRD) and displayed on IGNOU's website www.ignou.ac.in	

(Dates are subject to change due to unforeseen circumstances).

1) Examination fee is Rs. 200/- per course

2) Examination Form should be filled up and submitted through IGNOU website www.ignou.ac.in till March 31st, and September 30th for June and December Term-end examination respectively. For exact dates/information please visit www.ignou.ac.in.

3) Examination Form is to be submitted Online only as per instruction/Guidelines available at IGNOU website i.e. www.ignou.ac.in

UNIVERSITY RULES

The University reserves the right to change the rules from time to time. However, latest rules will be applicable to all the students irrespective of the year of the registration.

Validity of Admission

Learners offered admission have to join on or before the due dates specified by the University. In case they want to seek admission for the next session, they will have to apply afresh and go through the admission process again.

Simultaneous Registration

Students who are already enrolled in a programme of one year or longer duration can also simultaneously register themselves for any Certificate programme of Six months duration. However, if there is any clash of dates of counselling or examination schedule between the two programmes taken by the student, University will not be in a position to make adjustment. However simultaneously pursuing two academic Programmes at degree level, either from the same University, or one from the Open University (under ODL mode) and the other from Conventional University (regular or face-to- face mode) is not permitted, as of now.

Re-Registration

“Re-registration” means registration in the next semester/year of a programme, wherever applicable. Learners are advised to submit the Re-Registration (RR) forms ‘Online’ on the web portal www.ignou.ac.in. as per the schedule notified by the University from time to time, irrespective of the fact that whether the learners appeared in the examination or not or whether they have passed or not in the course(s) registered in the current academic session. If the Re-Registration in any of the programme is not available online or for any other reason as specified by the University, Learners should submit their RR forms at the respective Regional Centre only. International students of the University pursuing their programme from India are also advised to submit re-registrations form online. Offline forms, if any, may be submitted to the International Division of the University.

Additional time for Learners with Disability

Learners with disability of 40% or more are given additional 2 (two) years beyond the maximum duration prescribed for all academic programmes. Learners with disability seeking benefit of the aforesaid facility should submit the ‘Disability Certificate’ issued by the competent authority at the Regional Centre concerned, which, in turn will verify it, make entry in the data base and transmit the data to SRD for updating in the Master records.

Reservation

The University provides reservation of seats for Scheduled Castes and Scheduled Tribes, non-creamy layer of OBC, Economically Weaker Sections, War Widows, Kashmiri Migrants and Physically Handicapped learners, as per the Government of India rules, for admission to its programmes in which there are limited number of seats and admission is through a merit list.

However, submission of forged certificate under any category shall make the student liable not only for cancellation of admission but also legal action as per Government of India rules.

Scholarships

The learners enrolled in IGNOU are eligible for Government of India Scholarships. They are advised to visit the National Scholarship Portal of the Government of India and submit their application online. For further details students may contact their Regional Centre. Students belonging to the Scheduled Caste category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship. Students belonging to the Scheduled Tribe category may apply for financial assistance under the Centrally Sponsored Scheme of Post Matric Scholarship.

Fee Exemption for SC/ST Students under the SCSP and TSP Schemes

The University provides exemption of programme fee to students from SC/ST category as per its policy. The policy is reviewed for every admission cycle. Students are advised to visit the University website or contact the Regional Centre to know about the latest provisions. The SC and ST students who are employed or who are availing any kind of fellowship or fee exemption from other agencies are not eligible for fee exemption under SCSP/TSP scheme. The exemption of fee is confined to Programme Fee mentioned in this Admission Prospectus only. The scheme will not exempt late fee (if any), term-end-exam fee, convocation, fee etc.

Registration fee, Cancellation of Admission and Refund of Fee

A non-refundable Registration Fee of Rs. 200/- (unless specified otherwise) shall be charged along with the programme fee of first semester/year at the time of admission. If a student applies for cancellation of admission and refund of fee, the refund request will be considered as per the University policy as under:

- a. Before the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.200/-
- b. Within 15 days from the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.500/-
- c. Within 30 days from the last date for submission of admission form – the fee paid will be refunded after deduction of Rs.1,000/-.
- d. After 30 days from the closure of the last date – No refund will be allowed.
- e. In cases of (a) to (c) above, the candidate will make a written request to the Regional Director concerned for such a refund.

Study Material and Assignments

The University sends study material to the students by Registered post/ Speed Post and if a student does not receive the same for any reason; whatsoever, the University shall not be held responsible for that. For nonreceipt of study material, learners are required to write to the Registrar, Material Production and Distribution Division, IGNOU, Maidan Garhi, New Delhi – 110 068.

The University has a provision to provide soft copy of the self-learning material in place of printed material. A learner opting for the soft copy will be given a discount of 15% in the Programme Fee. The Option to this effect has to be indicated by the learners while filling in the Online Admission Form. Such learners will not be given printed self-learning material. Assignments for the current session are made available on the website. Students are advised to download the same

Correction of Address and Study Centre Change

Students can request for change of address, study centre and regional centre online from their user account. The user account is to be created at <https://ignou.samarth.edu.in> by clicking 'New Registration'.

Change of Region

When a learner wants transfer from one region to another, he/she has to write to that effect to the Regional Centre from where he/she is seeking a transfer marking copies to the Regional Centre where he/she would like to be transferred to. Further, he/she has to obtain a certificate from the Coordinator of the Learner Support Centre from where he/she is seeking transfer regarding the number of assignments submitted. The Regional Director from where the learner is seeking the transfer will transfer all records including details of fee payment to the new Regional Centre under intimation to the Registrar, Student Registration Division (SRD) and the learner as well.

In case any learner is keen for transfer from Army/Navy/ Air Force Regional Centre to any other Regional Centre of the University during the cycle/session, he/she would have to pay the fee-share money to the Regional Centre. In case the learner seeks transfer at the beginning of the session/cycle, the required programme course 15 fee for the session/cycle shall be deposited at the Regional Centre. However, the transfer shall be subject to availability of seats wherever applicable.

Correction/Change of Name/Surname of Learner

Spelling mistakes, if any, committed at the time of data entry stage will be rectified at the Regional Centre and corrected data transmitted to Student Registration Division for updating in the database. However, Learners are expected to write their correct name (as indicated in the High School Certificate) in the Admission Form. In case any change in the name (other than the one mentioned in his/her High School Certificate), then it is mandatory for the prospective learners to furnish legal evidence of having changed his/her name/ surname while submitting the admission form. For Change of Name/Surname, after confirmation of admission, the learners are required to submit the following documents at the Regional Centre, for onward transmission to Registrar, SRD:

- a) Original copy of Notification in a daily newspaper notifying the change of name;
- b) Affidavit, in original, on non-judicial Stamp Paper of the appropriate value sworn in before 1st Class Magistrate specifying the change in the name;
- c) Marriage Card/Marriage Certificate in case of women candidates for change in surname;

- d) Gazette Notification, in original, reflecting the change of name/surname;
- e) Demand Draft of Rs.500/- drawn in favour of IGNOU payable at New Delhi. Request for correction and/or change of Name / Surname will be entertained only before award of the Degree/Diploma/Certificate.

Disputes on Admission & other University Matters

The University takes appropriate administrative and disciplinary measures for smooth functioning of its day-today operations in accordance with the prevailing rules and guidelines. In case of disputes on Admission and other University Matters, the place of jurisdiction of filing of law suit, if necessary, will be New Delhi/Delhi ONLY.

Migration Certificate

For Migration Certificate, requisition may be sent to the Regional Director along with the following documents:

- 1) Application Form
- 2) Self-attested copy of the Grade card and Provisional certificate.
- 3) Fee of Rs.500/- in the form of demand draft drawn in favour of IGNOU payable at the city where Regional Centre is located.

Recognition of IGNOU Programmes The degrees awarded by IGNOU are recognized by UGC. IGNOU Degrees/Diplomas/Certificates are recognized by all member universities of the Association of Indian Universities (AIU) and are at par with Degrees/Diplomas/Certificates of all Indian Universities/ Institutions

KVS Employees

As per the agreement with Kendriya Vidyalaya Sangathan (KVS), One hundred students are entitled to get 50% fee concession in the programmes offered by the University during a year. All the KVS employees seeking admission may send their applications alongwith the requisite full programme fee directly to the Concerned Regional Centres without routing through IGNOU HQs. However the employees may follow the rules and procedures laid down by the KVS HQs, New Delhi, as regards to obtaining permission etc. The reimbursement in fees of 50% will be made only to such candidates duly recommended by the KVS HQs to SRD, IGNOU HQs. The reimbursement will be made by the concerned Regional Centre of IGNOU, on getting the communication only from Student Registration Division (SRD), IGNOU HQs.

Prevention of Malpractice/Notice for General Public

Students seeking admission to various academic programmes of Indira Gandhi National Open University are advised to directly contact IGNOU headquarters at New Delhi or Regional Centres of IGNOU only. Students interacting with intermediaries shall do so at their own risk and cost. 16 However, in case of any specific complaint regarding fraudulent institutions,

fleeing students etc., please contact any of the following members of the Malpractices Prevention Committee:

1. Director, Research Unit (Tele: 2953 4336)
2. Director, SSC (Tele: 2953 5714)
3. Director, RSD (Tele: 2953 2118, 2957 2412)
4. Registrar, SED (Tele: 2953 5828, 2957 2204)
5. Registrar, SRD (Tele: 2953 2741, 29571302)
6. Registrar, MPDD (Tele: 2953 4521, 29572002)
7. Deputy Registrar, F&A (Tele: 2953 4934)
8. Registrar (SRD) (Tele: 2957 1302)

Alternatively complaints may be faxed on 29532312.

Email: registraroffice@ignou.ac.in Website: <http://www.ignou.ac.in>

Note: Except the above mentioned complaints, no other queries will be entertained at the above phone numbers.

As per the directions of the Hon'ble Supreme Court of India ragging is prohibited. If any incident of ragging comes to the notice of the authority the concerned student shall be given liberty to explain and if his explanation is not found satisfactory, authority would expel him from the University.

IGNOU admissions are made strictly on the basis of merit. Only those learners who satisfy the eligibility criteria fixed by the university will be admitted. Learners will not be admitted if they are not eligible as per the eligibility criteria. Therefore, the candidates should not be misled by the false promises of admission made by any private individuals or institution

Placement Services

In order to further extend learner support services to its geographically distributed student population who are pursuing various Degree, Diploma and Masters Programme, the university has established the Campus Placement Cell (CPC). The mission and endeavor of CPC is to enhance and facilitate the process of prospective suitable employment opportunities that are commensurate with the personal profiles of the learners. All students interested in seeking the assistance of CPC for procuring suitable job opportunities are requested to send their current resume/bio-data to campusplacement@ignou.ac.in. They are further advised to visit our home page www.ignou.ac.in for regular updates on placement related activities.

Equal Opportunity Cell

In order to implement the provisions of the UGC (Promotion of Equity in Higher Education Institutions) Regulations, 2012, IGNOU has setup an Equal Opportunity Cell with the objective of safeguarding the interests of all the students without any prejudice to their caste,
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creed, religion, language, ethnicity, gender, and disability so that equality is promoted among all the sections of students.

FREQUENTLY ASKED QUESTIONS

Question 1: Can I switch to another MBA programme like MBA in HR after completing the first and second semesters of the MBAHCHM programme, since the courses in these semesters are the same for both programmes? Answer 1: No, as per IGNOU's rules, there is no provision for lateral entry into another MBA programme at present. You may however visit the IGNOU website from time to time for any change in rules.

Question 2: Is it possible to exit the MBAHCHM programme after completing the first and second semesters? Answer 2: No. There is no such policy in IGNOU till date.

Question 3: I have completed the PGDHHM programme. Am I eligible for lateral entry into the MBAHCHM programme? Answer 3: No, students who have completed the PGDHHM programme are not eligible for lateral entry into the MBAHCHM programme.

Question 4: Does the MBAHCHM programme include practical training? Answer 4: Yes, the programme includes 10 days of face-to-face practical training at designated IGNOU practical training centres, typically conducted in hospitals or medical colleges.

Question 5: Is there a project component in the MBAHCHM programme? Answer 5: Yes, students are required to complete a project during the third semester. The project protocol or synopsis must be approved by IGNOU before starting the project.

Question 6: How should I proceed with the project under the MBAHCHM programme? Answer 6: Students must follow the project guidelines provided by the School of Health Sciences (SOHS). Detailed steps are outlined in the project guide.

Question 7: Is there an internship component in the MBAHCHM programme? If so, what are the details? Answer 7: Yes, students must complete a three-month internship in the fourth semester at an IGNOU-approved healthcare institution or industry. No stipend is provided. Students may undertake the internship and project at their own workplace or at a healthcare institution that meets the criteria specified in the internship manual and project guide.

Question 8: Will IGNOU provide study materials to students? Answer 8: Yes, IGNOU provides study materials to students. If there is delay in getting study materials then student can write email to registrarmppdd@ignou.ac.in.

Question 9: I initially opted for online study materials but now I need hard copies. How can I obtain them? Answer 9: Students who wish to obtain hard copies of study materials must purchase them from the Material Production and Distribution Division (MPDD) of IGNOU by visiting the designated centre in person.

Question 10: Are there any theory classes for MBAHCHM students? Answer 10: Yes, online theory sessions will be conducted. Details will be provided by the respective regional or nodal centre.

Question 11: What is the last date of submission of online assignment? Answer 11. Please check your assignments question paper and IGNOU website to know about the last date of submission.

Question 12: How can we get assignment question? Answer 12. You can download assignment question at IGNOU website i.e. www.ignou.ac.in. If assignment questions are not available, email/ contact the concerned school of study or programme coordinator of your course. Assignment questions are uploaded on website by concerned schools.

Question 13: Can Assignment responses be submitted in typed format? Answer 13. Assignment responses should always be handwritten. They can write in ruled or unruled paper. They can write back to back or only one side of the page. They should bind all pages properly and put page number of the answers of the assignments.

Question 14: How can we do assignments if we do not have A4 size pages and can't get them since in lockdown period book stores and stationeries are closed? Answer 14. In case A4 writing paper is not available with you, you may use any kind of writable paper to complete your assignment.

Question 15: What is the procedure for submitting the assignment? Answer 15. You have to submit scanned copy of your handwritten solved assignment along with scanned copy of I-card and assignment question at the email ID provided by your allotted study centre. Pl. see 'Important Information for online Assignment Submission' and Study Center wise Assignment submission contact emails given at Regional Centre Delhi 3 website

Question 16: Where do we submit online assignment? Answer 16. Submit your online assignment directly on the email id provided by your study centre. Pl. see Regional Centre Delhi 3 website for given guidelines and email id/link of your allotted Study Centre. It may be ensured that the assignment responses are not sent to any other email id of the University

Question 17: Can we submit the assignment one by one separately from the same email id? Answer 17. Yes

Question 18: Can we email assignments separately if we are not able to attach all assignment together in one email id? Answer 18. You can send the course wise assignment attachment separately one by one by email if all assignment cannot be attached together in single email.

Question 19: How can we know that we have submitted our assignment online correctly? Answer 19. If any discrepancy is found in the assignments submitted, it will be returned back to the learner for correction and resubmitting.

Question 20: How can we get none updating of assignment award from the previous session? Answer 20. Please contact your study centre regarding the issue. Pending assignment award updating issue will be resolved after lockdown period.

Question 21: Can students take the term-end theory examination online? Answer 21: No, term-end theory examinations are conducted in person at designated IGNOU examination centres.

Question 22: Do students need to pay a fee for the term-end theory examination?

Answer 22: Yes, students must pay the examination fee in advance through the IGNOU website. Term end theory examination are conducted June or December every year. Student need to fill online term end theory examination form around two months before the examination.

Question 23: If I have paid the examination fee but could not attend the term-end theory examination due to personal reasons, can I appear in the next session?

Answer 23: Yes, students can appear in the next session (June or December), provided it is within the programme's validity period. However, they must fill out the online examination form again.

Question 24: Can students write the term-end theory examination in Hindi ? Answer 24: Yes, students may write the examination in Hindi.

Question 25: Can I appear for the term-end theory examination without submitting the assignment for a specific course? Answer 25: No, as per IGNOU rules, students must submit the assignment for a specific course to be eligible to appear in the term-end theory examination for that course.

Question 26: Can I appear for only one theory course in the term-end theory examination out of the seven theory courses in the first semester?

Answer 26: Yes, students can choose to appear for any number of courses in the term-end theory examination within the maximum validity period of four years.

Question 27: How do I register for the second semester of the programme?

Answer 27: Students must complete online re-registration for the second semester before it starts. Typically, re-registration begins 3-4 months prior to the start of the semester. The re-registration link is available on the IGNOU website.

Question 28: Can I appear for all first-semester theory courses in the June 2025 or December 2025 term-end examination?

Answer 28: Yes, students may choose to appear for all first-semester courses in either the June 2025 or December 2025 term-end examination.

Question 29: What is the last date of submission of the assignments?

Answers 29: Last date of the submission of assignments is written on the assignments. However, last date of submission of assignments is announced by the university in its website time to time. Please have a look for the update for the same.

Question 30: How to check the marks of the assignments and term end examination?

Answer 30: Student need to visit to the IGNOU website, then student services and then result. A student needs to enter his/her enrolment number and programme code to see the update of the marks of assignments and marks of term end examination.

Question 31: What to do if the marks are not updated in the IGNOU website?

Answer 31: Normally the marks are updated within two months period of time. However, if the

assignments marks are not updated then student needs to contact study centre/Regional centre where he/she submitted the assignments. If it is regarding the marks of term end examination then he/she should write to the registrarsed@ignou.ac.in .

Question 32: When will I get my Degrees? Answer 32. The provisional certificate and the grade card will be sent to the registered address of the student. Degrees are given to the successful students during the convocation ceremony organized by the university for a particular academic session. A student needs to fill the convocation form with fee as suggested by the University.

Question 33: Whom to contact? Answer 33. Email id of the programme coordinator is mbahchm@ignou.ac.in

Question 34: How to contact the IGNOU Regional Centre? Answer 34. Please find the website of the IGNOU Regional Centre in IGNOU website ([Regional Network](#)). Student can write email to the IGNOU Regional Centre if they want.

Structure of IGNOU MBA Programme

Programme structure of each of the MBA programme is presented below. The detailed course outlines are given below.

Course code	Course Title	Course code	Course Title
Semester -1 (7 Courses)		Semester-2 (7 Courses)	
MMPC-001	Management Functions and Organisational Processes	MMPC-008	Information Systems for Managers
MMPC-002	Human Resource Management	MMPC- 009	Management of Machines and Materials
MMPC-003	Business Environment	MMPC- 010	Managerial Economics
MMPC-004	Accounting for Managers	MMPC- 011	Social Processes and Behavioural Issues
MMPC-005	Quantitative Analysis for Managerial Applications	MMPC-012	Strategic Management
MMPC-006	Marketing Management	MMPC-013	Business Laws
MMPC-007	Business Communication	MMPC-014	Financial Management
Semester -3 (6 Courses)		Semester -4 (6 Courses)	
MHH 011	Hospital planning and Administration	MHH 015	Health Economics
MHH 012	Clinical and Diagnostic Services	MHH 016	Operations management in health care
MHH 013	Support and Utility Services	MHH 017	Supply Chain Management
MHH 014	Health Care Delivery System - an Overview	MHH 018	Legal and Ethical Aspects in Healthcare Management
MHHL 020	Practicum	MHH 019	Emerging issues in Health Care Management
MHHP 021	Project	MHHT 022	Internship

MMPC-001: MANAGEMENT FUNCTIONS AND ORGANISATIONAL PROCESSES

Block-I: Introduction to Management

- Unit - 1: Management: An Overview
- Unit - 2: Management and its Evolution
- Unit - 3: Roles of Managers

Block-II: Managerial Processes -I

- Unit -4: Planning
- Unit- 5: Organizing
- Unit-6: Staffing and Directing

Block-III: Managerial Processes -II

- Unit-7: Controlling
- Unit-8: Leading and Motivating
- Unit-9: Decision Making

Block-IV: Organisational Processes

- Unit-10: Organisation Structure & Design
- Unit-11: Organisation Communication Processes
- Unit-12: Organisation Cultures
- Unit-13: Managing Change
- Unit-14: Ethics and Corporate Social Responsibility

MMPC-002: HUMAN RESOURCES MANAGEMENT

Block-I: Introduction to Human Resource Management

Unit-1: Concept and Evolution of HRM

Unit-2: Functions of HRM

Unit-3: Environment and HRM

Block-II: Sourcing of Human Resources

Unit-4: Human Resource Planning

Unit-5: Job Analysis, Design and Evaluation

Unit-6: Recruitment and Selection

Unit -7: Socialisation and Mobility

Block-III: Performance and Compensation Management

Unit-8: Performance Management

Unit-9: Career Development

Unit-10: Training and Development

Unit-11: Compensation and Rewards Management

Block-IV: Employer –Employee Relations

Unit-12: Employee Engagement Processes

Unit-13: Grievance Handling and Discipline Procedures

Unit-14: Unions and Associations

MMPC-003: BUSINESS ENVIRONMENT

Block -I: Introduction to Business Environment

Unit 1: Introduction to Business and Environment

Unit 2: Economic Growth and Development

Unit 3: Socio-cultural and politico Legal Environment

Unit 4: Business Ethics and CSR

Block -II: Overview of Indian Economy

Unit 5: Indian Financial System

Unit 6: Industrial Policy Framework

Unit 7: Agribusiness Environment

Block -III: Structural Reforms

Unit 8: New Economic Policy

Unit 9: Financial Sector and Fiscal Sector Reforms

Block -IV: International Business Environment

Unit 10: International Financial System

Unit I 1: BOP

Unit 12: Foreign Trade

Unit 13: Sources of Global Financing

Unit 14: Technological Environment

MMPC-004: ACCOUNTING FOR MANAGERS

Block-I: Accounting: An Overview

- Unit-1: Introduction to Accounting
- Unit-2: Preparation of Books of Accounts
- Unit-3: Financial Statements
- Unit-4: Preparation of Final Accounts of Companies
- Unit 5: Cash Flow Statement

Block-II: Cost Accounting

- Unit-6: Understanding and Classifying Costs
- Unit-7: Absorption and Marginal Costing
- Unit-8: Activity based costing

Block-III: Application of Cost Accounting

- Unit-9: Cost-Volume-Profit Analysis
- Unit-10: Budgeting and Budgetary Control
- Unit-11: Variance Analysis

Block-IV: Financial Statement Analysis

- Unit-12: Understanding Annual Reports
- Unit-13: Comparative, Common Size and Trend Statements
- Unit-14: Ratio Analysis

Block-V: Emerging Issues in Accounting

- Unit-15: Human Resource Accounting
- Unit-16: Forensic Accounting

MMPC-005: QUANTITATIVE ANALYSIS FOR MANAGERIAL APPLICATIONS

Block-I: Data Collection & Analysis

Unit-1: Quantitative Decision Making - An Overview

Unit-2: Collection of Data

Unit-3: Presentation of Data

Unit-4: Measures of Central Tendency

Unit-5: Measures of Variation and Skewness

Block-II: Probability & Probability Distribution

Unit-6: Basic Concepts of Probability

Unit-7: Discrete Probability

Distributions

Unit-8: Continuous Probability Distributions

Unit-9: Decision Theory

Block-III: Sampling & Sampling Distributions

Unit-10: Sampling Methods

Unit-11: Sampling Distributions

Unit-12: Testing of Hypotheses

Unit-13: Chi-Square Tests

Block-IV: Forecasting Methods

Unit-14 Business Forecasting

Unit-15: Correlation & Regression

Unit-16: Time Series Analysis

MMPC-006: MARKETING MANAGEMENT

Block-I: Introduction to Marketing and Markets

Unit-1: Marketing: An Overview

Unit-2: Marketing Environment Analysis

Unit-3: Market Segmentation, Targeting and Positioning

Unit-4: Consumer Behaviour

Block-II: Product and Pricing Decisions

Unit-5: Product Decisions

Unit-6: Branding and Packaging Decisions

Unit-7: Product Life Cycle (PLC) and New Product Development (NPD)

Unit-8: Pricing Decisions

Block-III: Distribution and Promotion Decisions

Unit-9: Integrated Marketing Communication

Unit-10: Advertising and Sales Promotion

Unit-11: Personal Selling and Managing Sales Personnel

Unit-12: Distribution Management

Block-IV: Sectoral Applications and Emerging Issues

Unit-13: Marketing of Services

Unit-14: Digital Marketing

Unit-15: Other Emerging Issues in Marketing

MMPC-007: BUSINESS COMMUNICATION

Block-I: Introduction to Communication

- Unit-1: Basic of Communication
- Unit-2: Process of Communication
- Unit-3: Types of Communication
- Unit-4: Forms of Communication at Workplace

Block-II: Oral Communication at Work

- Unit-5: Listening and Reading Skills
- Unit-6: Interpersonal Communication
- Unit-7: Communication in Meetings
- Unit-8: Presentation Skills

Block-III: Written communication at Work

- Unit-9: Basics of Written Business Communication
- Unit-10: Short Business Correspondences
- Unit-11: Long Business Correspondence

Block-IV: Communication in Organisation

- Unit-12: Communication for Employment
- Unit-13: Technology and Communication
- Unit-14: Cross Cultural Communication
- Unit-15: Ethics in Communication

MMPC-008: INFORMATION SYSTEMS FOR MANAGERS

Block-I: Information Technology for Managers

Unit-1: Information Technology: An Overview
Unit-2 : Computers and Smart Devices
Unit-3 : Computer Software
Unit-4: Networking Technologies

Block-II: Information Systems

Unit-5: MIS and Control Systems
Unit-6: Information Systems Economics and Security
Unit-7: Transaction Processing Systems, DSS and EIS
Unit-8: Integrated Applications

Block-III: Analysis and Computer Languages

Unit-9: Building Information Systems
Unit-10: System Analysis and Design
Unit-11: Computer Programming and Languages

Block-IV: Support Systems for Management Decisions

Unit-12: Database Resource Management
Unit-13: Data Warehousing and Data Mining
Unit-14: Artificial Intelligence and Decision Support Systems
Unit-15: Emerging Trends in IT

MMPC-009: MANAGEMENT OF MACHINES AND MATERIALS

Block-I: Operations Management: Facility Planning

- Unit-1: Operations Management: An Overview
- Unit-2: Product Selection and Process selection
- Unit-3: Facilities Planning
- Unit-4: Facilities layout and Material Handling

Block-II: Operation Planning & Control

- Unit-5: Planning and Control for Mass Production
- Unit-6: Planning and Control for Batch Production
- Unit-7: Planning and Control for Job Shop Production
- Unit-8: Planning and Control of Projects

Block-III: Planning Design & Value Engineering

- Unit-9: Capacity Planning
- Unit-10: Work Design and Job Design
- Unit-11: Value Engineering and Quality Assurance

Block-IV: Materials Management

- Unit-12: Purchase system & Procedure and Inventory Management
- Unit-13: Standardization, Codification and Variety Reduction
- Unit-14: Waste Management

MMPC-010: MANAGERIAL ECONOMICS

Block-I Introduction to Managerial Economics

Unit 1: Scope of Managerial Economics

Unit 2: The Firm: Stakeholders, Objectives and Decisions Issues

Unit 3: Basic Concepts and Techniques

Block-II Demand and Revenue Analysis

Unit 4: Demand Concepts and Analysis

Unit 5: Demand Elasticity

Unit 6: Demand Estimation and Forecasting

Block-III Production and Cost Analysis

Unit 7: Production Function

Unit 8: Short Run Cost Analysis

Unit 9: Long Run Cost Analysis

Block-IV Pricing Decisions

Unit 10: Market Structure and Barriers to Entry

Unit 11: Pricing Under Competition and Pure Monopoly

Unit 12: Pricing Under Monopolistic and Oligopolistic Competition

Unit 13: Pricing Strategies

MMPC-011: SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

Block-I: Introduction to Organisational Behaviour

- Unit-1: Concept of Organisational Behaviour
- Unit-2: Approaches to Organisational Behaviour
- Unit-3: Evolution of Organisational Behaviour

Block – II: Intrapersonal Processes

- Unit-4: Personality, Values and Attitudes
- Unit-5: Learning and Behavioural Modification
- Unit-6: Perception and Attribution
- Unit-7: Motivation

Block – III: Interpersonal and Group Processes

- Unit-8: Group Dynamics and Team Building
- Unit-9: Conflict and Negotiation Strategies
- Unit-10: Job Stress

Block – IV: Emerging Trends

- Unit-11: Employee Empowerment
- Unit-12: Organisational Citizenship Behaviour
- Unit-13: Organisational Inclusiveness
- Unit-14: Diversity Management
- Unit-15: Positive Approaches to Work Behaviour

MMPC-012: STRATEGIC MANAGEMENT

Block-I: Introduction to Strategic Management

Unit-1: Concept of Strategy

Unit-2: Strategic Framework

Unit-3: Strategy in Global Context

Block-II: Environmental Analysis

Unit-4: External Environmental Analysis

Unit-5: Competitive Analysis

Unit-6: Internal Environmental Analysis

Block-III: Formulation of Strategy

Unit-7: Business Level Strategy

Unit-8: Competitive Strategy

Unit-9: Corporate Level Strategy

Block – IV: Strategy Implementation and Control

Unit-10: Implementation – Behavioural Dimensions

Unit-11: Corporate Governance

Unit-12: Control

Unit-13: Evaluation

MMPC-013: BUSINESS LAW

Block-I: Overview of Business Law

Unit-1: Introduction to Business Law

Unit-2: Principles and Concepts

Block-II: Business Forms and Regulations

Unit-3: Companies Act

Unit-4: Partnership Act

Block-III: Business Contracts

Unit-5: General Principles of Contracts

Unit-6: International Contracts of Sale

Block-IV: Regulations on Financing and Investments of Business

Unit-7: Banking and other allied Regulations

Unit-8: Foreign Exchange Management and related regulations

Unit-9: Insolvency and Bankruptcy

Block-V: Intellectual Property and Data Management

Unit-10: Intellectual Property Rights

Unit-11: Data Protection and Privacy

Block-VI: Sustainability and Business

Unit-12: Environment Protection and Sustainability

Unit-13: Competition Law

Unit-14: Consumer Protection

MMPC-014: FINANCIAL MANAGEMENT

Block-I: Financial Management: An Overview

Unit-1: Financial Management: An Introduction
Unit-2: Time Value of Money
Unit-3: Risk & Return
Unit-4: Valuation of Securities

Block-II: Cost of Capital and Investment Decisions

Unit-5: Cost of Capital
Unit-6: Capital Budgeting
Unit-7: Working Capital

Block-III: Financing Decisions

Unit-8: Financial Markets
Unit-9: Sources of Finance
Unit-10: Capital Structure
Unit-11: Leverage Analysis

Block-IV: Dividend Decisions

Unit-12: Theories of Dividends
Unit-13: Dividend Policies

Block-V: Emerging Issues of Finance

Unit-14: Behavioural Finance
Unit-15: Financial Restructuring

MHH 011: HOSPITAL PLANNING AND ADMINISTRATION

Block I: Overview of Hospital Care System

Unit 1: Evolution and Classification of Hospitals
Unit 2: Hospital Organisation and Functioning
Unit 3: Role of Hospitals in Healthcare Delivery
Unit 4: Roles & Responsibilities of Hospital Administrator

Block II: Hospital Planning and Design

Unit 5: Introduction to Hospital Engineering
Unit 6: Layout Parameters, Legal Compliance and Ergonomics
Unit 7: Planning and Designing of Hospital
Unit 8: Hospital Project Management and Lean Facility Design

Block III: Hospital Management: Operations and Challenges

Unit 9: Hospital Operations and Patient Care Services
Unit 10: Image of Hospitals: Public Relations, Safety and Security
Unit 11: Quality Management and Accreditations Process
Unit 12: Legal aspect of managerial practices

Block IV: Strategic Health Care Facility Planning

Unit 13: Strategic Planning and Stakeholder Engagement
Unit 14: Needs Assessment and Demand Forecasting
Unit 15: Financial Analysis and Budgeting in Hospital Planning
Unit 16: Emerging issues and Future Trends in Hospital Management

MHH 012: CLINICAL AND DIAGNOSTIC SERVICES

Block I: Clinical Services – 1

- Unit 1: Outpatient services
- Unit 2: Accident & Emergency services
- Unit 3: Operation Theatre services
- Unit 4: Intensive Care & Specialised ICUs

Block II: Clinical Services – 2

- Unit 5: Inpatient & ward Management services
- Unit 6: Maternal & Neonatal services
- Unit 7: Nursing Services organisation & Administration

Block III: Diagnostic Services

- Unit 8: Radio diagnosis & Imaging services
- Unit 9: Laboratory diagnostic services
- Unit 10: Specialised Diagnostic services
- Unit 11: Nuclear Medicine Services

Block IV: Therapeutics Services

- Unit 12: Radiotherapy
- Unit 13: Dialysis services
- Unit 14: Chemotherapy services
- Unit 15: Transfusion Services
- Unit 16: Medication Management Services (Pharmacy)
- Unit 17: Physiotherapy & Rehabilitation services (Speech therapy)

MHH 013: SUPPORT AND UTILITY SERVICES

Block I: Support & Utility Services- I

- Unit1: Hospital Sterilisation Services
- Unit 2: Medical Gases and Pipeline System
- Unit 3: Hospital Dietary Services
- Unit 4: Medical Records services
- Unit 5: Care of the Deceased and Mortuary services

Block II: Support & Utility Services- II

- Unit 6: Linen and Laundry Services
- Unit 7: Hospital Transportation and Ambulance Services
- Unit 8: Sanitation and Housekeeping Services
- Unit 9: Health Care Waste Management

Block III: Safety and Risk Management

- Unit 10: Fire Safety
- Unit 11: CBRNE and Miscellaneous Hazards
- Unit 12: Hospital Security Services
- Unit 13: Concept of patient safety and quality

Block IV: Patient Safety

- Unit 14: Patient Safety and quality in clinical and non clinical domains
- Unit 15: Accreditation perspectives on patient safety and quality

MHH 014: HEALTH CARE DELIVERY SYSTEM -AN OVERVIEW

Block I: Community Health

- Unit 1: Concept of Community Health
- Unit 2: Primary Health Care & Universal Health Coverage
- Unit 3: Basics of Epidemiology & Statistics
- Unit 4: Occupational & Environmental Health

Block II: Health Systems in India

- Unit 5: Overview of Healthcare Delivery System
- Unit 6: Holistic & Integrated Approach to Healthcare
- Unit 7: Public Health Models in India
- Unit 8: Healthcare Financing & Insurance
- Unit 9: Government Health Policies

Block III: National Health Programmes

- Unit 10: National Health Mission
- Unit 11: RMNCHA including Family planning
- Unit 12: Major Health Programmes – Communicable Diseases
- Unit 13: Major Health Programmes – Non-Communicable Diseases
- Unit 14: Management of Health Programmes, Monitoring & Evaluation Framework

Block IV: Models of Health Systems in Other Countries

- Unit 15: Healthcare Delivery Systems of World – Publicly Funded
- Unit 16: Healthcare Delivery Systems of World – Privately Funded
- Unit 17: Healthcare Delivery Systems of World – Spectrum of mix of Public and Privately Funded
- Unit 18: International Organisations working in Health

MHHL 020: PRACTICUM

Block I: Safety & Risk Management

- Unit 1: Epidemiological Investigation of an Outbreak
- Unit 2: Guidelines on Healthcare Associated Infection
- Unit 3: Guidelines for Waste Disposal in Hospital
- Unit 4: Guidelines for Disaster Management Manual
- Unit 5: Guidelines for Fire Safety

Block II: Hospital Services & Quality

- Unit 6: Problems in OPD
- Unit 7: Standard Operating Procedures (SOPs) for Emergency Care
- Unit 8: Quality Assurance Study in Laboratory
- Unit 9: Patients Satisfaction
- Unit 10: Guidelines for Visit to Healthcare Facilities

Block III: Financial Management

- Unit 11: Organizational Analysis
- Unit 12: Break Even Analysis
- Unit 13: Preparation of Financial Statement

Block IV: Logistic & Equipment Management

- Unit 14: Utilization of Equipment
- Unit 15: Inventory Analysis

MHHP 021: PROJECT

MHH 015: HEALTH ECONOMICS

Block 1: Health care Financing

- Unit 1: Models of Healthcare financing system
- Unit 2: National Health Accounting
- Unit 3: Financing Universal health coverage
- Unit 4: Role of Markets and PPP models

Block 2: Health Insurance

- Unit 5: Need and Types of Health Insurance
- Unit 6: Global review of insurance programmes
- Unit 7: Health insurance in India including PYJAY
- Unit 8: Risk and claims management

Block 3: Financial Management in Health care Organization

- Unit 9: Principles of Financial Management in Healthcare
- Unit 10: Healthcare revenue cycle management
- Unit 11: Financial operations management
- Unit 12: Healthcare Financial Reporting and analysis

Block 4: Cost of health Services and Health

- Unit 13: Key Principles of Health economics
- Unit 14: Costing of health services
- Unit 15: Principles of budgeting and analysis
- Unit 16: Economic evaluation of healthcare programmes
- Unit 17: Equity in health

MHH 016: OPERATIONS MANAGEMENT IN HEALTH CARE

Block 1 Principles of Operations Management

- Unit 1: Introduction to Operations Management
- Unit 2: Operations and Corporate Strategy
- Unit 3: Process Design and Analysis
- Unit 4: Facility Location and Layout
- Unit 5: Performance Monitoring in Hospitals

Block 2 Scope of Operations management in health sector

- Unit 6: Service Strategy in Healthcare
- Unit 7: Competitive Strategy in Healthcare
- Unit 8: Supply Chain and Inventory Management
- Unit 9: Facility Planning and Workforce Management
- Unit 10: Training and Development

Block 3 Planning and Providing Health services

- Unit 11: Health Service Planning Concepts
- Unit 12: Facility Planning and Infrastructure Design
- Unit 13: Organizational Structuring of Health Services
- Unit 14: Operationalizing New Health Services
- Unit 15: Quality Improvement and Operational Efficiency

Block 4: Monitoring and future projections

- Unit 16: Hospital Performance Monitoring
- Unit 17: Analytical Tools and Monitoring Techniques
- Unit 18: Future Projections in Hospital Administration
- Unit 19: Policy Implications and Strategic Decision-Making
- Unit 20: Inventory Management and Lean Principles

MHH 017: SUPPLY CHAIN MANAGEMENT

Block 1: Introduction of Supply Chain Management

Unit 1: Basic Concepts and Principles of Supply Chain, Logistics and Materials Management.

Unit 2: Elements of Supply Chain Management

Unit 3: Designing and Managing Supply Chain Network

Unit 4: Roles and Responsibilities of Supply Chain Manager.

Block 2: Ordering Systems and Procurement

Unit 5: Procurement Policies and Procedures

Unit 6: Forecasting and Demand Estimation

Unit 7: Equipment Management

Unit 8: Import Export Procedures

Block 3: Logistic Management

Unit 9: Transportation Management

Unit 10: Warehousing

Unit 11: Inventory Control.

Unit 12: Standardisation, Codification and Value Analysis

Block 4: Utilisation and Monitoring

Unit 13: Utilisation Reviews

Unit 14: Logistic Management Information System (LMIS).

Unit 15: Data Analysis and Quality Control.

Unit 16: Measuring Supply Chain Management performance.

Unit 17: Regulatory and Ethical Issues.

MHH 018: LEGAL AND ETHICAL ASPECTS IN HEALTHCARE MANAGEMENT

Block 1: Legal Aspects in Health Care Delivery System

Unit 1: Constitution. Laws, Regulations, Rules and Legal Medicine

Unit 2: Classification of Law, Offences and Medical Negligence

Unit 3: Laws and Acts applicable to Health Care Organisations

Block 2: Hospital Planning, Operations and Patient Care

Unit 4: Registration with Authorities, Licensing and Statutory Compliance.

Unit 5: Managing Medico-legal Cases

Unit 6: Consent and Confidentiality.

Unit 7: Legal aspects of Patient Care

Block 3: Acts and Regulations Applicable to Health Care System

Unit 8: Clinical and Patient related Acts

Unit 9: Environment related Acts

Unit 10: Health Care Industry Related Acts

Unit 11: Acts related to Diagnostic and Therapeutic Services

Block 4: Ethical Practices, Patient Rights and Responsibilities.

Unit 12: Regulatory bodies

Unit 13: Professional Ethics and Code of Conduct

Unit 14: Ethics in Medical Research

Unit 15: Patient Rights and Responsibilities.

MHH 019: EMERGING ISSUES IN HEALTH CARE MANAGEMENT

Block 1 : Digital Health, Sustainability and Development

Unit 1: Introduction to Digital Health Ecosystem

Unit 2: Health Systems and Digital Transformation

Unit 3: Newer Models of Healthcare Service Delivery using Digital Health

Unit 4: Healthcare IT Standards and regulatory aspects

Unit 5: Cybersecurity, Privacy and Ethical Data Governance

Block 2: Information Technology in Health

Unit 6: Clinical Informatics and Patient Outcome Improvement

Unit 7: Telemedicine, Remote Care & Virtual Consultations

Unit 8: Emerging Technologies in Digital Health

Unit 9: Designing and developing digital health applications

Block 3 : Artificial Intelligence in Health care

Unit 10: Foundations of AI and Machine Learning in Healthcare

Unit 11: Robotics and Automation in Healthcare Delivery

Unit 12: Application of Artificial Intelligence in healthcare

Block 4: Analytics in Health Care Management

Unit 13: Foundations of Health Care Analytics

Unit 14: Data Sources, Architecture, and Tools in Health Analytics

Unit 15: Applications of Healthcare Analytics

MHHT 022: INTERNSHIP

Sample Training Plan

A) Introduction to Management

About 10-20 hours of theory sessions could be planned through online class. These sessions basically aim at clearing the conceptual doubts of the students on the topics. Experts could decide the topics according to their experience in class room teaching. However, attention should be given to cover all major areas(*at least 2 hours per Block*) of the theory material. Some topics are suggested below:

1. General Management
2. Essentials of logistics and equipment management
3. Time Management
4. Financial Management and Health Economics
5. IT and e-governance
6. Artificial Intelligence
7. Motivation
8. Leadership
9. Communication
10. Conflict resolution
11. Health Economics
12. Financial Management
13. Transaction analysis (TA)

B) Hospital Services

About 10-20 hours of theory sessions could be planned through online class. These sessions basically aim at clearing the conceptual doubts of the students on the topics. Experts could decide the topics according to their experience in class room teaching. However, attention should be given to cover all major areas(*at least 2 hours per Block*) of the theory material. Some topics are suggested below:

1. OPD & MRD
2. OT complex

3. ICU
4. Inpatient service
5. Emergency/Trauma Services
6. Nursing Services
7. Mortuary
8. Patient safety
9. Laundry
10. Dietary Service
11. CSSD
12. Waste Management
13. Introduction to support and utility services
14. CSSD
15. Laundry
16. Dietary Services

C) Organization and Management of Hospital & Health Services

About 10-20 hours of theory sessions could be planned through online class. These sessions basically aim at clearing the conceptual doubts of the students on the topics. Experts could decide the topics according to their experience in class room teaching. However, attention should be given to cover all major areas(at least 2 hours per Block) of the theory material. Some topics are suggested below:

1. Introduction of health care system
2. Hospital management- an overview of Hospital System
3. Primary health care
4. National health programmes
5. Legal Issues
6. CPA
7. Right to Information
8. Hospital Hazards
9. Insurance
10. Quality Assurance and Patient Satisfaction

D) Activity at Own Set-Up and Link With Log-book

Some visits could be carried out by the students at the working set up or institution in the nearby area at one's own effort and record them in the logbook. You could visit to facilities providing primary health care in your own convenience. This could be a visit to Subcentre or Health and Wellness Centre, Primary Health Centre and Community Health Centre.

Some hospital related visits could be carried out by you at your working set up or in hospitals located in nearby area. These visits can be done by your own effort and convenience and recorded in the logbook. The hospital visits that could be covered in own work place are:

- Laundry
- Dietary Services
- Pharmacy
- Radiology

If a student does not have access to such facilities, the same can be covered in the Learner Support Centre LSC.

Sample Posting Schedule During Contact Spells

The students posted to a centre will be grouped in such manner that each group has 10-12 students in maximum. Centres having about 10 students or less can participate as a single group. Where multiple groups are formed, rotational posting could be scheduled. It is expected that every participant will make at least one group presentation and participate in discussion in all group works

1st Contact Spell

Day	Session-1	Session-2	Session-3
Day-1	Programme Introduction	Visit OPD, Registration	Visit Mortuary, Waste Management
Day-2	Group work and Presentatio	Group work and Presentation	Visit Medical Record
Day-3	Group work and Presentation	Visit Radiotherapy	Visit CSSD
Day-4	Group work and Presentation	Group work and Presentation	Visit Nuclear Medicine
Day-5	Log-book verification and discussion	Log-book verification and discussion	Internal assessment

2nd Contact Spell

Day	Session-1	Session-2	Session-3
Day-1	Group work and Presentation	Group work and Presentation	Visit Laboratory, Blood bank
Day-2	Group work and Presentation	Group work and Presentation	Visit Establishment, HR
Day-3	Group work and Presentation	Group work and Presentation	Visit Accounts section & Finance

Day-4	O.B. Lab <ul style="list-style-type: none"> • People in organization • Motivation • Leadership 	O.B. Lab <ul style="list-style-type: none"> • Communication • Training 	O.B. Lab <ul style="list-style-type: none"> • Conflict resolution • Transaction analysis (TA)
Day-5	Log-book verification and discussion	Log-book verification and discussion	Internal assessment

Group work and Presentation of Topics:

i. Group work

- Radiology
- Blood Bank
- Lab Services

ii. Group work

- OPD
- Emergency and Trauma Centre
- Inpatient

iii. Group work

- ICU
- OT
- Radiotherapy

iv. Group work

- CSSD
- Laundry
- Mortuary

v. Group work

- Waste Management
- Dietary Services
- Medical Records

vi. . Group work

- personnel Management
- Management Functions & Techniques
- Management Principles and Principles of organization

vii. Group work

- Functions of Hospital
- Legal Aspects
- Total Quality Management (TQM)

viii. Group work

- Hospital Budget and its control
- Financial Accounting Procedures
- Health Economics

ix. Group work

- Material Management & Inventory Control
- Procurement of Equipment
- Equipment Maintenance & condemnation

x. Group work

- Engineering Services
- Hospital Safety & Risk Management
- Marketing & health services

xi. Group work

- National programmes
- Primary Health care
- Health care System

Guidelines for MBAHCHM Term-end Practical Examination

1. Eligibility

To become eligible for appearing in term-end practical examination, a student should have completed contact spells and submitted the logbook for practical courses so that internal evaluation of practical component is done.

Internal Evaluation

The internal evaluation component of practical courses will have 30% weightage (30 marks) in each course. 10 marks for log book, 10 marks for group work (individual performance) and 10 marks for all other activities during spell.

Students will have to secure 15 marks out of the 30 marks in internal evaluation of each course separately to be eligible for term-end practical examination for respective course.

2. Examiners

One external and one internal examiner for each practical course . If the number of applicants for practical examination are less than 20, there will be only 1 external and 1 internal examiner combined for both the practical courses. If the number of applicants are more than 20, there will be 2 external and 2 internal examiners. In that case, applicants will be made into 2 groups and each group will be evaluated by a set of 1 external and 1 internal examiner.

3. Course-wise Details for Practical examination

There will be 2 practical papers. MHHL-102 and MHHL-103. A student has to secure 50% in each paper (35 marks out of 70) combining the marks received in case/spot/viva-voce. The sample long case and short case is mentioned separately

(Hospital Services Practical)

- One long case (30 marks)
- Five spots (10 marks)
- Viva-voce (30 marks)

(Hospital Services Practical)

- Two short cases (15 marks each)
- Five spots (10 marks)
- Viva-voce (30 marks)

4. Conduction of term-end practical Examination

Examination will be conducted over 2 days. 1st day could be for long case, short case and spots for both the courses. The 2nd day could be devoted to viva voce. However, the examination centre could decide the arrangement as per their convenience.

Sample Long Case

The long case will be of one-hour duration carrying **30 marks**. It would include organization, functioning, physical facilities, staffing pattern, workload, etc. of a department/institution in which the student should be able to identify problems and suggest solution.

Type of the problems expected to be worked up in following areas:

- OPD Service of a hospital
- Nursing services of a hospital
- laboratory services of a hospital
- organization of a dispensary /pharmacy
- inventory control of the pharmaceuticals
- Accident and emergency services of a given hospital
- Radiology department
- Medical ward
- CSSD
- Equipment Management
- Medical Record
- Financial Management
- Waste Disposal
- Security
- Transport System
- Operation Theatre
- Disaster Plan
- Fire preparedness
- Patient satisfaction

Sample Short Case

There will be two exercises of half an hour carrying **15 marks each**. They will include calculations and analysis related to hospital consumption, costing, statistics from records ,financial analysis etc.

Type of the problems expected to in the following area:

- ABC,VED, FSN analysis
- Calculation of lead time from the provided data
- Work sampling of one nursing staff.
- Waiting time at registration counter.
- System of handling of patients' complaints/suggestions
- Calculation of use coefficient, down time index, breakdown maintenance index , maintenance cost index etc.
- Draw epidemic curve, calculate incubation period etc. from given data

Spots

There will be **five spots of 2 marks each** carrying a total of 10 marks. Each spot will be of 2 minutes duration.

Viva-Voce

The duration of viva-voce will be of 10 minutes for each student carrying **30 marks**. The focus will be on the understanding of the students on the application of the concepts.