MBA (HOSPITAL ADMINISTRATION) PROGRAMME
ACADEMIC CALENDAR FOR 2014-15
For I, II & III Year Batches

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<td><strong>Counselling-cum-Contact Programme at Visakhapatnam only</strong></td>
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<td>March, 2015 – 22, 29</td>
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<td>May, 2015 – 3, 10, 17, 24, 31</td>
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<td>June, 2015 – 7, 14, 21, 28</td>
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<td>July, 2015 – 5, 12, 19, 26</td>
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<td>August, 2015 – 2</td>
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<td><strong>Submission of Assignments</strong></td>
<td>29th March, 2015</td>
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<tr>
<td>Display of Assignment Question Papers &amp; Guidelines for Project Proposals (For Final Year students) on Website</td>
<td></td>
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<tr>
<td>Last date for submission of Assignments (Without Fine) for all the Years</td>
<td>05th August, 2015</td>
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<td>19th August, 2015</td>
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<td>25th May, 2015</td>
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<td>17th August, 2015</td>
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<td>Last date for submission of Project Reports with a fine of ₹500/-</td>
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**Study Centres:**

<table>
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<tr>
<th>SNo.</th>
<th>Name of the Study Centre &amp; Phone No.</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>School of Distance Education, Andhra University Visakhapatnam (9963474714)</td>
<td>Prof. P. Hrushikesava Rao (9494184811)</td>
</tr>
</tbody>
</table>

**Special Note:** Kindly visit our website [www.andhrauniversity.edu.in/sde](http://www.andhrauniversity.edu.in/sde) for assignment question papers relating to MBA Hospital Administration Programme for the academic year 2014-15.

- Assignment Question Papers will not be sent by post. Candidates have to download them. **All the assignments are to be submitted at a time. Assignments books with spiral binding are NOT ACCEPTED.**
- Final year candidates of MBA (Hospital Administration) have to download the “Proforma for Project Proposal” and its guidelines along with Assignments Questions Papers.
- Candidates who do not pay tuition fee will not be sent study material.
- Candidates who are intending to attend Contact Programme are advised to report with their Identity Cards at the Reception Counter, SDE, AU at 9.00 AM on the 1st day of the programme, i.e., 22nd March, 2015.

**Prof. P. HRUSHIKESAVA RAO**
Course Co-ordinator

**Prof. L.D. SUDHAKARA BABU**
Director
GUIDELINES FOR ANSWERING ASSIGNMENTS

1. Assignments constitute the continuous evaluation which carry a weightage of 20 percent in each subject paper in 1st year and 30 per cent in case of Second and Third Year of MBA Hospital Administration.

2. The Main purpose of assignment is to test the students comprehension of the course material sent to him and also in helping him in getting through the courses. The answers should be complete in all respects. Incomplete answers bring poor marks. The assignments are to be submitted to the Director, School of Distance Education, Andhra University before the due date. It is desirable that the students should retain a copy of all assignment responses which he/she submits.

3. Answering Assignments: While Answering Assignments:
   (a) A Student should read the assignment carefully and follow the specific instructions, if any.
   (b) He/She has to study thoroughly the units on which assignments are based.
   (c) He/She should note down relevant points of answers; rearrange those points in a logical order and draw a rough outline of answer. The answer should be logical, cohesive and it should have clear connections between sentences and paragraphs. The answer should cover the main points of the question. While solving case questions, proper format should be used.
   (d) Each Assignment is to be answered and submitted separately in a booklet form using A4 size papers providing clear cut margins and sufficient space in between each answer. On the top of the first page of each assignment the required information be furnished invariably in the format given below:
   (e) The responses should be in candidate’s own handwriting. Print or typed answers will not be accepted. After receiving the assignments from the candidate, the Office of the School of Distance Education will arrange to send acknowledgement thereon.

4. The top of the first page of each assignment should consist of the following information:
   1. Regd. No. : _________________________
   2. Academic Year : _________________________
   3. Title of the Subject Paper : _________________________
   4. Signature : _________________________
   5. Date : _________________________
   6. Name and Address: : _________________________
1. a) Describe the functions of Managers.
b) Distinguish between a Leader and a Manager.

2. a) What is MBO? How do you implement it in an organization?
b) Briefly explain about Johari Window.

3. a) List out the salient features of Theory X, Theory Y and Theory Z.
b) Discuss the role of Decision Tree Analysis in making decisions under conditions of uncertainty.

4. a) What is Span of Control?
b) Mention the Features of Organizational Culture.

5. a) What is Transaction Analysis?
b) Explain in detail the concept of Organizational Effectiveness.
PAPER – II : ACCOUNTING FOR DECISION MAKING

Answer ALL Questions
All Questions carry equal marks \( (5 \times 4 = 20 \text{ Marks}) \)

1. a) Explain the rules of Double Entry Book-keeping System.
   b) Discuss the relationship among the accounting process, accounting information, decision makers and economic activities.

2. a) Explain the Generally Accepted Accounting Principles.
   b) List out the steps that are involved in the construction of P & L Account.

3. a) What is ‘Proforma of Cost Sheet’?
   b) What are the differences between Standard Costing and Budgetary Control?

4. a) What are the basic principles of Cost Accounting?
   b) Explain the items that are to be reported in trading account.

5. a) What is Break-even Analysis and also explain its assumptions.
   b) What are the features of Zero-based budgeting?
Answer ALL Questions
All Questions carry equal marks (5 x 4 = 20 Marks)

1. (a) Write briefly of Planning and Out-Patient Department for a Multi-specialty hospital in a Metro-city.
(b) Discuss in detail, the importance of location of an OPD in a semi-urban area.

2. (a) Define ‘Community Health Centre’. Give its staff pattern.
(b) Write in detail the working responsibilities and pattern for medical officers and the laboratory in-charge.

3. (a) Explain in detail the methods to minimize the waiting time of Patients at OPD.
(b) Discuss the roles of an emergency medical officer and the staff nurse in the emergency department.

4. (a) What do you understand by ‘Physiotherapy’ in Physical medicine
(b) Discuss the location, infrastructure and functioning of a physiotherapy unit in a multi-specialty hospital.

5. (a) What do you understand by ‘Checklist’? Write the role of Hospital Administrator in preparing and scrutiny of the check list.
(b) Discuss the importance and the role of a Medico-Social worker/Patient Relations Officer in OP & Emergency departments.
Answer ALL Questions
All Questions carry equal marks (5 x 4 = 20 Marks)

1. (a) What do you understand by the ‘Patients Rights’? How do you protect them in your hospital?
   (b) What is meant by ‘Family Decision Making’?

2. (a) What is Patient Care? Discuss in detail the role of a Nurse in the Patient Care?
   (b) How do you maintain excellent ‘Doctor-Patient’ partnership?

3. (a) Describe the role of IRDA in dealing with Health Insurance Practices.
   (b) Discuss the role and responsibilities of Hospital Administrator in dealing with an insured patient.

4. (a) Write briefly the role of a ‘Public and guest relations’ in a large and extensive emergency care hospital.
   (b) What do you understand by Patient Counseling?

5. (a) Excellent Communication Skills result in excellent patient care. Discuss.
   (b) Make Patient Education a service strategy. Discuss.
1. (a) Discuss in detail the importance of groups/teams in health services organization.
(b) Mention in detail your strategies for making inter-group conflicts in a large hospital.

2. (a) As an Administrator how do you organize in-service training and education in a 500 bedded multi-specialty hospital?
(b) Mention the various Acts of Omission and Commission by Physicians, Surgeons, Obstetricians and Gynaecologists in a multi-specialty. As an administrator how do you deal with them?

3. (a) What is ‘Right to Information Act, 2005’? As an administrator discuss your role in the implementation of the Act?
(b) What do you understand by Communication process? Write in detail about any two of the models of Communication.

4. (a) What is the Status of awareness of Health Insurance in our country? Suggest methods to improve the awareness.
(b) What are major challenges of a Hospital Management? Explain your role as an administrator in meeting such challenges.

5. (a) What are Medical Ethics? Write a descriptive sketch of your role in the maintenance of Medical Ethics.
(b) Discuss the ‘Confidentiality of Medical Records’ and the Doctors’ obligation in your hospital.
PAPER - VI : MANAGEMENT OF INFORMATION SYSTEMS IN HOSPITALS

Answer ALL Questions
All Questions carry equal marks (5 x 4 = 20 Marks)

1. (a) Discuss in detail about the application of IT technology in Health Care Industry.
(b) What do you understand by Electronic Health Record?

2. (a) What is Telemedicine? Mention its advantages and disadvantages.
(b) Discuss the Role of Genomics in Life sciences with particular reference to Biomedical sciences.

3. (a) ‘Health is essential to Socio-economic development’. Analyze Critically.
(b) Describe the following terms :
   (i) Health for All
   (ii) Declaration of ALMA ATA on primary Health Care.
   (iii) Millennium Development Goals.

4. (a) Describe the need for computerization in a 400 bedded, multi-specialty Hospital, with particular reference to any Two Back Offices.
(b) Discuss the future of informatics - Globalization of Information in a Health Care scenario.

5. (a) Write briefly on ‘Primary Health Care’ in our country.
(b) Discuss the job functions of the Male and Female Health Assistants.
GUIDELINES FOR ANSWERING ASSIGNMENTS

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   3. Title of the Subject Paper : _________________________
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   5. Date : _________________________
   6. Name and Address: : _________________________
1. Do you subscribe to the view that the scope of HRM activities in Hospitals is different from other organizations? Substantiate your argument with reasoning.

2. Discuss in detail the factors that influence Human Resource Planning process in Hospital Organizations.

3. Define the concept of Performance Appraisal. Analyze the techniques that are employed in a 100-bedded Corporate Hospital of your choice regarding performance appraisal.

4. What are the principles of Wage Administration and also discuss how far these principles are considered in fixing wages to Hospital Personnel?

5. It has been felt by many that growing incidents of unionism among medical and para-medical staff stands in the way of providing quality medical services in India. Do you agree? Give reasons.
PAPER - II : FINANCIAL MANAGEMENT IN HOSPITALS

Answer ALL Questions
All Questions carry equal marks (5 x 6 = 30 Marks)


3. Explain the capital budgeting process in starting up of Nursing Home? What are the various techniques of evaluating capital expenditure projects in Hospital Industry and which technique you support and why? Explain.

4. What are the various working capital needs of a Government Hospital? What factors do you consider to plan or determine the working capital needs of a Government Hospital? Discuss.

5. What is a dividend policy? Explain different types of dividend practices following in Hospital Industry.
1. Write in detail the basic infrastructure and support services facilities that are essential for an Out-Patient Department, for a 400 bedded multi-specialty hospital.

2. What do you understand by ‘Day Care’? Discuss its advantages and limitations in detail.

3. ‘Good House-keeping is the reflection of good administrative practices’ in a Hospital. Critically analyze the statement with reference to a 350 bedded multi-specialty hospital.

4. Mention the objectives of Materials Management. Write in detail about any two of them.

5. Discuss in detail the various Inventory Control Techniques.
PAPER - IV : MEDICAL AUDIT AND QUALITY MANAGEMENT IN HOSPITALS

Answer ALL Questions
All Questions carry equal marks (5 x 6 = 30 Marks)

1. What do you understand by ‘Medical Audit’. Discuss its importance under the present scenario of Health Care Services.

2. Discuss in detail the Role of ‘Medical Records Department’ in the Total Quality Management’ in a 400 bedded Corporate Hospital.

3. Discuss in detail the role of a comprehensive Nursing services in obtaining the Total Quality Standards, in a teaching hospital.

4. Write in detail the role and functioning of the national level accreditation organization in our country.

5. What is Zero defect programme? Describe the role of the Hospital Administrator in its achievement.
Answer ALL Questions
All Questions carry equal marks (5 x 6 = 30 Marks)

1. Explain how marketing of services is different from marketing of goods?

2. What are the determinants of Consumer Behaviour and how they differ in case of services over goods?

3. Select a 100-bedded hospital of your choice and analyze its pricing policies and strategies.

4. Discuss in detail the factors that influence the expected quality of the patients in hospitals.

5. What is Promotional Mix? Chalk out a promotional mix for a 100-bedded corporate hospital of your choice.
1. What is Demand Forecasting? Also discuss the different methods of demand forecasting for an existing as well as new products.

2. Explain the different cost concepts that are relevant to analyze costs in hospital organizations.

3. Discuss how the monetary and fiscal policies of the government influence the management of corporate hospitals.

4. Critically review the role of both Central and State Governments in promoting health care services during planning era.

5. What is Medical Tourism? Review the facilities available for foreign patients in India.
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   4. Signature : _________________________
   5. Date : _________________________
   6. Name and Address: : _________________________
1. Explain the role of Hospital Infection Control Committee in a Large Public Sector, multi-specialty hospital.

2. Mention any five important ‘Universal Precautions’ and write in detail about any Two of them.

3. Do you recommend Deep Burial under the existing space constraints? Suggest few alternatives.

4. Mention any Five important stages of Bio-medical waste management. Write in detail about any Two of them.

5. What is Environmental and Forests Act 1986? Discuss the relevant provisions of this Act with reference to the Management of Hospital Wastes.
PAPER – II : RISK AND DISASTER MANAGEMENT

Answer ALL Questions
All Questions carry equal marks   (5 x 6 = 30 Marks)

1. Explain the need for a ‘Disaster Manual’, for a 500 bedded Corporate Hospital. Discuss the salient features of Disaster Manual.

2. Enumerate the role and importance of ‘Health Care Services’ in an earth quake affected disaster.

3. Discuss briefly the contents of a Disaster plan.

4. Discuss in detail the salient /important features of a Fire Safety programming for a 300 bedded multi-specialty hospital.

5. Discuss the role of a Hospital Administrator in the prevention of fire accidents in his / her hospital.
PAPER – III : LEGAL AND ETHICAL ISSUES FOR HOSPITALS

Answer ALL Questions
All Questions carry equal marks (5 x 6 = 30 Marks)

1. ‘The Medical Council of India’ is the professional regulatory authority in India. Discuss.

2. Training and Education of all concerned on legal and ethical issues shall be mandatory. As a Hospital Administrator, how do you plan such activity in your hospital?

3. Mention at least TEN penal codes that the Emergency/Casualty associates should be aware of. Write in detail about any three of them.

4. Write in detail about the Andhra Pradesh Private Medical Care Establishments (Registration and Regulation) Act, 2002.

5. What do you understand by ‘Medical Ethics’ and why is it required.
PAPER – IV : OPERATIONS RESEARCH

Answer ALL Questions
All Questions carry equal marks \( (5 \times 6 = 30 \text{ Marks}) \)

1. A pharmaceutical company produces three types of medicines M1, M2 and M3. For manufacturing these medicines three types of ingredients A, B and C are required. One M1 requires 3 units of A and 2 units of B, one M2 requires 2 units of A, 3 units of B and 4 units of C, and one M3 requires 4 units of A, and 3 units of C. The company has a stock of 40 units of A, 30 units of B and 45 units of C. The profit on setting one M1 is Rs. 8, one M2 is Rs. 13 and one M3 is Rs. 10. If all the medicines produced are sold, formulate the problem as an LPP to maximize the profits and also find maximum profit.

2. Discuss in detail the applications of various operations research techniques in hospital management and pharmaceutical industry.

3. A doctor performs four types of minor operations A, B, C and D. The first two types of minor operations take 30 minutes while the last two (C and D) takes 50 minutes. Past records have shown the following distribution.

<table>
<thead>
<tr>
<th>Type of Operations</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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<tr>
<td>Frequency</td>
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<td>40</td>
<td>10</td>
<td>30</td>
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Doctor’s clinic begins at 10.00 AM. The doctor has given appointment to six patients at an interval of 30 minutes to each on first come first serve basis. You are required to simulate doctor’s schedule beginning from 10.00 AM using the random numbers 22, 59, 03, 67, 76 and 50.

4. Patients arrive at a doctor’s clinic at the rate of 4 patients per hour following Poisson distribution. The doctor can treat 10 patients per hour. If the doctor’s clinic remains open for 8 hours, then find the following:
   (a) Find the expected free time of the doctor in 8 hours.
   (b) What is the expected waiting time, in hours, of a patient in the clinic?

5. Identify various activities starting from joining in the hospital and ending with discharge from hospital (Include payment of Bill). Take necessary assumptions. Construct PERT network and also identify critical activities.
1. As a Hospital Administrator, describe how best you’ll manage the Health Insurance schemes in your hospital.

2. What do you understand by ‘Third Party Administration’ in Health Insurance? What is your role in its management.

3. Define Health Insurance. Describe how is it important to the Indian population with reference to the Health Care Management.

4. What is IRDA? Critically examine its functioning regarding the activities of Health Insurance in India.

5. Make a critical analysis of the advantages and disadvantages of a Government sponsored Health Insurance programmes.
1. Mention the names of different systems of health care in our country. Write in detail about any Four of them.

2. Discuss the ethics and safety in the practice of Homeopathic system.

3. Prevention and appropriate patient care carry equal importance – Analyze critically.

4. Discuss briefly the role of the Hospital Administrator in planning and execution of emergency services in a hospital of 400 bedded in a metro city.

5. What do you understand by Embalming? Discuss its uses in medical practice.
GUIDELINES FOR PREPARATION OF PROJECT REPORT

Students of MBA (Hospital Administration) Programme will have to take up project work in the Third year.

1. The purpose of the project work is primarily to demonstrate the application of knowledge and skills acquired during the programme, by studying and analyzing the selected programme in the work situation in a systematic manner while suggesting solutions to be management.

2. The topic for project may be taken from any one of the following sources:
   (i) Comprehensive case study, covering single organization with multifunctional area problem formulation, analysis and recommendations.
   (ii) Inter organizational comparison of performance in different functional areas including management practices.
   (iii) Field Study/Empirical Study

SUGGESTIVE TOPICS FOR PROJECT REPORT

Following is the list of suggestive topics only. The candidates are free to choose the topic of their choice in relation to Hospital administration by duly complying with the regulations that are in force in preparation of project report.

- Study of patient care services in the Dept. of Casualty in a 100 bedded hospital.
- Study of Medico-legal aspects of casualty & emergency departments in any hospital
- Human Resource Planning in Hospital
- Unionism in Hospitals and Quality of Health Care Services
- Grievances & Redressal procedures in hospital services
- Health insurance schemes in Hospitals
- Training and Development programmes in Hospitals
- Performance Appraisal in Hospitals
- Study of patient satisfaction in Hospitals
- Marketing of Hospital Services
- Maintenance Services in a 100 bedded hospital
- Comparative Study of Arogyasri programmes in government and private hospitals
- Waste management in hospitals
- Disaster management techniques in a multi-speciality hospital
- Study of clinical and diagnostic services
- Technology and Hospital Administration
- Quality Management in Hospitals
- Ethics in Hospital Administration-Perceptional studies of Administrators in Government and Private hospitals
- Budgetary controls in Hospitals
- Financial performance of Hospitals
- Inventory management in Hospitals
- Job satisfaction in Hospitals
- Study of Nursing Care Services in a large corporate hospital.
- A comparative analysis of nursing care in a government and a private hospital.

Project Proposal:

3. The Project Proposal (Synopsis) should be prepared in consultation with the guide and sent to the Director, School of Distance Education. The proposal should clearly state the significance, objectives, methodology, statistical techniques to be used, limitations if any and future directions for further research, etc.

4. Eligible Project guide may be taken from any one of the following:
   (i) Academic Counsellors of MBA (Hospital Administration) Programme.
   (ii) Medical Practitioner / Administrator with MBBS qualification and having put in at-least a minimum of 5 years of experience either in Government Hospital or Corporate Hospital.
Students are advised to send their project proposal (synopsis) and Biodata of the Guide which must be duly signed by guide. If the proposed guide is not acceptable, the student shall be advised accordingly and in such cases, the student should change the guide before the proposal is considered for approval. Similarly, if a student wants to change his/her guide after some time, he/she would be required to submit the project proposal along with the signature of the new guide on a new project proposal proforma. **At any given point of time a guide should not have more than FIVE students.**

**Note:** Students are advised to select their guides who are either teachers or active Professionals in the relevant area of the selected topic.

5. The Project Proposal shall be sent in proforma (format) along with one copy of synopsis and bio-data of the guide to the Course Co-ordinator for approval. Proposals incomplete in any respect will straightway be rejected. Students are advised to retain a copy of the synopsis.

6. Communication for approval/non-approval of the project proposal will be sent to the candidate within one month of the receipt of the proposal.

7. Communication of non-approval of the proposal will be accompanied by comments/suggestions for reformulating the project, the revised project proposal should be submitted in the new proforma. A copy of rejected synopsis and project proposal proforma wherein the comments or suggestions of the evaluation are given should also be submitted.

8. **Preparation of Project Report:**
   
   a. The report should consist of (a) significance of the study, (b) Objectives, (c) Sampling and Methodology, (d) Statistical Techniques used, (e) Limitations, if any, and (f) guidelines for future research.

   b. The length of the report shall be in between 60 and 80 double spaced typed A4 size pages (excluding appendix and Exhibits). The report is to be submitted in a bound volume.

   c. The Project Report should also contain:
      
      (i) Project Approval letter
      (ii) Synopsis
      (iii) A Certificate from the organization where the candidate underwent Practical Training for a period of eight weeks.
      (iv) A statement from the candidate mentioning that the work is an original one and has not been submitted earlier either to this University or to any other institution of the requirement of a course of study.

One typed copy of the project report is to be submitted to the Director, School of Distance Education before the due date as communicated in the Academic Calendar. One copy of the report is to be retained with the student and produced at the time of Viva-Voce Exam. The copy sent to the University will not be returned.
SCHOOL OF DISTANCE EDUCATION  
ANDHRA UNIVERSITY  
MBA (HOSPITAL ADMINISTRATION) PROGRAMME  
PROFORMA FOR PROJECT PROPOSAL  

Reg.No._________________

Name and Address of the Student : __________________________________________
__________________________________________
__________________________________________

Mobile No. : _________________ e-mail:

Title of the Project : __________________________________________

Name, Designation and Official Address of the Project guide : __________________________________________
__________________________________________

Is the guide an Academic Counsellor of MBA(Hospital Administration) programme of SDE ? : YES / NO

Experience (in years) : Teaching ___________ Executive ___________

No. of students working under the Guide for Project Report : _________________________________________

Signature of the Student : ___________________________ Date : ___________________________

Signature of the guide : ___________________________ Date : ___________________________

Note : Enclose the Synopsis of the Project and Bio-data of the guide

(For Office Use only)

<table>
<thead>
<tr>
<th>Synopsis</th>
<th>Supervisor</th>
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<tbody>
<tr>
<td>Approved</td>
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</tr>
<tr>
<td>Not Approved</td>
<td>Not Approved</td>
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</tbody>
</table>