

SHRI GURU RAM RAI UNIVERSITY

(Estd. by Govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03 of 2017 and recognized by UGC u/s (2f) of UGC Act 1956)



Syllabus for Master of Hospital Administration

MHA

School of Management and Commerce Studies

Effective from Academic Session 2025- 2026

In accordance with New Education Policy -2020

Vision

Developing future leaders to transform the world.

Mission

1. To provide holistic education with experiential learning.
2. To develop students who could contribute to the betterment of the society.
3. To develop future researchers through our research and training program.

INTRODUCTION – INDUSTRY OVERVIEW

1. India's Healthcare industry is projected to grow to 17% each year.
2. Healthcare industry in India is projected to reach Rs. 27 lakh crore by 2022.
3. The Government of India is planning to increase Public Health spending to 2.5% of the country's GDP by 2025.
4. 100,000 jobs are expected to be created from Ayushman Bharat, the National Health Protection Scheme.
5. India is experiencing 22-25% growth in medical tourism and the industry is expected to reach US\$ 9 billion by 2020.
6. According to a report of NITI Aayog, the Indian government will increase public expenditure on Healthcare from 1.1% to 2.5% GDP in the next four years and to 5% in the following 5 years.

PROGRAMME HIGHLIGHTS

Masters in Hospital Administration Program curriculum is spread over four semester. Each of the four semester have dedicated theory classes & hands-on practical training experience. During the first year of the program, study modules are devoted to the fundamentals of management such as Finance, Information technology, Statistics, Organizational behaviour, Material management as applied to Healthcare settings, making effective use of case studies from the Healthcare Sector. In the second year the Students are also required to undertake a mandatory, intensive four weeks of Internship in the Hospitals.

AIM & OBJECTIVES

The Masters in Hospital Administration) is designed to provide students with advanced management skills required to organize and regulate complex healthcare delivery systems. The overall aim of the MHA program is :

1. To develop skills in planning, building, and managing health care organizations.
2. To fortify the practical skills, deepen the understanding of multi-dimensional Healthcare organizations and cover a wide range of subjects pertaining to Healthcare Management.
3. To enhance decision making and administrative competence of the students to enable them to face challenges of the healthcare industry.

TITLE OF THE COURSE:

The title of the course shall be “**Masters in Hospital Administration**”
(MHA)

DURATION OF THE COURSE:

The course shall be of 2 years duration from the date of commencement of academic session. It will be a full time, regular course which is divided in total four semesters each.

ELIGIBILITY CRITERIA

Candidates who are applying for admission in the MHA program must have cleared recognized bachelor's degree with at least 45% aggregate in any stream.

MEDIUM OF INSTRUCTION: English shall be the medium of instruction.

SELECTION OF CANDIDATES:

1. Admission to MHA Course shall be made on the basis of eligibility criteria set by university.
2. During subsequent counseling (s) the seats will be allotted as per the merit of the candidate depending on the availability of seats on that day.
3. Candidate who fails to attend the medical examination on the notified date(s) will forfeit the claim for admission and placement in the waiting list except unless permitted by the competent authority under special circumstances.

PROGRAMME OUTCOME:

The course is expected to enable the students to –

PO 1	Knowledge: Apply the hospital management theories and practices to solve day to day managerial problems and explore business opportunities
PO 2	Analysis : Analyze overall understanding of global, economic, legal, environmental and ethical aspects of health care industry.
PO 3	Develop: In The development of conceptual skills in planning, health care financing, resource planning, hospital and health care material management, research methodology, and hospital accreditation process in India.
PO 4	Explore : Explore healthcare opportunity as a domain for healthcare entrepreneurship .
PO 5	Decision making: Developing responsiveness to contextual social issues and exploring solutions in the light of social and business ethics.
PO 6	Leadership: Demonstrate proactive leadership and building effective teams to handle challenging assignments in the global environment.
PO 7	Environment & Sustainability : Understand the impact of the professional health care solutions in societal and environmental contexts, and demonstrate the knowledge of and need for sustainable development.
PO 8	Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of hospital practices.
PO 9	Individual & Team work: Function effectively as an individual and as a member or a leader in diverse teams and multidisciplinary settings.
PO10	Communicate: Communicate written and oral communication skills in business and social interactions and use information and knowledge effectively.
PO11	Project Management & Finance : Demonstrate knowledge and understanding of management principles and apply these to one's own work, as a member and leader in a team. Manage project in multidisciplinary environments.
PO12	Life Long Learning : Recognize the need for, and have the preparation and ability to engage in independent and life-long learning of best hospital managerial practices.

PROGRAMME SPECIFIC OUTCOMES (PSO):

1. PSO1 : Application of management concepts to understand ever changing laws, policies and competition in world of hospital management.
2. PSO2 : Synthesize knowledge of different functional areas to take decisions that provide competitive edge and enable efficient execution of healthcare projects.
3. PSO3: Ability to communicate and interact productively with a diverse and changing workforce and citizenry.

Course Structure and Credit Distribution

Core Subjects	Elective Subjects	Projects	MOOC
12	12	3	1

Semester wise Course Structure and Credit Distribution

	Core Subjects	Elective Subjects	Projects/Research Paper	MOOC	Total
Semester I	12	12	4	-	28
Semester II	12	12	4	-	28
Semester III	12	12	4	-	28
Semester IV	12	12	-	4	28
	48	48	12	4	112

General Course Structure and Theme: Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Lecture (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

SEMESTER – 1

	Subject	Paper Code
Discipline Core(DSC)	Principles of Hospital Management	MHADDC-101
Discipline Core(DSC)	Basics in Healthcare Information Technology	MHADDC-102
Discipline Core(DSC)	Healthcare Services & Its changing Scenario	MHADDC-103
Discipline Elective (GE)	Statistics and Operations Research in Healthcare	MHAGE-104
General Elective (GE)	Hospital Support Services	MHAGE-105
General Elective (GE)	Organizational Behaviour	MHAGE-106
Project (IAPC)	Hospital Residency	IAPC-107

SEMESTER – 2

	Subject	Paper Code
Discipline Core (DSC)	Human Resource Management & Industrial Relations	MHADC-201
Discipline Core (DSC)	Human Anatomy & Physiology	MHADC- 202
Discipline Core (DSC)	Recent Advances and Risk management in Hospitals	MHADC-203
Discipline Elective (DSE)	Financial Management	MHADE-204
General Elective (GE)	Material Management	MHAGE-205
General Elective (GE)	Hospital Insurance and Medical Tourism	MHAGE-206
IAPC	Research Paper Publication	IAPC-207

SEMESTER – 3

	Subject	Paper Code
Discipline Core(DSC)	Health Economics	MHADC-301
Discipline Core(DSC)	Management Accounting in Healthcare	MHADC-302
Discipline Core(DSC)	Marketing Management	MHADC-303
Discipline Elective (DSC)	Strategic Management	MHADE-304
General Elective (GE)	Legal Aspects of Health Care	MHAGE-305
General Elective (GE)	Managerial Communication	MHAGE-306
IAPC	Research Project and Viva – Voce	IAPC- 307

Sessional 1	Sessional 2	Assignment	Other Activity including attendance	Total
15	15	5	5	40

SEMESTER – 4

	Subject	Paper Code
Discipline Core(DSC)	Hospital Planning & Designing	MHADC-401
Discipline Core(DSC)	Total Quality Management in Health Care	MHADC-402
Discipline Core(DSC)	Disaster Management	MHADC-403
Discipline Elective (DSC)	Hospitality Management in Healthcare	MHADE-404
General Elective (GE)	Patient Care Services	MHAGE-405
6 General Elective (GE)	Entrepreneurship and Healthcare Consultancy	MHAGE-406
IAPC	Comprehensive Viva-Voce	IAPC-407

Internal**Evaluation (Theory)**

Evaluation of Practical/ Dissertations
& Project Reports/Viva

Internal	External	Total
40	60	100

Duration of Examination

Internal- 1Hours

External- 3 Hours

MHA-I SEMESTER EXAMINATION SCHEME

S. No	Course Code	Subject		Credit	Evaluation Scheme							
					Period			Sessional			Examination	
					L	T	P	TA	CT	TOT	ESE	Total
Theory												
1	MHADC-101	Principles of Hospital Management		3	2	1	-	10	30	40	60	100
2	MHADC-102	Basics in Healthcare Information Technology		3	2	1	-	10	30	40	60	100
3	MHADC-103	Healthcare Services and Its Changing Scenario		3	2	1	-	10	30	40	60	100
4	MHADE-104	Statistics and Operations Research in Healthcare		3	2	1	--	10	30	40	60	100
5	MHAGE-105	Hospital Support Services		3	2	1	-	10	30	40	60	100
6	MHAGE-106	Organizational Behaviour		3	2	1	-	10	30	40	60	100
7	IAPC-107	Hospital Residency		2	-	-	4	40	-	40	60	100
Total				20	12	6	4	-	-	210	420	700

MHA-II SEMESTER EXAMINATION SCHEME

S. No	Course Code	Subject		Credit	Evaluation Scheme							
					Period			Sessional			Examination	
					L	T	P	TA	CT	TOT	ESE	Total
Theory												
1	MHADC-201	Human Resource Management & Industrial Relations		3	2	1	-	10	30	40	60	100
2	MHADC-202	Human Anatomy and Physiology		3	2	1	-	10	30	40	60	100
3	MHADC-203	Recent Advances and Risk management in Hospitals		3	2	1	-	10	30	40	60	100
4	MHADE-204	Financial Management		3	2	1	--	10	30	40	60	100
5	MHAGE-205	Material Management		3	2	1	-	10	30	40	60	100
6	MHAGE-206	Health Insurance & Medical Tourism		3	2	1	-	10	30	40	60	100
7	IAPC-207	Research Paper Publication		2	-	-	4			40	60	100
Total				20	12	6	4	-	-	210	420	700

MHA-III SEMESTER EXAMINATION SCHEME

S. No	Course Code	Subject		Credit	Evaluation Scheme							
					Period			Sessional			Examination	
					L	T	P	TA	CT	TOT	ESE	Total
Theory												
1	MHADC-301	Health Economics		3	2	1	-	10	30	40	60	100
2	MHADC-302	Management Accounting in Healthcare		3	2	1	-	10	30	40	60	100
3	MHADC-303	Marketing Management		3	2	1	-	10	30	40	60	100
4	MHADE-304	Strategic Management		3	2	1	--	10	30	40	60	100
5	MHAGE - 305	Legal Aspects of Healthcare		3	2	1	1	10	30	40	60	100
6	MHAGE-306	Healthcare Managerial Communication		3	2	1	-	10	30	40	60	100
7	IAPC-307	Research Project and Viva – Voce		2	-	-	4			40	60	100
Total				20	12	6	4	60	180	280	420	700

MHA-IV SEMESTER EXAMINATION SCHEME

S.No	Course Code	Subject		Credit	Evaluation Scheme							
					Period			Sessional			Examination	
					L	T	P	TA	CT	TOT	ESE	Total
Theory												
1	MHADC-401	Hospital Planning & Designing		3	2	1	-	10	30	40	60	100
2	MHADC-402	TQM in Health Care		3	2	1	-	10	30	40	60	100
3	MHADC-403	Disaster Management		3	2	1	-	10	30	40	60	100
4	MHADG-404	Hospitality Management in Healthcare		3	2	1	--	10	30	40	60	100
5	MHAGE-405	Patient Care Services		3	2	1	-	10	30	40	60	100
6	MHAGE-406	Entrepreneurship and Healthcare Consultancy		3	2	1	-	10	30	40	60	100
7	IAPC-407/MOOC	Comprehensive Viva Voce/MHA04		2	-	-	4		-	40	60	100
				-	-	-						
Total				20	12	6	4	60	180	280	420	700

- Students are required to complete a 12-week MOOC course (equivalent to 4 credits) on a latest technology topic **not included in their current curriculum**, through the SWAYAM portal.
- Prior approval must be obtained from the department before enrolling.
- Upon completion, students must submit the course certificate and marksheet to the department for the credit to be transferred to their MHA program.
- Marksheet will reflect the Course Title of MOOC course done by student.

***Eligibility and Lateral Entry to Master's Programme**

In accordance with the provisions of the National Education Policy (NEP)-2020 and the University Grants Commission (UGC) National Credit Framework, the following shall govern admission to the Master's Programme:

1. Regular Admission:

Candidates who have successfully completed a three-year Bachelor's Degree programme, securing a minimum of 132-140 credits (as per UGC regulations), shall be eligible for admission to the first year of the two-year Master's Programme in the relevant discipline. The minimum percentage is 45% for the admission of the student.

2. Lateral Entry (Honours/Research Graduates):

Candidates who have successfully completed a four-year Bachelor's Degree with Honours/Research, securing a minimum of 176–180 credits, shall be eligible for lateral entry directly into the second year of the Master's Programme (one-year duration), subject to fulfilment of the prescribed discipline-specific requirements, if any.

3. Credit Verification:

All credit requirements shall be verified through the Academic Bank of Credits (ABC), in conformity with UGC guidelines.

4. Additional Provisions:

The University/Department reserves the right to stipulate additional eligibility criteria or bridge courses for ensuring academic preparedness of the candidate in the concerned subject area.

5. The credits required may vary as per the guidelines of various Universities granting the degree in accordance with UGC NEP Guidelines

Course Code – MHADC -101				
Course Name – Principles of Hospital Management				
Year / Semester – 1st Semester				
	L	T	P	C
	2	1	-	3

Course Code:MHADC-101**Lectures : 48****Objective:** This course intends

1. To familiarize the concepts of principles of management .
2. To develop understanding of the students of the basic practices of management for efficient administration of hospital and delivery of healthcare services.
3. To provide awareness on the functions of management , staffing , leadership , communication and controlling.

Course Contents:**Unit I****(10 hours)**

Management: Concept, nature and importance; Management Vs. administration; Management skills; Levels of management; Evolution of management; Early contributors, Taylor's scientific management theory; Fayol's principles of management, Modern healthcare management.

Unit II**(12 hours)**

Management functions: Introduction to functions of management; Planning: nature, scope and its significance; Types of plans, planning process, barriers to effective planning and decision making. Process organising: Concept, forms of organisational structure, departmentalization, span of control, delegation of authority, authority and responsibility, organisational design.

Unit III**(12 hours)**

Staffing and directing: Concept, system approach, manpower planning, job design, recruitment and selection, training and development, performance appraisal. Directing: Concept, direction and supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance, quality of work life, morale building.

Unit IV**(10 Hours)**

Leadership: Concept, functions, styles and theories.

Communication: Process, importance, channels, barriers to communication, communication and management, role of communication in managerial effectiveness

Unit V**(8 hours)**

Controlling: Meaning, steps in a control process, need for control, types of control methods, essentials of effective control systems, problems in central process, control techniques

Text Books:

1. Koontz, H, &Wehrich, H (2016). Essentials of Management: An International Perspective (8th ed.), Tata McGraw Hills, New Delhi.
2. Ghuman, K &Aswathapa, K, (2017). Management concepts and cases (10th ed.), Tata McGraw Hills, New Delhi.

Reference Books

1. Robbins, S. (2017). Management, (13th ed.), Pearson Education, New Delhi.
2. Ramaswamy, I. (2011). Principles of Business Management, (8th ed.), Himalaya Publishing House, New Delhi.

COURSE OUTCOME: After completion of the course the students will be able to:

CO1	To Know the concept of Management and various theories of Management.
CO2	To Explain the functions of Management and various aspects of Planning in Management
CO3	To Apply the concept of Staffing and Directing and their role in Management
CO4	To Implement the concept of Leadership and Communication and their roles in Management
CO5	To Evaluate the concept of Staffing and directing and their roles in Management
CO6	To Create concept of Leadership and Communication and their roles in Management

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

MHAD101	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSC1	PSO2	PSO3
CO1	0	2	3	2	1	2	0	0	2	1	2	2	3	2	2
CO2	3	3	3	3	3	1	3	3	2	3	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	0	0	0	0	0	1	0	1	0	0	1	0	0	0	0
CO5	2	3	3	3	1	2	3	3	3	2	1	2	3	3	3
CO6	2	1	0	2	0	0	1	2	2	2	2	2	3	0	2

Course Code – MHADC- 102				
Course Name – Basics in Healthcare Information Technology				
Year / Semester– 1st Semester				
	L	T	P	C
	2		1	3

Course Code: MHADC-102**Lectures : 48****Objective:** This course intends

1. To study fundamentals of computer , classifications , programming languages etc
2. To familiarize and develop understanding of the students about IT applications in a hospitals and delivery of healthcare services.
3. To enable students to understand windows, internet and hospital information system.

Course Contents:**Unit I**

Introduction to Computing: fundamental s of computer, generation of computers, anatomy of computers, classification of computers, input and output devices , memory and operating systems, programming languages, data processing; software and its' types.

Unit II

Introduction to windows: application in Windows; word processing (MS Word), spreadsheet (MS Excel), Presentation (MS Power Point), Relational database (MS Access) SQL.

Unit III

Introduction to Internet: history of internet , how the web works, web server and clients, connection at ISP – ISDN, dialup or leased, domain naming system; registering our own domain name, internet; services of internet, Telnet, www, FTP, email etc.

Unit IV

Computer Application in Hospitals: Basic Information , Management of Complex Instruments, Medical Transcription, Automation of Services, File and Database Management System.

Unit V

Hospital Information System: overview and structure, objectives, various functional modules in a hospital, concept of telemedicine and biometrics and touch screen facility, overview of ERP, working knowledge of commonly used hospital software.

Text books:

1. Adabala, N, Rajaraman., V, 2015, *Fundamentals of Computers*. PHI Learning Pvt Ltd
2. Leon A and Leon M, 2001, *Introduction to Computers*, Vikas Publication.

Reference Book:

1. .Basandra S.K, 2010, *Computers Today*, Galgotia Publishers.
2. Nancy Stevenson, 1998, *Word 97 Fast and Easy*, , Galgotia Publishers.
3. Kakkar D.N., Goyal R, 2003, *Computer Applications in Management*, New Age.

Course Outcome: After completion of the course the students will be able to:

CO1	To study the concept of healthcare information systems.
CO2	To express knowledge about computing.
CO3	To analyze the system of windows processing
CO4	To evaluate the functioning of computing in health care services
CO5	To apply the concept of healthcare information system in hospitals .
CO6	To create the understanding of developing computing in healthcare

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

MHADC 102	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	0	1	1	1	1	1	1	2	2	3	1
CO2	3	3	3	1	1	3	2	1	3	1	2	3	3	3	2
CO3	3	3	1	3	1	3	3	3	1	3	3	3	3	1	3
CO4	1	1	0	1	1	0	1	1	1	1	1	1	2	1	1
CO5	1	2	1	3	1	1	1	1	1	1	1	1	1	1	3
CO6	0	1	0	1	1	1	1	1	1	0	0	1	1	0	1

Course Code – MHADC-103				
Course Name – Healthcare Services & its changing Scenario				
Year / Semester– 1st Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC-103**Objective:** This course intends

1. To develop understanding of the students on health policies, procedures and healthcare management system in our country.
2. To enable students to understand concept of health, well being and dimensions of health.
3. To study about various levels of health care and epidemiology.

Course Contents:**Unit I**

1. Different definitions of health.
2. Concept of health & well being, standard of living, quality of life, hygiene.
3. Development of healthcare system in India.
4. Different types of healthcare systems: Allopathic, Ayurveda, Homeopathic, Unani.

Unit II

1. Dimensions of health, positive health, spectrum of health, spectrum of disease, responsibility for the health.
2. Determinants of health.
3. Indicators of health. Indices: PQLI, HDI, GDI.

Unit III

1. Levels of health care, concept of control and prevention.
2. Health team concepts, health service philosophies.
3. Concept of causation, surveillance, monitoring.
4. Modes of intervention.

Unit IV

1. Organization of health system: primary care, secondary care and tertiary care.
2. Health Programmes with reference to malaria, tuberculosis, MCH and HIV/ AIDS

Unit V

1. Health statistics: introduction, components and methods.
2. Epidemiology: aims, principles, descriptive, analytical and experimental epidemiology, methods and uses.
3. Government policies on healthcare.

Text books:

1. .Park K, 2005, *Text Book on Hygiene and Preventive Medicine*, Banarsidas, Bhanot.
2. Park K, 2005, *Preventive and Social Medicine*. Banarsidas, Bhanot

Reference books:

1. Rao Sujatha.,K,2017, *Do we care: India's Health System*, Oxford University Press.
2. A.V.(ed), 2000,*Managing a Modern Hospital*, Response Books, New Delhi

Course Outcome: After completion of the course the students will be able to:

CO1	To study the concept of Health and various healthcare systems.
CO2	To estimate the dimensions, indicators and determinants of health
CO3	To distinguish the levels of healthcare and causation and monitoring
CO4	To categorize the health programmes with reference to various diseases.
CO5	To develop the concept of Epidemiology and parameters associated with it.
CO6	To create the concept of Epidemiology and healthcare systems .

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 103	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	1	1	3	1	2	3	1	0	2	3	3	1	3
CO2	3	3	2	1	3	2	3	3	3	1	2	3	3	3	2
CO3	3	3	1	1	3	1	2	3	3	0	1	3	3	3	3
CO4	3	3	0	3	3	1	3	3	3	3	1	3	3	3	3
CO5	3	3	2	2	3	1	3	2	3	1	1	3	2	2	3
CO6	3	3	1	2	3	1	3	3	3	2	1	3	3	3	3

Course Code – MHADE104				
Course Name – Statistics and Operations Research in Healthcare				
Year / Semester – 1st Semester				
	L	T	P	C
	2		1	3

Course Code: MHADE- 104

Objective: This course intends

1. To develop understanding of the students on importance of Biostatistics
2. To understand ways to collect, analyze and interpret data into useful information required in the healthcare.

Course Contents

Unit: 1

Frequency distribution – Measures of central tendency- Arithmetic mean, Median, Mode, Percentiles –

Measures of Dispersion – Range – Mean Deviation --Standard Deviation – Coefficient of Variation – Simple problems.

Unit: 2

Types of Sampling – Sample size – Hypothesis testing --type I & II Errors.--Correlation and Regression – Scatter diagram. Correlation Coefficient-- Karl Pearson & Spearman's Rank correlation..

Unit: 3

probability and its significance, Conditional probability, probability distribution – Binomial ,Poison & Normal distribution and its application

Unit: 4

Introduction to operations research – Techniques of operations research – limitations of operations research –Hungarian Method for Assignment – Transportation Models , Introduction to Linear Programming, Simple Problem using graphical method.

Unit: 5

Network Models: PERT – CPM – resource allocation and calculation of critical path.

Text books:

1. Gupta, S. P., & Gupta, M. P. (1979). Business statistics. S. Chand, New Delhi.
2. Gupta, C. B., & Gupta, V. (2009). Introduction to Statistical Methods. Vikas Publishing House Pvt Ltd

Reference Books:

1. Follet, P., Likert, R., Bernard, C., McGregor, D., Drucker, P., Porter, M., & Prahlad, C. K. (1989). Management Concepts and Applications.
2. Balakrishnan, V. K. (1997). Schaum's Outline of Graph Theory: Including Hundreds of Solved Problems. McGraw Hill Professional.

Course Outcome: After completion of the course the students will be able to:

CO1	To identify about the use of Frequency distribution, Measures of Central tendency
CO2	To study about Sampling, Hypothesis testing and its applications
CO3	To know the meaning of Probability and its types with applications
CO4	To gain the knowledge of Operational Research and its various techniques with applications
CO5	To formulate about Network models and their applications.
CO6	To create Network models for operations research in healthcare.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADE 104	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	0	0	3	0	0	2	2	2	1	3	0	3	1	3
CO2	1	3	0	1	3	0	1	3	3	3	3	2	2	3	0
CO3	1	0	2	1	0	2	2	0	1	0	1	2	1	1	2
CO4	0	1	0	0	1	0	2	1	1	1	1	2	2	0	1
CO5	0	0	1	0	0	1	0	0	0	1	0	1	0	0	1
CO6	0	0	1	0	0	1	0	1	0	1	0	0	0	0	1

Course Code – MHAGE-105				
Course Name – Hospital Support Services				
Year / Semester – 1st Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE-105**Objective:** This course intends

1. To familiarize and develop understanding of the students of various hospital support services and their rational utilisation.
2. To study about biomedical waste management and segregation norms .

Course Contents:**Unit I**

1. Principles and methods of organizing, clinical and support services for hospitals, role of support services in hospital functioning.
2. Hospital Laundry Services
3. Nursing services: duties and responsibilities of nursing officers, Staffing norms in various types of hospitals and departments, nursing by-laws, rules, policies and procedures. Recent trends in nursing profession and education .Documentation and records , nursing audit,

Unit II

1. Emergency services: meaning, importance, methods.
2. Safety, security, fire protection and ambulance services.
- 3 Pharmacy Services -meaning, scope, role, functions, concept of Hospital pharmacy. Drug distribution, concept of hospital formulary, Facilities and personnel required in Hospital pharmacy, Location and space requirements of hospital pharmacy, unit dose dispensing, Basic concept of Inventory, basic knowledge of prescriptions and abbreviations.

Unit III

1. Dietary services and hospital diet: importance, functions, equipments, storage, day store, general kitchen, special diet kitchen, food distribution.
2. Types of hospital hazards physical, biological, mechanical, psychological hazards.
3. Laboratories for clinical investigations: laboratory procedures, conduct, sampling, reporting and billing; staffing, housekeeping, safety and precautionary measures in laboratories and blood bank.

Unit IV

1. Security Services
2. Hospital Stores
3. Role of central sterile supply department, infection control committees, monitoring and control of cross infections.

Unit V

1. Biomedical waste management: meaning, categories of biomedical wastes, Segregation, Collection Transportation and disposal of biomedical wastes, incineration and its importance, amendment in BMW Rule. Standards for Incineration, waste autoclaving, microwaving and deep burial
3. Mortuary (Preservation, transportation & religious formalities)

Textbook

1. Arun Kumar., 2002 (ed) *Encyclopedia of Hospital Administration and Development*, Anmol Publications, New Delhi.
2. Park K., 2009, *Textbook on Hygiene and Preventive Medicine*. Banarsidas Bhanot, Jaipur, India .

Reference books:

1. Srinivasan A.V., 2008 *Managing a modern hospital*, 2nd edition , Sage Publ Pvt Ltd, New Delhi.
2. Anand K.K., 1996, *Hospital management*, Vikas Publishing, New Delhi.

Course Outcome: After completion of the course the students will be able to:

CO1	To know various Hospital Support Services like Laundry and Nursing services
CO2	To summarize the concepts of Emergency services and Drug Distribution in hospitals
CO3	To execute the concepts of Dietary services and Hospital Hazards
CO4	To analyze the role of Security services, CSSD and infection control
CO5	To evaluate the basics of Biomedical Waste Management
CO6	To create an understanding about standards of waste disposal and its importance in hospitals

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 105	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	3	3	2	3	3	3	2	2	3	3	3	3
CO2	1	2	1	1	1	2	2	1	1	1	2	1	1	3	2
CO3	0	0	2	0	1	2	0	0	2	0	0	0	0	2	2
CO4	1	1	0	3	0	1	3	0	1	3	0	0	3	0	3
CO5	1	2	1	1	3	0	0	3	0	1	3	0	0	3	0
CO6	1	0	1	0	0	1	1	0	1	0	0	1	0	0	1

Course Code – MHAGE-106				
Course Name – Organizational Behaviour				
Year / Semester – 1st Semester				
	L	T	P	C
	2		1	3

Course Code: MHAGE-106

Objective: This course intends

1. To develop understanding of the students of individual and group behaviour in organisational set-up.
2. To study about the concepts about motivation, leadership, discipline and controlling.
3. To enable to study about stress and conflict management.

Course Contents:**Unit I**

Introduction to Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and emotional Intelligence in contemporary business organization.

Unit II

Understanding Human Behaviour in Management: Perception: Concept, nature, process, importance. Management and behavioural applications of perception. Personality: Concept, nature, types and theories of personality shaping. Learning In Management: Concept and theories of learning, learning principals, role of learning in management.

Unit II

Motivation and Leadership: Concept, principles, theories – content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

Unit IV

Discipline & Controlling: Definition, features, Essential Requirements, Process of Control, Importance of Control in Management and Limitations, Meaning, Nature and Objectives of Discipline, Types, Principles, Indiscipline and self discipline, constructive versus Destructive Discipline, Process of Discipline

Unit V

Stress and conflict management: Define stress and its potential sources, individual and organizational approaches for managing stress. Conflict management: Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict: intra individual, inter-personal, inter-group, and organizational. Resolution of conflict; meaning and types of grievances and process of grievance handling. Group Dynamics – Concepts of group formation (stages)

Text books:

1. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson.
2. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill
3. Nelson, D , Quick, J.C., & Khandelwal, P., (2011). ORGB . Cengage Learning.

Reference Books:

1. Gilbert: Principles of Management, McGraw Hill.
2. Kaul Vijay Kumar, Business Organization & Management-Text and Cases, Pearson.
3. Kaul, Vijay Kumar, Management-Text & Cases, Vikas Publicati

Course Outcome: After completion of the course the students will be able to:

CO1	To define concept of organization behaviour and its importance in organization
CO2	To infer the knowledge about perception, personality and their determinants in nowadays organizations.
CO3	To articulate about concept of organization behaviour and its importance in organization
CO4	To categorize about the concept of motivation and discipline and its importance in organization
CO5	To validate the use of conflict resolution techniques in resolving conflicts in an organization
CO6	To create the concept of organizational behaviour and its importance in organization.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 106	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	1	2	1	2	1	1	2	2	1	2	1	0	2	2	2
CO2	2	2	0	2	2	0	2	2	0	2	2	2	2	1	0
CO3	2	1	2	1	1	2	0	0	2	0	1	1	1	2	2
CO4	1	1	2	0	0	2	0	0	2	0	1	0	0	2	1
CO5	1	0	1	0	2	0	1	2	0	0	2	1	0	2	0
CO6	1	0	0	1	0	1	0	0	0	0	0	0	1	0	1

Course Code – IAPC-107				
Course Name – Hospital Residency				
Year / Semester– 1st Semester				
	L	T	P	C
			4	2

Course Code: IAPC-107

Hospital Visit + Report on Hospital Practices

Objective: This course intends

1. To familiarize and enhance understanding of the students about the managerial practices in different departments of the hospital with special emphasis on patient care
2. To develop understanding of the students about the organizational set up of hospitals in different set-ups during hospital visits i.e., Government sector, charitable or missionary hospitals, nursing homes, teaching hospitals and corporate sector.

Course Contents: Hospital visit

1. A brief introduction is given by the host hospital on the medical and administrative functions.
2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervision of internal faculty of the department.
3. Students will write notes on the salient features of activities of different departments.
4. A structured report shall be prepared by each student after each hospital visit.

Course Contents: Report on Hospital Practices

1. Students will be given detailed information about the functioning of the different departments and general working environment of the hospital, they will be asked to appreciate special demands and understand various managerial protocols, in different patient care areas of the hospital. They are supposed to learn and get familiar with the functions and activities of the different departments of the hospital.
2. Students will prepare a report highlighting managerial functions undertaken in the hospital and scope of improvement in the hospital.
3. A performance appraisal certificate shall be issued by the hospital administrator or medical superintendent.
4. Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members appointed by the Director of the college.
5. The assessment would be out of 60 marks (external). The internal assessment will be out of 40 marks

6. Departments to be visited are: 2Hrs /Week in each Dept.

- i. IT Department
- ii. Reception
- iii. Registration
- iv. Admission
- v. Billing & Discharge
- vi. OPD Services
- vii. Public Relation Office
- viii. Pharmacy Services
- ix. Stores
- x. House Keeping

7. Report format

- i. Introduction
- ii. Functioning of department
- iii. Observation
- iv. Recommendation
- V. Conclusion

Course Outcome: After completion of the course the students will be able to:

CO1	To outline about the organizational set up of hospitals
CO2	To interpret the working of hospital departments
CO3	To determine the applications of Hospital Administration in Hospitals
CO4	To distinguish the relationship between Hospital Administration and Medical administrators
CO5	To validate the importance of Training in a hospital.
CO6	To create understanding of healthcare operations in the ground level.

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

IAPC107	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	3	2	1	0	3	3	3	0	1	1	2	0
CO2	1	3	1	1	2	0	1	1	3	1	2	2	2	0	1
CO3	1	1	1	2	3	1	3	3	1	2	0	0	3	1	2
CO4	1	1	3	1	3	3	1	1	1	1	1	2	1	2	0
CO5	2	2	1	2	3	1	1	0	3	2	2	1	3	2	2
CO6	1	3	1	1	1	2	1	1	2	3	1	1	2	1	3

Course Code – MHADC-201				
Course Name – Human Resource Management & Industrial Relations				
Year / Semester – 2nd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC 201**Lectures : 48****Objective:** This course intends

1. To develop understanding of the students of concepts, techniques, theories and practices of human resource management in hospital.
2. To study about elements of HRM, job analysis, performance and job evaluation.
3. To know about job enrichment, transfer and separation.

Course Contents:**Unit I****(8 hours)**

1. Elements of HRM: evolution of HRM, meaning, nature and scope, HRM functions and objectives, difference between HRM and Personnel Management.
2. Human Resource Development in India, role of HR managers, manpower planning.

Unit II**(10 hours)**

1. Job analysis, job description, job specification.
2. Recruitment and selection, methods and procedures.
3. Difference between recruitment and selection process.

Unit III**(6 hours)**

1. Training and development: purpose, methods and issues of training and management development program, mentoring and coaching.

Unit IV**(12 hours)**

1. Performance and job evaluation: definition, purpose of appraisal, procedures and techniques including performance appraisal.
2. Job evaluation: concept, methods and types.

Unit V**(12 hours)**

1. Job Enrichment: promotion, transfer and separation: promotion – purpose, principles and types.
2. Transfer: reasons, principles and types.
3. Separation: lay-off, resignation, dismissal, retrenchment.
4. Job enrichment, job enlargement, job rotation.

Text Books:

1. George W Bohlander and Scott A Snell (2013), "Principles of Human Resource Management". Fifteenth Edition"; Thomson Publications.
2. VSP Rao, "Human Resource Management", (2010), Excel Books, 3rd Edition

Reference Books:

1. K Aswathappa, "Human Resource and Personal Management" (2017) Tata McGraw Hill, 8th Edition
2. Stephen P. Robbins, "Human Resource Management", (2002), Pearson Education Asia
3. Sarah Gilmore and Steve Williams (2014). "Human Resource Management". Oxford University Press.
4. Tayab, M. (2005). International human resource management. Oxford University Press.

Course Outcome: After completion of the course the students will be able to:

CO1	To enhance the abilities of the learners to develop the concept of HRM and its importance in any organization.
CO2	To provide an overall understanding about the basics of recruitment and selection, and basics of job description and specifications
CO3	To evaluate and study about different methods of training.
CO4	To analyze and study about various methods of performance appraisal and job evaluation, and its implication in organization.
CO5	To generate adequate knowledge about transfer, promotion and separation along with various methods of job enrichment and enlargement.
CO6	To create understanding of the role and practices of human resource management in health care.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 201	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSC1	PSC2	PSC3
CO1	1	2	1	3	1	3	1	3	1	3	1	1	3	0	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO3	1	3	3	2	3	1	3	2	3	2	3	2	2	3	3
CO4	1	2	0	3	0	3	0	3	0	1	1	0	2	2	1
CO5	2	2	1	2	3	2	3	1	3	2	3	2	1	3	1
CO6	3	2	3	0	3	2	3	1	2	2	1	2	1	3	3

Course Code – MHADC 202				
Course Name – Human Anatomy & Physiology				
Year / Semester – 2nd Semester				
	L	T	P	C
	2	1		3

Course Code: MHADC202**Lectures : 48****Objective:** This course intends

1. To develop students' understanding of basic terms, concepts and systems of human body.
2. To enable students to know about various medical terminologies.

Unit I**(8 hours)**

1. Introduction to anatomy and Physiology
2. Terms used in anatomy.
3. The systems of the body.
4. Cell Structure

Unit II**(12 hours)**

Musculoskeletal System - basic anatomy of important muscles and bones.

Respiratory System - basic anatomy of tongue, trachea, nose.

Digestive System – basic anatomy of oesophagus, stomach, small intestine, large intestine, liver, gall bladder, pancreas.

Unit III**(8 hours)**

Cardiovascular system - basic anatomy of heart and important blood vessels.

Basics of Blood groups.

Lymphatic System.

Unit IV**(10 hours)**

Uro-genital system - basic anatomy of kidney and associated organs, male reproductive organs, female reproductive organs.

Endocrine system - brief anatomy of Thyroid, parathyroid, pituitary, Adrenal.

Nervous system – basic anatomy of brain and spinal cord. Basic anatomy of skin.

Unit V

(10 hours)

Medical Terminology: Introduction, objectives and importance.**Prefixes:** Definition, study of various prefixes with examples.**Suffixes:** Definition, study of various suffixes with examples.**Root or Stem words:** Definition, study of various suffixes with examples**Text books:**

1. Netter H. Frank, 2014, *Atlas of Human Anatomy*, Saunders Pub
2. Marieb., Elaine.N, 2016, *Essentials of Human Anatomy & Physiology*, UBS Publishers
3. Waugh., Anne, Grant., Alison, 2010, *Ross & Wilson Anatomy Physiology*, Churchill Livingstone

Reference books:

1. Chaurasia B.D, 2009, 4TH Edition, *General Anatomy*, CBC publication.
2. Standing Susan, Gray's ,2016, *Gray's Anatomy*, Elsevier.

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

CO1	To know the concept of Human Anatomy and Physiology and basic cell structure.
CO2	To examine the Anatomy of Musculoskeletal, Respiratory and Digestive system.
CO3	To distinguish the concept of Human Anatomy and Physiology and basic cell structure.
CO4	To Identify the organs of urogenital, endocrine, nervous, sensory, and integumentary systems.
CO5	To construct medical terminology w.r.t important prefixes, suffixes and root word
CO6	To develop anatomical illustrations or models for healthcare learning

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAD202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2	3	3	3	2	3	3	3	2	2	2	2
CO2	3	3	3	1	3	0	3	3	3	1	2	3	3	3	3
CO3	1	1	3	0	0	3	0	0	3	0	0	1	0	3	3
CO4	3	3	2	3	3	3	2	3	3	3	1	1	3	1	3
CO5	2	2	2	2	3	1	2	3	2	2	3	2	1	3	2
CO6	2	1	1	2	0	1	1	1	0	2	2	0	2	2	1

Course Code – MHADC 203				
Course Name – Recent Advances and Risk Management in Hospitals				
Year / Semester– 2nd Semester				
	L	T	P	C
	3	1		3

Course Code: MHADC 203**Lectures : 48****Objective:** This course intends

1. To acquaint with recent technological and procedural advancements in hospital administration.
2. To enable analyze hospital risk factors and develop risk management strategies.
3. To train in legal, ethical, and quality considerations related to hospital operations.
4. To equip with tools for designing risk mitigation frameworks tailored to healthcare settings

Unit I**(8 hours)****Recent Advances in Hospital Administration**

The latest developments in hospital infrastructure, clinical services, and administrative practices. It covers innovations in diagnostic and therapeutic technologies, advancements in patient care models, and the integration of telemedicine and e-health platforms into routine operations. Emphasis is placed on emerging trends in accreditation and quality standards, including NABH and JCI requirements, to highlight the evolving expectations in healthcare service delivery.

Unit II**(12 hours)****Risk Management Fundamentals**

To explore the concept, scope, and significance of risk management within hospital settings. The types of risks—clinical, operational, financial, legal, and reputational—and discusses the methodologies used to identify these risks, such as incident reporting systems, internal audits, and hazard analysis. Key risk assessment tools and techniques for systematic evaluation of hospital vulnerabilities.

Unit III**(8 hours)****Risk Control and Mitigation Strategies**

The practical approaches to risk prevention and control in hospitals. It includes the design and implementation of preventive measures, establishment of safety protocols, and development of standard operating procedures (SOPs). Students will learn about infection prevention and control measures, as well as the role of staff training programs in building preparedness and resilience against potential threats to patient safety and hospital operations.

Unit IV**(10 hours)****Quality Improvement in Healthcare sector**

The role of Artificial Intelligence and Robotics in improving Quality standards in healthcare sector and hospitals. The role of Continuous Quality Improvement (CQI) in sustaining effective risk control measures. The role of Telemedicine in providing access to healthcare to patients. To know the Role of Maintenance of Instruments and types of maintenance(AMC, In-house, Corrective, Preventive and predictive)

Unit V**(10 hours)****Legal, Ethical, and Strategic Considerations**

The legal framework governing hospital risk management, including statutory regulations, compliance requirements, and medico-legal responsibilities. Ethical considerations in decision-making during crises are discussed, alongside analysis of real-world case studies involving hospital risk incidents. To develop a comprehensive hospital risk management framework that integrates legal, ethical, and strategic perspectives to ensure safe and effective healthcare delivery.

Text books:

1. Netter H. Frank, 2014, *Atlas of Human Anatomy*, Saunders Pub
2. Marieb., Elaine.N, 2016, *Essentials of Human Anatomy & Physiology*, UBS Publishers
3. Waugh., Anne, Grant., Alison, 2010, *Ross & Wilson Anatomy Physiology*, Churchill Livingstone

Reference books:

1. Chaurasia B.D, 2009, 4TH Edition, *General Anatomy*, CBC publication.
2. Standing Susan, Gray's ,2016, *Gray's Anatomy*, Elsevier.

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

CO1	To describe recent technological and procedural advancements in hospital administration.
CO2	To differentiate types of risks in hospitals and examine their potential impacts.
CO3	To appraise risk mitigation strategies for clinical, operational, and legal challenges.
CO4	To implement quality improvement tools to address hospital safety concerns
CO5	To critique legal and ethical considerations in hospital risk management
CO6	To develop a comprehensive risk management framework for healthcare organizations.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAD203	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	0	0	2	2	2	2	3	2	2
CO2	3	3	3	3	2	3	3	0	2	3	0	3	3	3	3
CO3	3	2	2	3	2	2	3	3	3	0	3	3	3	2	3
CO4	3	2	0	2	0	2	2	2	0	0	0	2	2	0	2
CO5	3	3	3	3	2	3	2	0	3	2	3	2	3	3	2
CO6	2	3	2	3	2	0	2	3	3	3	3	3	3	3	3

Course Code – MHADE 204				
Course Name – Financial Management				
Year / Semester – 2nd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADE204

Objective: This course intends

Lectures : 48

1. To familiarize and develop understanding of the students of various Financial management techniques to efficiently run a healthcare setting.
2. To enable to study about journal entries, cash book and prepare financial statements

Course Contents:

Unit 1

(10 hours)

Introduction to Financial Accounting, Accounting meaning, definition, objectives, advantages, disadvantages and Users of Accounting information. Difference between accounting and book keeping

Unit 2

(10 hours)

Journal and its meaning, classification of account and their rules of debit and credit, ledger and its meaning, posting and its rules, trial balance and its meaning and its types, cash book (one column, two column, three column and petty cash book) and its subsidiary book.

Unit 3

(10 hours)

Financial statement – Preparation of trading profit and loss account and balance sheet with adjustment and without adjustment in hospital

Unit 4

(9 hours)

Financial Statement Analysis: The Tools of Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis – its meaning, definition advantages, limitations and classification in hospital.

Unit 5

(9 hours)

Depreciation accounting- its meaning, factors, causes and types of depreciation and its merits and demerits.

Textbook

1. Chaudhary, A., 2017, *Introduction to Financial Accounting*, 1st edition, Pearson Education.
2. Education.
3. Bhattacharyya., Ashish, 2012, *Essentials of Financial Accounting*, PHI

Reference Book

1. Maheshwari, SN and Sunil., 1993 “*Financial Accounting*: Sultanchand and Sons, New Delhi.
2. Tulsian PC., 2002, “*Financial Accounting*, Pearson Education.
- 3.

Course Outcome: After completion of the course the students will be able to:

CO1	To explain financial accounting principles and objectives in healthcare.
CO2	To prepare journals, ledgers, trial balances, and cash books
CO3	To compile final accounts with adjustments for hospital settings
CO4	To examine financial statements using ratios, trends, and comparative methods.
CO5	To assess depreciation methods and their financial implications
CO6	To formulate financial plans for sustainable healthcare operations.

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

MHADE 204	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	1	3	3	0	3	0	0	3	0	3	0	3	0	0
CO2	0	3	0	3	3	0	3	0	0	3	0	3	3	3	0
CO3	0	0	2	0	0	2	0	2	2	0	2	1	0	2	0
CO4	0	1	0	3	0	0	3	3	0	3	0	3	0	0	3
CO5	0	0	0	0	3	0	0	3	3	3	3	0	0	3	3
CO6	1	0	1	0	0	2	0	1	2	0	2	0	1	1	0

Course Code – MHAGE205				
Course Name – Material Management				
Year / Semester – 2nd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE205**Lectures : 48****Objective:** This course intends

1. To enhance students understanding on the theories, concepts, tools and practice relating to materials management in hospital.
2. To study about the objectives and elements of purchasing, scientific inventory management.
3. To study about inspection and storage , maintenance and distribution of materials.

Course Contents:**Unit 1 : (10 hours)**

Introduction to Production & Operations Management, Production System with special relevance to Flow of Materials. Introduction to Supply Chain Management & Value Chain.

Unit 2 (10 hours)

Materials Management - Introduction, Definition and Function, Goals and Objectives of Materials Management, Functions of Materials Manager, Problems and Issues in Hospitals & Information Systems for Materials Management.

Unit 3 : (9 hours)

Purchasing - Objectives and Elements of Purchasing, Tendering System & Purchase Procedures including Import of Equipment with special relevance to Letter of Credit & Bill of Lading.

Unit 4 : (10 hours)

Scientific Inventory Management, Codification and Standardization, Value Analysis, Inventory Control, Lead Time, Safety Stock and Reorder Level , Economic Order Quantity (EOQ) ,Elements of Material Requirement Planning (MRP) and MRP Calculations.

Unit 5 : (9 hours)

Inspection, Storage Maintenance and Distribution of Materials, Warehousing and its types including Material Handling Equipment's, Condemnation and Disposal .

Textbooks:

1. Gupta., Shakti, Kant.,Sunil,2001, Hospital Stores Management: An Integrated Approach, 1st Edition, Jaypee Publications.
2. Goel .,B.S,2002,Production Operations Management ,Vol 2, 22 edition,Pragati Prakashan.

Reference Books:

1. Skeet., Murriel,Fear.,David,1995, Care and Safe Use of Hospital Equipment ,(VSO, UK)
2. Gopalakrishnan., P ,Sundaresan.,M, 1977, Materials Management : An Integrated Approach ,Prentice – Hall of India Pvt. Ltd., New Delhi

Course Outcome: After completion of the course the students will be able to:

CO1	To describe production, operations, and supply chain concepts in healthcare
CO2	To explain functions, goals, and challenges of materials management.
CO3	To determine purchasing procedures and import documentation
CO4	To structure inventory control methods such as EOQ, MRP, and lead time analysis.
CO5	To assess warehousing systems, inspection, and distribution processes.
CO6	To develop a materials management strategy for hospital operations.

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

MHAG 205	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	0	0	0	2	1	2	1	2	2	2
CO2	3	3	3	3	1	2	3	1	3	3	2	3	3	3	2
CO3	3	3	3	2	3	2	3	2	3	2	3	3	3	2	2
CO4	1	1	1	0	0	1	0	0	0	1	0	1	1	1	0
CO5	1	1	0	1	0	0	0	1	0	0	0	0	1	0	1
CO6	2	2	1	2	0	1	1	0	1	0	0	0	2	1	2

Course Code – MHAGE206				
Course Name – Health Insurance and Medical Tourism				
Year / Semester – 2nd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE 206**Lectures : 48****Objective:** The primary aim of this subject is

1. To acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level,
2. To study about the economic services of health insurance, underwriting of health insurance policies, marketing of insurance policies, claims management, third-party administration etc.,
3. To enable students to be ready for the challenges of the healthcare insurance which is emerging as a sector holding great promise.
4. To attain knowledge on trends in medical tourism , scope of medical tourism in India

Course Contents:**Unit I****(10 hours)**

Introduction: History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance - International and Indian scenario. Concepts of insurance, life and nonlife.

Unit II**(9 hours)**

Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators. IT Applications and Legal framework in Health Insurance, Information Technology and Insurance, legal framework and documentation, ethical issues.

Unit III**(9 hours)**

Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution. Channels for selling insurance: role of regulatory authority in supervising promotional activities

Unit IV –**(10 hours)**

Health and Medical Tourism: Meaning, nature and scope ,Factors responsible for growth of health and medical tourism, Health and Medical tourism Product,Health and Medical Tourism markets at global level

Advantages and disadvantages for India in Global Medical Tourism Market

Unit V –**(10 hours)**

Health and Medical Tourism in India, Role of Private sector in health and medical tourism
 Traditional Health Care system in India, Government incentives for health and medical tourism in India. Certification and Accreditation in health and medical tourism, Ethical, legal, economic and environmental issues in health and medical tourism

Textbooks:

1. Kenneth Black, Jr. Harold D. Skipper, Jr., 2003, Life and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi.
2. Sarngadharan, M. & Sunanda, V.S., 2009, Health Tourism In India, New Century Publications.

Reference Books:

1. A. Reisman, David., 2010, Health Tourism: Social Welfare Through International Trade, Edward Elgar Publishing.
2. Smith, Melanie., Puczko, Laszlo., 2008, Health and Wellness Tourism, Routledge

Course Outcome: After completion of the course the students will be able to:

CO1	To Describe health insurance concepts, products, and market trends.
CO2	To categorize the concept of Claims and the role of third Party
CO3	To apply marketing approaches and regulatory frameworks for health insurance.
CO4	To outline the scope and features of health and medical tourism.
CO5	To assess then Role of Private sector in health and medical tourism, Certification and Accreditation in health and medical tourism.
CO6	To design integrated models linking health insurance with medical tourism services.

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
 PROGRAMME SPECIFIC OUTCOME**

MHAGE 206	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	3	1	2	2	2	0	1	0	2	1	2	3	1	2
CO2	3	2	3	2	0	2	2	2	3	2	3	3	3	3	2
CO3	2	3	2	2	2	0	2	2	3	2	2	2	2	2	2
CO4	1	0	0	1	0	0	1	0	0	0	0	2	0	0	1
CO5	2	2	1	2	0	1	1	1	1	1	0	0	2	0	2
CO6	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0

Course Code – IAPC-207				
Course Name – Research Paper Publication				
Year / Semester– 2nd Semester				
	L	T	P	C
	-	-	4	2

Course Code: IAPC-207

Objective:. The objective of the course is to assess the capacity of the student to articulate and comprehend what is being learned by him during full duration of the programme and publish research paper in accordance with UGC Guidelines.

Course Content:

This course is designed to provide students with the knowledge, skills, and discipline necessary to produce high-quality research suitable for publication in reputed scientific journals. The course will guide students through the entire research publication process, beginning with topic selection, literature review, formulation of research questions, and selection of appropriate research methodology. Students will be trained in data collection techniques, statistical analysis, and interpretation of results. Emphasis will be placed on structuring manuscripts according to international standards, including abstract writing, introduction, methodology, results, discussion, and references. Special attention will be given to ethical considerations, plagiarism avoidance, referencing styles, and compliance with journal submission guidelines. Students will learn the procedures for selecting suitable journals and will be required to prepare and submit their manuscripts to peer-reviewed, Web of Science/ Scopus/SCIE, or ASCI-indexed journals. Faculty supervision will be provided throughout the process, and successful submission will be a mandatory requirement for course completion.

Guidelines:

The evaluation committee shall consist of one faculty member internal as guide for the students.

Comprehensive Viva voce

Internal: 40 marks

By the Faculty: 40 marks

External: 60 marks

By external examiner appointed by the university: 60 marks

CO1	To List the essential components and ethical requirements of academic research writing
CO2	To describe the process of reviewing literature and identifying research gaps.
CO3	To Conduct research using appropriate methodology and data analysis techniques
CO4	To differentiate key findings and interpret their significance in the context of existing studies.
CO5	To assess the quality, originality, and suitability of a manuscript for journal submission
CO6	To develop and submit a complete research manuscript

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

IAPC 207	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	1	1	1	2	2	2	0	1	0	2	1	2	3	1	2
CO2	2	2	3	2	0	2	2	2	3	2	3	3	3	3	2
CO3	2	3	2	2	2	0	2	2	3	2	2	0	2	2	2
CO4	1	1	0	2	0	0	1	0	0	1	1	2	0	0	1
CO5	2	2	1	2	0	1	1	1	1	1	0	0	2	0	2
CO6	1	1	0	0	0	0	1	0	0	0	0	1	0	0	0

Course Code – MHADC 301				
Course Name – Health Economics				
Year / Semester – 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC 301**Lectures :48****Objective:** This course intends

1. To familiarize and develop understanding of the students about the principles and concepts of economics for better resource management in healthcare sector.
2. To enable to understand about market failure and role of government in health sector.
3. To learn about analyzing the medical care markets, market for health care professionals and hospital services.

Courses Contents:**Unit I****(10 hours)**

Introduction to health economics, fundamental economic concepts; scarcity and choice,. Law of demand and supply, determinants of demand and supply for medical services; Elasticity and its applications in healthcare.

Unit II**(12 hours)**

Market failure and role of Government in health care sector; Medical care production and costs analysis; Decision making under different healthcare markets (perfect and imperfect) by health care providers.

Unit III**(8 Hours)****Utility Analysis:**

The Demand for Health, The Demand for Medical Care, Classification of Costs and cost analysis,

Price determination under various configurations. Health care spending.

The trade-offs between quality and quantity- demand for health care services.

Unit IV**Analyzing Medical care Markets****(12 hours)**

The Medical Care Market Place, The competitive Market Model, Market Failure in Medical Markets, Government Intervention in Medical Markets.

Market for Healthcare Professionals Application of the Theory of Labor Markets in the case of Health Care Professionals, The Market for Physicians Services, Models of Physician Behaviour, The Market for Nursing Services, The Market for Dental Services.

Market for Hospital services Alternative Models of Hospital Behavior-Utility Maximizing Control Models, The Trend towards Multi Hospital Systems

Unit V

(6 hours)

Healthcare system:

Indian Healthcare system - Health Policies - Expenditure and Allocations

Under Five-Year Plans-Role of Private Sector and PPP, Economics model of Health, Health & SES, Health and Economic development. Health care and welfare state, private versus public health care, public-private partnerships in health care, equity in healthcare delivery, efficiency and effectiveness in health care, case studies.

Text Books:

1. Cleverley WO, Cleverley JO, Song PH.2011, *Essential of health care finances*, 7th edition. Jones & Bartlett Learning.
2. Witter S, Ensor T, Jowett M, Thompson R., 2009, *Health economics for developing countries. A practical guide*. London: MacMillan Education

Reference Books:

1. Briggs AH, Claxton K, Sculpher MJ., 2006, *Decision modelling for health economic evaluation*. Oxford: Oxford University Press.
2. Zweifel P, Breyer F, Kifmann M, 2009, *Health economics*, 2nd edition. New York: Springer Publishing.

Course Outcome: After completion of the course the students will be able to:

CO1	To List basic concepts and principles of health economics.
CO2	To Explain the role of economics in healthcare resource allocation.
CO3	To Use economic tools to address healthcare financing and budgeting issues.
CO4	To examine the relationship between healthcare costs, quality, and accessibility.
CO5	To assess health policies for economic efficiency and equity.
CO6	To develop economic models to improve healthcare delivery systems

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 301	PO	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	0	3	0	2	1	1	1	2	1	1	3	0	1
CO2	3	3	3	1	1	1	1	3	3	1	3	3	3	3	2
CO3	2	1	1	1	1	1	2	0	0	0	0	2	1	1	1
CO4	3	3	3	3	2	2	3	3	3	3	2	3	3	3	3
CO5	2	1	1	1	0	0	1	0	1	1	1	0	1	1	1
CO6	3	2	2	1	1	1	0	0	1	1	1	2	1	2	1

Course Code – MHADC 302				
Course Name – Management Accounting in Healthcare				
Year / Semester – 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC 302**Lectures :48****Objective:** This course intends

1. To familiarize and develop understanding of the students of the cost accounting and financial management processes for optimum utilisation of financial resources in healthcare sector.
2. To study about cost estimation of health care services.
3. To enable students prepare cost sheets and know about differential and incremental costing.

Course Contents:**Unit I****(10 hours)**

1. Introduction to Cost Accounting: meaning, objectives and functions of cost accounting, role of costing in decision making, types of cost; cost concepts; elements of cost; overheads and their allocation and apportionment
2. Costing of service departments and other related areas, estimation of cost of service departments and allocation of costs to various other departments such as: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food and beverage, housekeeping, security, maintenance, operation theatre, costing as buy or make decision.

Unit II**(10 hours)**

1. Preparation of cost sheet: methods of costing, reconciliation of cost and financial accounting.
2. Marginal costing: marginal costing versus absorption costing, cost-volume-profit analysis and break-even analysis, margin of safety, key factors, managerial applications of marginal costing.

Unit III**(10 hours)**

1. Differential costing and incremental costing: concept, uses and applications, methods of calculation of these costs and their role in management decision making.
2. Standard costing: concept of standard cost, establishing various cost standards, variance analysis, material, labour and its applications and implications.

Unit IV**(10 hours)**

1. Budgeting: concept of budget, budgeting and budgetary control, types of budgets and their preparation, advantages and limitations of budgetary control.

Unit V**(8 hours)**

1. Responsibility accounting: concept and various approaches to responsibility accounting, concept of investment centre, cost centre, profit centre, responsibility centre and its managerial implications.

Textbooks:

1. Horngren et al, 2014, *Introduction to Management Accounting*, 16th edition, Pearson.
2. Periaswamy P, 2008, *A Textbook of Financial cost and management Accounting*, 4th edition, Himalaya Publishing House.

Reference books

1. Khan and Jain, 2014, *Management Accounting*, Tata McGraw-Hill. 2nd edition
2. Pandey, I.M., *Management Accounting*, 2009, Vikas Publication. 3rd edition Publisher.
3. Bhattacharyya S.K. and Dearden J., 1997, *Accounting for Management*, 3rd edition. Vikas Publication

Course Outcome: After completion of the course the students will be able to:

CO1	To list the basic concepts, principles, and functions of management accounting
CO2	To explain the role of management accounting in healthcare decision-making
CO3	To prepare cost statements, budgets, and variance analyses for healthcare institutions
CO4	To examine cost structures and financial data to identify areas for operational improvement.
CO5	To assess financial performance using management accounting tools and techniques
CO6	To develop a comprehensive management accounting plan to support strategic decisions in healthcare.

**MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND
PROGRAMME SPECIFIC OUTCOME**

MAHDC 302	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	2	1	2	0	2	1	0	1	0	1	1	2	0	2
CO2	3	3	3	2	1	0	1	2	3	2	2	2	3	3	2
CO3	1	1	0	0	0	1	0	0	1	1	0	0	1	1	0
CO4	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0
CO5	0	1	0	0	0	0	0	1	0	1	0	1	1	1	0
CO6	1	0	0	1	0	1	0	0	1	0	0	0	0	1	0

Course Code – MHADC 303				
Course Name - Marketing Management				
Year / Semester – 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MAMG 303**Lectures :48****Objective:** This course intends

1. To develop and sharpen students' marketing skills including effective public relations management for better positioning of the hospital and communication of healthcare services and facilities to the public.
2. To understand about promotion of business in hospitals and aspects of marketing.
3. To know about public relations and role of public relations in marketing.

Course Contents:**Unit I****(10 hours)**

Marketing era, Marketing Concepts, Marketing Mix and Marketing Environment, Meaning and Dimensions of Market, STP, Portfolio analysis, importance of marketing in developing nations, extended marketing mix.

Unit II**(10 hours)****Consumer Behaviour**

Meaning and its Importance, Consumer Buying Behaviour, Determinants of Consumer Behaviour, Models of consumer behaviour, Product, Meaning, Role, Product Planning and Process, Product Life Cycle, Branding. Public Relations : definition, need, essentials of good public relations, public relations towards global professionalism and major areas of public relations activity

Unit III**(9 hour)****Pricing**

Meaning, Role, Theory and Practice of Pricing, types of pricing and its objectives, channel of distribution, role and objectives, levels of channels, unconventional channels.

Unit IV**(10 hours)****Promotion mix**

Advertising, role and objectives, publicity, sales promotion, personal selling, IMC, Specialty media, non- conventional marketing techniques.

Unit V**(9 hours)****Services Marketing**

Introduction to services, Characteristics, Extended Marketing Mix, Marketing of Hospital Services: Issues & Challenges. Crisis Management

Text books:

1. Kotler Philip, 1996, Marketing Management: Analysis ,planning, Implementation and control, 9th Edition Pearson Education
2. . Lovelock., Christopher.H, Wright., Lauren ,1999,Principles of Service Marketing and Management Prentice Hall

Reference books

1. Zeithaml., Valarie, Bitner., Mary Jo, 2012,Services marketing, 6th Edition, Mac Graw Hill Publication.
2. Saxena .,Rajan ,2005, Marketing Management, 3rd Edition ,Tata McGraw-Hill Education, June 2005

Course Outcome: After completion of the course the students will be able to:

CO1	To List the core concepts, functions, and scope of marketing management.
CO2	To Describe the role of marketing strategies in achieving organizational objectives.
CO3	To Use marketing mix elements to create effective marketing programs.
CO4	To Examine market segmentation, targeting, and positioning for competitive advantage.
CO5	To Assess the effectiveness of marketing campaigns using performance metrics
CO6	To Design an integrated marketing plan tailored to healthcare services.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 303	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	1	3	2	3	0	1	2	1	3	0	2	1	3	2	2
CO2	3	3	2	3	3	2	1	3	3	3	2	3	3	1	3
CO3	3	3	2	3	3	3	3	2	3	2	1	3	3	1	3
CO4	2	3	3	2	0	2	1	1	3	0	3	2	3	3	2
CO5	3	3	3	2	1	0	3	2	2	3	2	2	3	3	2
CO6	3	3	3	0	0	2	1	1	0	1	1	2	1	2	1

Course Code – MHADE304				
Course Name – Strategic management in Healthcare				
Year / Semester– 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADE 304**Lectures :48****Objective:** This course intends

1. To familiarize and develop understanding of the students of the concepts and processes involved in strategic management for policy decisions in hospital.
2. To understand the strategic management process and situational analysis .
3. To study its application at national and international level.

Unit 1 :**(10 hours)**

Introduction to Critical Areas, Dimensions & Level of Strategy ,Characteristics of Strategic Decision Making. Evolution of strategy management, with a focus on healthcare. Strategic Thinking, Leadership and Competitive Advantage.

Unit 2 :**(10 hours)**

Strategic Management Process : Components ,Mission for an Organization ,Organizational Profile, External Environment , Strategic Analysis and Choice ,Long term Objectives ,Grand Strategy , Strategy Evaluation and Control

Unit 3 :**(10 hours)**

Situational Analysis Need Environmental issues, Vision, Mission, Objectives, Values, Directional Strategies, Adaptive Strategies, Market Entry Strategies, Positioning Strategies and Operational Strategies , Healthcare Environment and Information Process : Scan, Monitor, Forecast and Assess Tools and Techniques

Unit 4 :**(8 hours)**

Strategy Formulation Developing, Strategic Alternatives, Evaluation of Alternatives and Strategic Choice, Strategic management of a healthcare organization: engagement, behavioural indicators, and clinical performance.

Unit 5 :**(10 hours)**

Application in National and International Level Strategic Management Practices in National Health Care Programs ,Strategies adopted in Long Term Health Policy with special reference to Women and Child Health, AIDS Control, Tuberculosis Control, Leprosy

Control, Malaria Eradication, and Water Supply and Sanitation .Strategic Planning in Family Planning. Strategic Management Practices in International Healthcare Strategies adopted by International Agencies: WHO, World Bank Strategies Approach in Health Programs of few Developed Countries.

Textbooks:

1. K. Park., 2015, Text Book of Preventive and Social Medicine , 23rd Edition Publisher M/s Banarsidas Bhanot, Jabalpur.
2. John A. Pearce II and Richard B. Robinson Jr., 1997, Strategic Management: Strategy Formulation and Strategic Analysis for Hospital Management , 10th Edition, (Aspen Publication, USA

Reference books:

1. W. Jack Duncan, Peter M. Gunter and Linda E. Swayne, 2006, Strategic Management of Health Care Organizations , 7th Edition, (Blackwell Publishers, Massachusetts, USA) ISBN 1-55786- 534-5
2. Kazmi Azhar, Kazmi Adela, Strategic Management, 4th ed, McGraw Hill Education.

Course Outcome: After completion of the course the students will be able to

CO1	To identify the fundamental concepts, processes, and levels of strategic management.
CO2	To discuss the significance of strategic planning in achieving organizational objectives.
CO3	To employ strategic analysis tools such as SWOT, PESTEL, and Porter's Five Forces to assess organizational environments.
CO4	To differentiate the internal and external factors that shape strategic choices.
CO5	To Critique alternative strategic options for their effectiveness and long-term viability.
CO6	To Develop an integrated strategic plan for a healthcare organization.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADE 304	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	3	0	3	0	2	2	0	2	0	2	0	3	0	2
CO2	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	2
CO4	3	3	3	3	3	0	3	3	3	0	2	3	2	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	2	2	3	2	3	3	3	3	2	3	3	3

Course Code – MHAGE 305				
Course Name – Legal Aspects of Healthcare				
Year / Semester – 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE305**Lectures :48****Objective:** This course intends

1. To familiarize and develop understanding of the students of the legal environment and regulations of statutory bodies prevalent in the healthcare sector.
2. To study about the various legal acts and its implications .
3. To understand the liability of Hospital and norms to be followed.

Course Contents:**Unit I****(9 hours)**

1. Law and ethics: definition, concepts of ethics, principles (autonomy, non-maleficence, beneficence, justice).
2. Laws pertaining to health: central births and death registration act, 1969-preliminary section, registration establishment, registration of birth and deaths, maintenance of records and statistics, penalties,
3. Medical termination of pregnancy act, 1971- objectives, definitions, places for pregnancy termination, circumstances for pregnancy termination, maintenance of registers, offences and penalties
4. West Bengal registration act 1962-definition, documentation, regulations, power to make rules, limitation,
Medico-legal cases-definition, examples, guidelines, documentation

Unit II**(10 hours)**

1. Transplantation of Human Organs Act ,1994
2. Medical negligence, medico legal case, dying declaration, euthanasia (mercy killing), diagnosis, prescriptions and administration of drugs, post treatment services.
3. Laws pertaining to manufacture and sales of drugs: Drugs and Cosmetics Act, 1940; Pharmacy Act, 1948; Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954; Poison Act, 1919.

Unit III**(10 hours)**

1. Legal implications related to establishment and maintenance of Blood Bank.
2. Legal implications related to ultra-sonography; PNDT Act.
3. Legal implications related to radio-diagnostic installations, Atomic Energy Regulations.
4. Hospitals and labour enactments; Hospital as an industry; unrest in hospitals; dispute settlement mechanism; arbitrates, conciliations and adjudication of disputes.

Unit IV**(10 hours)**

1. Industrial employment act, 1946-objectives, scope and application, definition, submission of drafts, certification of standing orders, appeal,
2. ESI act, 1948-coverage, registration process, required documents, enrollment of IP and IP registration, contribution ,calculation, benefits(sickness, medical, funeral, maternity, disability, dependent)
3. Employees provident fund act, 1952-definition, eligibility, types of schemes under Act, benefits
4. Payment of gratuity act, 1972-definition,gratuity when payable, guideline for gratuity, penalties
5. Minimum wages act, 1948- objectives, fixation and revision of minimum wages, procedures for fixing and revising minimum wage, amount of compensation,
6. Industrial disputes act, 1947-definition, reasons for disputes, forms of disputes, methods for resolving disputes (collective bargaining, negotiation, arbitration, adjudication, conciliation).Machinery of resolving disputes- conciliation officer, board of conciliation, labour court, industrial and national tribunals, court of inquiry, works committee

Unit V**(9 hours)**

1. Liability of hospitals, contractual liability, award of damages and compensation, defences available to hospitals and medical staff, tortious liability and vicarious liability.
2. Legal remedies available to patients, remedies under Consumer Protection Act, 1986.

Text books:

1. Steven D Edwards(1996),London nursing ethics :A principle based approach, Macmillan press Ltd
2. Gupta D and Gupta S., 1997,*Government and business*, 2nd edition Vikas Publishing House.

Reference Books:

1. R.K. Chaube,2002, *Consumer Protection and the Medical Profession*, Jaypee Publishing, New Delhi.
2. Aggarwal V.K, 2003, *The Consumer Protection Act ,4th Edition*,

Course Outcome: After completion of the course the students will be able to:

CO1	To recall key laws, regulations, and statutory provisions governing healthcare services
CO2	To summarize the legal responsibilities and duties of healthcare professionals and organizations.
CO3	To utilize relevant legal frameworks to address healthcare-related issues and disputes
CO4	To compare legal case scenarios to identify applicable principles and precedents.
CO5	To evaluate the adequacy of compliance mechanisms within healthcare institutions.
CO6	To design legal compliance policies and protocols for a healthcare organization.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 305	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	3	2	1	1	0	1	1	2	1	1	2	2	2	1
CO2	2	3	0	3	1	1	3	3	1	1	0	2	3	1	3
CO3	3	1	2	2	1	2	3	0	2	1	1	2	2	1	2
CO4	3	1	3	3	2	3	2	0	2	2	1	3	3	2	2
CO5	3	3	3	1	1	0	2	3	2	3	3	3	2	2	2
CO6	2	2	2	1	1	1	1	0	2	1	2	1	2	2	1

Course Code – MHAGE 306				
Course Name – Managerial Communication				
Year / Semester – 3rd Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE 306**Lectures : 48****Course Objective:**

This course intends

1. To familiarize and develop understanding of the students on learning skills of managerial communication for uninterrupted delivery of healthcare services.
2. To provide an overview of Prerequisites to Business Communication.
3. To provide an outline to effective Organizational Communication.

Course Contents:**Unit I**

Employment communication: Writing C.V. & Resume, Difference between C.V. & Resume, Impact of Technological advancement on Business communication, Intranet, Internet, Teleconferencing, and Video conferencing. **(6 Hours)**

Practical (Oral): Presentation of C.V., Questioning on C.V., English Conversation.

Unit II**(4 Hours)**

Talk in Teams: Importance of talk in a team, Team talk dynamics, Kinds of teams, Communication in Teams. Forms of Non-verbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication **(6 Hours)**

Practical (Oral): Discuss on the importance of team work and communication.

(4 Hours)**Unit III**

Negotiating: The act of negotiation, Negotiation style & their contexts, Common hurdles in Negotiation, Negotiating cultural diversities. **(6 Hours)**

Practical (Oral): Practice of negotiation in the class, role- plays.

(4 Hours)**Unit IV**

Personality Development Technique: Leadership, Conflict Management, Five pillars of personality

development and career advancement- Introspection, self- assessment, self- appraisal, self- development, self- interrogation. Barriers of Communication. **(6 Hours)**

Practical (Oral): Practice and discussion on all the five pillars of personality development.

(4 Hours)

Unit V

Forms of Communication in Written mode: Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, E-mail: How to make smart e-mail, Writing Business Reports and Proposal. Strategies of healthcare communication. SBAR four point communication toolkit. **(8 Hours)**

Text Books:

1. Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190
2. Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.

Reference Books:

1. Pal, Rajendra and Korlahalli, J.S. (2011) Essentials of Business Communication. Sultan Chand & Sons. ISBN: 9788180547294.
2. Kaul, Asha. (2014) Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487.

Course Outcome: After completion of the course the students will be able to:

CO1	To list the key concepts, elements, and channels of managerial communication.
CO2	To explain the role of effective communication in organizational success
CO3	To demonstrate the use of verbal, non-verbal, and written communication techniques in managerial contexts
CO4	To differentiate communication styles and their impact on workplace relationships.
CO5	To assess communication strategies for clarity, effectiveness, and cultural appropriateness.
CO6	To compose communication plans and messages tailored to managerial and organizational needs.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 306	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	3	2	1	1	1	1	3	1	2	3	3	3	2
CO2	2	1	1	1	0	1	1	1	1	1	1	1	1	1	0
CO3	3	3	1	3	1	3	3	2	3	1	3	3	3	1	3
CO4	2	2	1	2	3	1	2	1	1	1	0	3	3	1	2
CO5	3	3	3	3	0	0	3	3	1	3	2	3	3	3	3
CO6	3	3	1	1	3	1	2	0	3	3	2	3	3	2	1

Course Code – IAPC-308				
Course Name – Research Project VIVA VOCE				
Year / Semester – 3rd Semester				
	L	T	P	C
			4	2

Course Code: IAPC-308**Objective:** This course intends

1. To familiarize and develop understanding of the students of the hospital activities and suggest solutions of a live problem.
2. To equip the student with the knowledge of actual functioning of the hospital and problems faced by the hospital for exploring feasible solutions and suggestions.
3. To assess the capacity of the student to articulate and comprehend what is being learned by him during the duration of the programme .

Guidelines:

1. The students shall be assigned a research project in the end of second semester and the student will submit a report at the end of third semester, which will form part of third semester examination. A performance appraisal by the hospital authority will be attached along with the report.
2. The report (based on the problem/ project studied) should ordinarily be based on primary data. It should reflect in depth study of the live problem. Relevant tables and bibliography should support it. The report should be prepared mentioning brief history of the hospital, its structure, performance of services and problems faced. The average size of report ordinarily will be around 70-100 typed pages in standard font size (14) and double spacing. Three neatly typed and soft bound (paperback) copies of the report are required to be submitted to the university. The report will be typed in A-4 size paper.
3. The report will have two certificates. One by the university and the other by the hospital authority. These two certificates should be attached in the beginning of the report.
4. The evaluation committee shall consist of one internal faculty member and one external faculty member
5. The marking shall be as follows:

Research Project:**Internal:** 40 marks

By the Internal Faculty: 40 marks

External: 60 marks

By external examiner appointed by the university: 60 marks

6. The format of the report is given below:

- Title of the Project
- Research Objectives
- Literature Review
- Research methodology
- Results and Analysis
- Summary and Conclusion
- References
- Appendices- to include questionnaire, if any

Course Outcome: After completion of the course the students will be able to:

CO1	To recall fundamental research concepts, methodologies, and ethical standards.
CO2	To explain the relevance and context of the chosen research topic within the healthcare domain.
CO3	To conduct research by implementing appropriate study designs, data collection methods, and analysis techniques
CO4	To interpret research data to identify patterns, relationships, and implications.
CO5	To critique the validity, reliability, and significance of research findings.
CO6	To prepare and present a comprehensive research report and defend it effectively during viva voce.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

IAPC 307	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	1	3	3	2	1	1	1	1	3	1	2	3	3	3	1
CO2	2	1	1	1	0	1	1	1	1	1	1	1	1	1	1
CO3	3	0	1	3	1	3	3	2	1	1	3	3	1	1	3
CO4	2	2	1	2	3	1	2	1	1	1	0	3	3	1	2
CO5	1	3	3	3	1	0	3	3	1	3	2	1	3	2	3
CO6	2	1	2	1	2	1	2	0	3	3	2	3	3	2	1

PERFORMANCE APPRAISAL BY THE HOSPITAL AUTHORITY**Student's Name:** _____**Course:** _____ **Session:** _____ **Roll No.** _____

You are requested to provide your opinion on the following parameters:

A - Outstanding**B - Good****C - Satisfactory****D – Unsatisfactory**

- 1 Technical knowledge gathered about the healthcare industry and the job he/she was involved.
- 2 Communication Skills: Oral / Written / Listening skills.
- 3 Ability to work in a team.
- 4 Ability to take initiative.
- 5 Ability to develop a healthy relationship with others.
- 6 Ability to relate theoretical learning to the practical training.
- 7 Creativity and ability to innovate with respect to work methods and procedures.
- 8 Ability to grasp new ideas and knowledge.
- 9 Presentations skills.
- 10 Documentation skills.
- 11 Sense of Responsibility.
- 12 Acceptability (patience, pleasing manners, the ability to instill trust, etc.).
- 13 His/her ability and willingness to put in hard work.
- 14 Punctuality.
- 15 In what ways do you consider the student to be valuable to the organization?

Consider the student's value in term of:

(a) Qualification

(b) Skills and abilities

(c) Activities/ Roles performed

Any other comments: _____.

Assessor's overall rating

Assessor's Name: _____ Designation: _____

Name and address of Hospital: _____

Email id: _____ Contact No: _____

Assessor's Signature _____

Date: _____

Course Code – MHADC 401				
Course Name – Hospital Planning & Designing				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC 401**Lectures :48****Objective:** - This course intends

1. To familiarize and develop understanding of the students on hospital planning and designing for optimum utilization of hospital resources and an interrupted delivery of healthcare services.
2. To study about process of hospital design and planning.
3. To understand the concept of hospital project management and cost evaluation of its construction.

Course Content:**Unit I****(10 Hours)**

Meaning of Hospital Planning, Importance of Hospital Planning, Emerging Issues and Impacting factors. Points related to Master Plan, Systems of Medicine, Hospital Space requirement(wards and units in general)

Unit II**(9 Hours)**

Hospital Planning Team, Objectives of Planning Team, Site survey, Steps of Hospital Planning, Components of Hospital Planning Process of Hospital Planning, General assessment of situation , Feasibility study, survey of community, Organization of Governing Board, Hospital Consultant, Hospital Architect, Hospital Zones, Engineers.

Unit III**(10 Hours)**

Hospital Design- Site Survey, Soil Structure, Water Requirement, Sanitary Requirements, Sewage Disposal, General Parameters of Hospital Planning , Approval of Plan by the Local Authorities

Unit IV**(9 Hours)**

Hospital Project Management, Bed Planning, Type and Size of Hospital- Circulation, Parking, Landscaping and Gardening, Space Requirement

Unit V**(10 Hours)**

Cost Evaluation of Construction of Hospital, Hospital Project Cost, Construction of Hospital, Commissioning of Hospital, Hospitals of 21st Century.

Textbooks:

1. Joshi DC, Joshi Mamta., 2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers
2. Saktharkar BM., 2009, Principles of Hospital Administration & Planning, 2nd Edition, Jaypee Brothers Medical Publishers.

Reference books

1. Davis ., R. Llewelyn, & Macaulay., 2014, H.M.C, *Hospital Planning & Administration* – WHO Monograph Series 54 Jaypee Brothers, New Delhi.
2. Francis ., C.M., Desouza., 2014, Marioc , *Hospital Administration* , Jaypee Brothers, New Delhi

Course Outcome: After completion of the course the students will be able to:

CO1	To define the fundamental principles and stages of hospital planning and design.
CO2	To discuss the importance of functional and patient-centric layouts in healthcare facilities.
CO3	To implement space planning and design considerations to meet operational requirements
CO4	To examine workflow patterns and departmental interrelationships to optimize facility design.
CO5	To assess hospital plans for compliance with safety, regulatory, and accreditation standards.
CO6	To develop a detailed hospital design proposal incorporating clinical, administrative, and support service areas.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 401	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSC 1	PSO 2	PSO 3
CO1	3	3	2	2	1	2	0	0	2	1	2	2	1	2	2
CO2	2	3	1	3	0	1	0	3	1	2	2	3	3	1	1
CO3	2	1	1	0	0	0	1	1	1	0	2	1	1	1	1
CO4	3	3	3	3	3	3	3	2	3	1	1	3	3	3	3
CO5	3	3	3	3	1	1	3	2	3	3	2	3	3	3	3
CO6	3	3	3	2	3	1	3	0	3	3	3	2	3	3	2

Course Code – MHADC 402				
Course Name – Total Quality Management in Health care				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC402**Lectures :48****Objective:** - This course intends

1. To familiarize and develop understanding of the students on quality care and learn quality Management Concepts .
2. To develop and establish standards and policies to enhance quality care in the healthcare settings.
3. To understand concepts of TQM, Quality certification, Accreditation bodies.

Course Content:**Unit I****(10 Hours)**

Concept of Total Quality Management , Components Of Quality, Dimensions Of Quality, Deming's Principles, Juran Trilogy, Kaizen, Philip Crosby's Principles.

Unit II**(10 Hours)**

Total Quality Management, Approaches to Total Quality Management, Dimensions of Quality in Healthcare, Quality Management system in Healthcare, Medical Audit, Quality management of diagnostic services, Quality Assurance procedures.

Unit III**(9 Hours)**

ISO 9000, Benefits of ISO Certification , Quality Council Of India, Organization of Quality Management System (QMS) in Hospitals, Critical Pathways

Unit IV**(9 Hours)**

Concept of Hospital Accreditation, Joint Commission on Accreditation of Healthcare Organization, Accreditation of Health care organization in India, Six Sigma: Variations in performance, DMAIC & DFSS methodology, Champions, black belts and green belts, Six sigma applications and its benefits.

Unit V**(10 Hours)**

National Accreditation Board for Hospital and Healthcare Providers, Outline of NABH Standards, Benefits of Accreditation, Preparing for NABH Accreditation, Accreditation Process ,DMAIC, DMADV, 5-M Checklist, NABL

Textbooks:

1. Joshi DC, Joshi Mamta., 2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers.
2. Sakarkar BM., 2009, Principles of Hospital Administration & Planning, 2nd Edition, Jaypee Brothers Medical Publishers.
3. Bester field., H. Dale., 2005, Total Quality Management, Pearson New Delhi,.
4. Sridhar Bhatt, 2002, Total Quality Management, Himalaya House publications, Mumbai.

Reference Books:

1. Sundra Raju, S.M., 1995, Total Quality Management: A Primer, Tata McGraw Hill.
2. Srinivasan, N.S. and V. Narayana, 1996, Managing Quality- concepts and Tasks, New Age International.
3. Kume, H., 1996, Management of Quality, Productivity Press.
4. Dennis, Lock, 1992, Handbook of Quality Management.
5. Hammer, M. Spect. 1995, Business Process Re-engineering .ISQUA Journa

Course Outcome: After completion of the course the students will be able to:

CO1	To identify the fundamental concepts, principles, and evolution of Total Quality Management in healthcare.
CO2	To explain the role of TQM in enhancing patient safety and healthcare outcomes.
CO3	To use quality improvement tools and techniques to address healthcare service gaps
CO4	To examine quality performance indicators to determine areas for improvement.
CO5	To appraise existing quality management programs for their effectiveness and compliance with standards.
CO6	To design a comprehensive TQM framework tailored to a healthcare organization.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAD C 402	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	1	3	1	3	0	2	2	1	3	0	2	2	3	1	2
CO2	3	2	2	2	0	1	2	2	1	1	1	2	2	1	1
CO3	3	1	2	1	0	0	1	1	2	1	2	2	2	1	2
CO4	2	3	1	3	3	3	3	1	2	1	1	3	2	2	3
CO5	3	3	2	3	2	1	3	3	1	3	3	3	3	3	3
CO6	3	2	2	2	3	0	1	0	3	2	1	2	3	2	2

Course Code – MHADC 403				
Course Name – Disaster Management				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADC 403**Lectures :48****Course Objectives:** - This course intends

1. To familiarize and develop understanding of the students on the concept of Disaster Management and educate them with various policies and techniques of handling Disaster in the healthcare setting.
2. To learn about phases of disaster, preparedness plan, action plan and procedures.
3. To understand about disaster risk management in India, policy guidelines, and role of organizations like NDMA and NDRF

Course Content:**Unit I****(12 Hours)**

Concept of Disaster Management, Concepts of Hazard, Vulnerability, Risks, Natural Disasters (earthquake, Cyclone, Floods, Volcanoes), and Man Made Disaster (Armed conflicts and civil strip, , Slow Disasters (famine, draught, epidemics) and Rapid Onset Disasters(Air Crash, tidal waves, Tsunami) Risks. Grades of fire and its causes; elements of fire safety, various fire extinguishers; and fire safety training.

Unit II**(10 Hours)**

Approaches to disaster risk reduction- Disaster Risk Reduction Strategies, Disaster Cycle, Phases of Disaster, Preparedness Plans, Action Plans and Procedures, Early warning Systems Models in disaster preparedness, Components of Disaster Relief-(Water, food, sanitation, shelter, Health and Waste Management)

Unit III**(10 Hours)**

Disaster risk management in India-Disaster Management Indian scenario, India's vulnerability profile, Disaster Management Act 2005 and Policy guidelines, National Institute of Disaster Management, , National Disaster Response Force (NDRF)National Disaster Management Authority, Cases Studies : Bhopal Gas Disaster, Gujarat Earth Quake

Unit IV**(8 Hours)**

Public health response and international cooperation- Principles of Disaster Epidemiology , Rapid Health Assessment, Rapid Health needs assessment. United Nation International Strategy

for Disaster Risk Reduction (UNISDR), United Nation Disaster Management Team, International Search and Rescue Advisory Group, (INSARAG) , Impact of Disasters on the Hospitals.

Unit V**(8 Hours)**

Components of disaster plan ,Disaster alertness in Hospital ,Disaster management planning and implementation, Disaster Management Act, Mock exercise on disaster management in Hospital Hospital Disaster Plan – its pre-requisites, principles and components; Hospital disaster management committee and its role; Hospital disaster manual.

Textbooks:

1. Sonepant, Joshi, 2015, Disaster Management for Healthcare ,3rd Edition, Jaypee Brothers Medical Publishers.
2. Singh Jagbir, 2008, Disaster Management, APH Publishing.

Reference books

1. Bhattacharya Tushar, 2012, Disaster Science and Management, 1st edition, Publisher McGraw Hill Education.
2. Joshi DC, Joshi Mamta, 2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers

Course Outcome: After completion of the course the students will be able to:

CO1	To List the different types of disasters and their implications for healthcare systems.
CO2	To Describe the phases and principles of disaster management in healthcare settings.
CO3	To Implement disaster preparedness and response protocols in hospital environments.
CO4	To Assess vulnerabilities and potential risks within healthcare infrastructure during emergencies.
CO5	To Critique existing disaster management plans for efficiency and effectiveness.
CO6	To Develop a comprehensive disaster risk management strategy for healthcare organizations

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADC 403	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	3	2	2	1	1	0	0	2	1	2	2	2	2	1
CO2	3	3	3	2	1	1	2	2	3	3	2	2	2	2	3
CO3	3	2	2	3	0	2	3	1	2	1	2	2	2	1	3
CO4	3	3	3	3	2	1	3	3	2	2	2	3	3	3	3
CO5	3	2	1	2	2	1	1	1	2	2	1	3	3	0	1
CO6	2	3	1	1	1	1	1	1	1	0	1	2	3	1	

Course Code – MHADE 404				
Course Name – Hospitality Management in Healthcare				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHADE 404**Lectures :48**

Objective: - This course intends to familiarize and develop understanding of the students on quality care and learn quality Management Concepts and to develop and establish standards and policies to enhance quality care in the healthcare settings.

Course Content:**Unit I****(10 Hours)**

Aims and objectives of Hospitality Management (Commercial point). Role of Hospitality Management in a Hospital set-up Etiquette and manners. Role of Conversation

Unit II**(10 Hours)**

To understand about basic concepts of human nutrition .
Food & Nutrition. Role of Antioxidants: Natural and Artificial
.Diet for Patients-Selection of food.

Unit III**(9 Hours)**

Treat your patients and treat also like your guest
Changing mind set of patients necessitate Hospitality Management
Concepts of modern Hospitality Management in a Hospital set-up, Hospitality Management and it's ever changing character

Unit IV**(10 Hours)**

Concept of House Keeping services in Hospital setup, Role of Housekeeping Department, Hygiene and special precautions in Hospital Kitchen. Diet for Patient – Selection of food, Food to be avoid / Added in diet, Need Of Complementary food. Role of dietitian in hospital diet service. Management of Hospital diet .

Unit V**(9 Hours)**

Steps to prevent food adulteration and Food Adulteration-Meaning, Types, Methods and Effects, Prevention. Prevention of Food Adulteration Act
Effect of Globalization in Hospitality of Patients

Textbooks:

1. C.Wood.,2015 Roy, Hospitality Management a Brief Introduction.1st edition, Sage Publication.
2. J De Micco., Frederick, 2017,Medical Tourism and Wellness: Hospitality Bridging Healthcare (H2H), Apple Academic Press

Reference Books:

1. Seba ., Jaime A, 2015,Hospitality and Health: Issues and Developments, Apple Academic Press
2. Shirke,Gajnam.,2011, Hospitality Management, Shroff Pub.

Course Outcome: After completion of the course the students will be able to:

CO1	To Identify the core concepts and scope of hospitality management within healthcare services.
CO2	To study the role of hospitality practices in enhancing patient satisfaction and overall healthcare experience.
CO3	To apply the concept of modern Hospitality Management and patient treatment.
CO4	To Examine patient feedback and service delivery processes to identify areas of improvement.
CO5	To evaluate hospitality management strategies for their impact on patient care
CO6	To Design a patient-centered hospitality service model for a healthcare facility.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHADE 404	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	2	3	1	2	1	0	2	1	2	1	3	2	2
CO2	2	3	2	3	1	2	2	3	1	2	1	3	3	2	3
CO3	3	2	3	3	0	0	1	1	3	1	2	2	2	2	3
CO4	2	2	1	1	2	1	1	1	1	2	0	3	3	2	1
CO5	1	2	1	1	1	1	2	1	2	0	0	1	2	0	1
CO6	1	1	1	1	1	1	2	0	1	1	1	2	0	1	0

Course Code – MHAGE 405				
Course Name – Patient Services				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE 405**Lectures :48****Objective:** - This course intends

1. To familiarize and develop understanding of the students on patient care services and to consider various operational aspects of important services.
2. To learn about the various role in administration in the hospital and importance of information in patient care.
3. To study about evaluation of patient care services, steps of evaluation.

Course Contents:**Unit I****(8 hours)**

1. Patient Safety and risk management. Patient Satisfaction, Feedback and grievances
2. Concept of Patient Care and factors involved in providing complete patient care from admission to discharge.
- 2 Distinction between a hospital and a manufacturing organisation.
3. Criteria of hospital efficiency.

Unit II**(10 hours)**

1. Administration department, role of medical superintendent, nursing superintendent, hospital administrator, resident medical officers, night duty executives, public and guest relations officers.
2. Importance of information in patient care, press relations, communication of medical information, patient informative booklets, management of patients' attendants.

Unit III**(12 hours)**

1. Hospital records management: meaning, purpose, uses and importance, functions, history and significance of medical records, medical forms and registers, global standardization.
2. Computerization and quality control in medical records, qualitative analysis
3. Legal responsibilities: introduction, personal, impersonal, general policies and procedures of the hospitals for confidentiality maintained for patients records, legal aspects of medical records.
4. Patient Medical Records: Policies and procedures for maintaining medical records, e-records, legal aspects of medical records, it's safety,

confidentiality. Electronic medical records: meaning, purpose, uses and importance, advantages and disadvantages, legal implications.

Unit IV (10 hours)

1. Patient Admission and Discharge process, All patients related services and assistance. Good communication. Proper and respectful disposal of deceased person.
2. Medico legal cases: custody, disposal, consent, release of information, code of ethics, purpose of Confidential relationship, law of evidence, responsibility of hospital.

Unit V (8 hours)

1. Globalization in Health care Service
 2. Concept of Medical tourism. Significance of Medical tourism in the modern Healthcare setting.
- Scope of Medical Tourism. Catering to International Patients.

Textbooks:

1. Davis., Llewellyne ,McCauley.,H.M,2015, Hospital Administration and Planning, J.P. Brothers, New Delhi.
2. Kumar., Arun,2017, Encyclopedia of Hospital Administration and Development,6th Edition, Anmol publications, New Delhi.

Reference Books

1. Tabish., Syed Amin,2001,Hospital and Health Services Administration Principles and Practice, ,Oxford Publishers, New Delhi.
2. Saxena ., Manisha , 2013,Hospital Management ,Publisher CBS.

Course Outcome: After completion of the course the students will be able to:

CO1	To List the fundamental components and objectives of patient care services in healthcare organizations.
CO2	To Describe the standards, protocols, and ethical considerations in delivering patient care.
CO3	To Implement patient care procedures in accordance with clinical guidelines and safety norms.
CO4	To Examine patient care workflows to identify gaps and bottlenecks affecting service quality.
CO5	To Evaluate patient care programs to determine their impact on patient satisfaction and clinical outcomes.
CO6	To Construct an integrated patient care service model that aligns with best practices and organizational goals.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 405	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	3	3	2	0	0	0	0	3	0	2	2	2	3	2
CO2	3	2	3	1	1	1	2	0	1	1	1	2	2	3	1
CO3	2	2	0	2	0	2	2	0	0	0	0	1	2	0	2
CO4	1	2	1	1	1	0	1	1	2	2	1	2	2	1	1
CO5	2	2	1	1	0	0	0	2	0	2	1	2	1	1	1
CO6	0	1	0	1	0	0	1	0	0	1	1	0	1	1	1

Course Code – MHAGE 406				
Course Name – ENTREPRENEURSHIP AND HEALTHCARE CONSULTANCY				
Year / Semester – 4th Semester				
	L	T	P	C
	2	1	-	3

Course Code: MHAGE 406**Lectures :48****Course Objectives:** - This course intends

1. To familiarize and develop understanding of the students on Entrepreneurship skills and insight into Healthcare Consultancy.
2. To know the basic concept of corporate entrepreneurship and ways of managing organization for positive creativity.
3. To learn about concept of Insurance in medical sector.

Unit 1**(8 Hours)**

Entrepreneurs-definition, role, concept of entrepreneurship, John Kao's model, limitation of an entrepreneur, relation to healthcare, Innovation, role of creativity, Idea generation, Identifying opportunities and evaluation, building team and leadership

Unit 2**(8 Hours)**

Concept of strategic planning- definition, steps or process of strategic planning, benefits of strategic planning,

Forms of ownership- definition, types(sole proprietorships, partnership, corporation, cooperatives) advantages and disadvantages,

Franchising- meaning, examples of franchising, , advantages and disadvantages of franchisor and franchisee, types of franchising, concept of NGO's- definition of NGO, types of NGO , advantages of NGO's, disadvantages of NGO's, role of NGO's in healthcare sector.

Unit-3**(10 hours)**

Harvesting - definition, reasons to employee harvesting strategy, examples of harvesting strategies , product or business life cycle

Exit strategies- definition, types of exit strategies, importance of exit strategies

Corporate entrepreneurship- meaning, need , objectives characteristics and forms independent v/s corporate entrepreneurship
Social entrepreneurs

Unit 4**(12 Hours)**

Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business .

Unit 5**(10 Hours)**

Arrangement of funds, Venture capital- Definition, scope and application, concept of Insurance in medical sector, evolution of insurance in Government sector, concept of FDI in Insurance, present and future of Health Insurance in India, concept and role of consultancy and consultant's in health care industry

Textbooks:

1. Patel., J.P, Allampally, DG ,2016,Manual on how to Prepare a Project Report, Entrepreneurship Development Institute Ahmadabad,
2. Patel. M, J.B , Modi., S.S, 2015, Manual on Business Opportunity Identification & Selection, Entrepreneurship Development Institute Ahmadabad.

Reference Books

- 1.Khanka. S.S,2006, Entrepreneurial Development , S Chand ,
2. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
3. Patel, V. G., The Seven Business Crises and How to Beat Them, Tata McGraw-Hill, New Delhi, 1995.

Course Outcome: After completion of the course the students will be able to:

CO1	To Identify the fundamental concepts, characteristics, and roles of entrepreneurship in healthcare.
CO2	To Explain the process of developing and managing healthcare ventures.
CO3	To Execute basic entrepreneurial practices such as business registration, budgeting, and operational planning for healthcare startups.
CO4	To Investigate market opportunities, competition, and risk factors in the healthcare sector.
CO5	To Appraise business models and strategies for their feasibility, scalability, and sustainability.
CO6	To Devise a comprehensive business plan for launching and growing a healthcare enterprise

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

MHAGE 406	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	3	2	1	1	1	2	2	1	1	1	2	3	1	1
CO2	1	1	1	1	0	1	1	1	1	0	0	1	1	1	1
CO3	1	1	1	1	0	0	0	0	1	0	1	1	0	1	1
CO4	1	0	1	0	0	0	0	0	0	1	0	0	0	1	0
CO5	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
CO6	0	1	0	1	0	0	0	0	1	0	0	0	1	0	1

Course Code – IAPC 407				
Course Name – Comprehensive Viva Voce				
Year / Semester– 4th Semester				
	L	T	P	C
	-	-	4	2

Course Code: IAPC-407

Objective: This course intends to to evaluate the overall performance of students in all subjects of Hospital Management course. The objective of the course is to assess the capacity of the student to articulate and comprehend what is being learned by him during full duration of the programme i.e., in all the four semesters of the course. The evaluation would be for the comprehensive learning during the entire four semester.

Guidelines:

Comprehensive Viva will be in all subjects of each semester and will be taken by a team consisting of one member from School of Management, one expert from healthcare industry and other from outside institute

with approval as per university norms. Total marks for Comprehensive Viva-voce is 100 marks by assessing the knowledge of the students studied in entire fourth semester

The evaluation committee shall consist of one faculty member internal and one external.

Comprehensive Viva voce

Internal: 40 marks

By the Faculty: 40 marks

External: 60 marks

By external examiner appointed by the university: 60 marks

COURSE OUTCOME:

Upon successful completion of the course the student will be able to:

CO1	To Recall essential research concepts, methodologies, and ethical guidelines relevant to healthcare studies.
CO2	To Interpret the context, objectives, and scope of the selected project topic.
CO3	To Implement appropriate research methods, tools, and techniques to collect and analyze data
CO4	To Break down research findings to identify trends, patterns, and relationships.
CO5	To interpret the validity, reliability, and applicability of the project outcomes
CO6	To Produce a well-structured project report and present findings effectively.

MAPPING OF COURSE OUTCOME WITH PROGRAMME OUTCOME AND PROGRAMME SPECIFIC OUTCOME

IAPC 407	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	2	3	2	1	1	1	2	2	1	1	1	2	3	1	1
CO2	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1
CO3	3	1	1	1	0	0	0	0	1	0	1	1	1	1	1
CO4	1	0	1	0	0	0	0	0	0	1	0	0	0	1	0
CO5	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
CO6	0	1	1	1	0	1	0	0	1	0	0	1	1	0	1