

SHRI GURU RAM RAI UNIVERSITY

(Estd. by Govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03 of 2017)



Syllabus of Master In Hospital Administration (MHA) Effective from Academic Session 2018-2019 Onwards

Dr. Gajendra Singh
Associate Professor
Doon University

Dr. Deepak Sahni
Principal Management

Mrs. Bincy Pothen
Member

SEMESTER – 1

S.No	Subject	Paper Code
1	Principles of Hospital Management	PHMM-101
2	Basics in Healthcare Information Technology	BHIT-102
3	Healthcare Services & Its changing Scenario	HSCS-103
4	Statistics and Operations Research in Healthcare	SORS-104
5	Human Anatomy & Physiology	HAPH-105
6	Organizational Behavior	ORBH-106
7	Hospital Residency	HSRD-107

SEMESTER – 2

S.No	Subject	Paper Code
1	Health Informatics & Health Management Information System	HIHM-201
2	Human Resource Management & Industrial Relations	HRIR-202
3	Hospital Support Services	HOSS- 203
4	Financial Management	FIMG-204
5	Professional English	PREN-205
6	Material Management	MTMG-206
7	Hospital Insurance and Medical Tourism	HIMT-207

SEMESTER – 3

S.No	Subject	Paper Code
1	Health Economics	HEEC-301
2	Management Accounting in Healthcare	MAHE-302
3	Marketing Management	MAMG-303
4	Strategic Management	STMG-304
5	Legal Aspects of Health Care	LAHC-305
6	Managerial Communication	MACO-306
7	Biomedical Instrumentation	BMIT- 307
8	Research Project and Viva – Voce	RPVV- 308

SEMESTER – 4

S.No	Subject	Paper Code
1	Hospital Planning & Designing	HPDG-401
2	Total Quality Management in Health Care	TQMH-402
3	Disaster Management	DIMG-403
4	Hospitality Management in Healthcare	HOMH-404
5	Patient Care Services	PACS-405
6	Entrepreneurship and Healthcare Consultancy	ENHC-406
7	Comprehensive Viva-Voce	CPVV-407

Programme	: Masters in Hospital Administration
Duration	: Two years (Semester System)
Medium	: English
Minimum Required Attendance	: 75 %

Assessment	:	Internal	External	Total
		40	60	100

Internal Evaluation (Theory)	:	Sessional	Sessional	Assignment	Other Activity including attendance	Total
		1	2			
		15	15	5	5	40

Evaluation of Practical/Dissertations & Project Reports	:	Internal	External	Total
		100	100	200

Duration of Examination	:	Internal	External
		1 Hrs	3Hrs

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	PHMM-101	Principles of Healthcare Management	4	3	1	-	10	30	40	60	100
2	BHIT-102	Basics in Healthcare Information Technology	4	3	-	1	10	30	40	60	100
3	HSCS-103	Healthcare Services & Its changing Scenario	4	3	1	-	10	30	40	60	100
4	SORS-104	Statistics and Operations Research in Healthcare.	4	3	1		10	30	40	60	100

5	HAPH-105	Human Anatomy & Physiology	4	3	-		10	30	40	60	100
6	ORBH-106	Organizational Behaviour	4	3	-		10	30	40	60	100
7	HSRD-107	Hospital Residency	4	-	-	4	40	-	40	60	100
Total			28	18	3	5	-	-	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	HIHM-201	Health Informatics & Health Management Information System	4	3	-	1	10	30	40	60	100
2	HRIR-202	Human Resource Management & Industrial Relations	4	3	-	-	10	30	40	60	100
3	HOSS-203	Hospital Support Services	4	3	1	-	10	30	40	60	100
4	FIMG-204	Financial Management	4	3	1	-	10	30	40	60	100
5	PREN-205	Professional English	4	3	-	1	10	30	40	60	100

6	MTMG-206	Material Management	4	3	-	-	10	30	40	60	100
7	HIMT-207	Health insurance and medical tourism	4	3	-	-	40	-	40	60	100
Total			28	21	2	2	-	-	280	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	HEEC-301	Health Economics	4	3	1	-	10	30	40	60	100
2	MAHE-302	Management Accounting in Healthcare	4	3	1	-	10	30	40	60	100
3	MAMG-303	Marketing Management	4	3	-	-	10	30	40	60	100
4	STMG-304	Strategic Management	4	3	1	-	10	30	40	60	100
5	LAHC-305	Legal Aspects of Health Care	4	3	-	-	10	30	40	60	100
6	MACO-306	Health Care Managerial Communication	4	3	1	-	10	30	40	60	100
7	BMIT-307	Biomedical Instrumentation	4	3	-	-	10	30	40	60	100
8	RPVV-308	Research Project and Viva – Voce	8							200	200
Total			36	21	4	-	70	210	280	620	900

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	HPDG-401	Hospital Planning & Designing	4	3	-	-	10	30	40	60	100
2	TQMH-402	TQM in Health Care	4	3	1	-	10	30	40	60	100
3	DIMG-403	Disaster Management	4	3	1	-	10	30	40	60	100
4	HOMH-404	Hospitality Management in Healthcare	4	3	-	--	10	30	40	60	100
5	PACS-405	Patient Care Services	4	3	-	-	10	30	40	60	100
6	ENHC-406	Entrepreneurship and Healthcare Consultancy	4	3	-	-	10	30	40	60	100
7	CPVV-407	Comprehensive Viva Voce	5	-	-	-	-	-	-	100	100
Total			29	18	2	-	60	180	240	460	700

Eligibility Criteria for Master In Hospital Administration : MHA is a 2-year professional master's level degree program. The student is trained in health administration which includes the management of hospitals and other health organizations, public health consulting and infrastructure. The eligibility criteria requires a Bachelor's degree with minimum 45% marks in any stream be it Science, Arts or Commerce.

MHA
PHMM 101
PRINCIPLES OF HOSPITAL MANAGEMENT

Course Code: PHMM 101

Lectures : 48

Objective: This course intends to familiarize and develop understanding of the students of the basic principles and practices of management for efficient administration of hospital and delivery of healthcare services.

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

(4 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.

Recommended books:

1. Prasad. L. M, 2013, *Principles and Practice of Management*, S. Chand and Company.
2. Stoner, Freeman and Gilbert Jr, 2013 *Management*, Prentice Hall of India.
3. Koontz, 2010, *Principles of Management*, Tata Mc Graw Hill
4. Robbins S.P. and Decenzo David A., Jan 2016, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.

MHA
BHIT102
BASICS IN HEALTHCARE INFORMATION TECHNOLOGY

Course Code: BHIT102

Lectures : 48

Objective: This course intends to familiarize and develop understanding of the students about IT applications in a hospitals and delivery of healthcare services.

Course Contents:

Unit I (10 hours) 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

(8 hours)

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

Unit III

(10 hours)

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

Unit V

(10 hours)

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.

Recommended books:

1. Basandra S.K,2010, *Computers Today*,Galgotia Publishers.
2. Adabala .,N,Rajaraman., V,2015, *Fundamentals of Computers*.PHI Learning Pvt Ltd
3. Nancy Stevenson, 1998, *Word 97 Fast and Easy*, ,Galgotia Publishers.
4. Leon A and Leon M,2001, *Introduction to Computers*, Vikas Publication.
5. Kakkar D.N., Goyal R, 2003, *Computer Applications in Management*, New Age.

MHA
HSCS103

HEALTHCARE SERVICES & ITS CHANGING SCENARIO

Course Code: HSCS103

Lectures : 48

Objective: This course intends to develop understanding of the students on health policies, procedures and healthcare management system in our country.

Course Contents:

Unit I

(10 hours)

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, ayurvedic, homeopathic, unani.

Unit II

(9 hours)

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

(10 hours)

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

(9 hours)

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

(10 hours)

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

Recommended books:

1. Park K, 2005, *Text Book on Hygiene and Preventive Medicine*, Banarsidas, Bhanot.
2. Park K, 2005, *Preventive and Social Medicine*. Banarsidas, Bhanot
3. Rao Sujatha.,K,2017, *Do we care: India's Health System*, Oxford University Press.
4. A.V.(ed), 2000,*Managing a Modern Hospital*, Response Books, New Delhi

MHA
SORS104

Statistics and Operations Research in Healthcare

Course Code: SORS 104

Lectures : 48

Objective: This course intends to develop understanding of the students on importance of Biostatistics and ways to collect, analyze and interpret data into useful information required in the healthcare.

Course Contents:

Unit: 1 (10 hours) 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 (12 hours)

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 (12 hours)

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

Unit: 4 (8 hours)

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 (6 hours)

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

Recommended books:

1. Levin , Richard I., Rubin, David S.,2011, *Statistics for Management*, New Delhi: Pearson Education.
2. Levine, David M., C. Kribbeil.,Timothy, Berenson., Mark, Vishawanath, P.K. ., 2011,*Basic Statistics: A First Course*, Pearson Education.
3. Beri, G.C.,2005, *Business Statistics*, Tata McGraw Hill.
4. Sharma.,J.K ,2007, *Business Statistics*, Pearson Education.
5. Hira., Gupta, 2011, *Operations Research*, S. Chand & Sons,

MHA
HAPH 105
HUMAN ANATOMY & PHYSIOLOGY

Course Code: HAPH 105

Lectures : 48

Objective: This course intends to develop students' understanding of basic terms, concepts and systems of human body.

Course Contents:

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)

1. Musculoskeletal System - basic anatomy of important muscles and bones.
2. Respiratory System - basic anatomy of tongue, trachea, nose.
3. Digestive System – basic anatomy of oesophagus, stomach, small intestine, large intestine, liver, gall bladder, pancreas.

Unit III

(8 hours)

1. Cardiovascular system - basic anatomy of heart and important blood vessels.
2. Lymphatic System.

Unit IV

(10 hours)

1. Uro-genital system - basic anatomy of kidney and associated organs, male reproductive organs, female reproductive organs.
2. Endocrine system - brief anatomy of Thyroid, parathyroid, pituitary, Adrenal.
3. Nervous system – basic anatomy of brain and spinal cord.
4. Basic anatomy of ear and eye.
5. Basic anatomy of skin.

Unit V

(10 hours)

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

Recommended books:

1. Chaurasia B.D, 2009, 4TH Edition, *General Anatomy*, CBC publication.
2. Standing Susan, Gray's, 2016, *Gray's Anatomy*, Elsevier.
3. Netter H. Frank, 2014, *Atlas of Human Anatomy*, Saunders Pub
4. Marieb., Elaine.N, 2016, *Essentials of Human Anatomy & Physiology*, UBS Publishers
5. Waugh., Anne, Grant., Alison, 2010, *Ross & Wilson Anatomy Physiology*, Churchill Livingstone

MHA
ORBH 106
ORGANIZATIONAL BEHAVIOUR

Course Code: ORBH 106

Lectures : 48

Objective: This course intends to develop understanding of the students of individual and group behaviour in organisational set-up.

Course Contents:

Unit I (8 hours) 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 (12 hours) 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 III

(10 hours)

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

(6 hours)

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

(12 hours)

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)

Recommended books:

1. Davis Keith, 1981, *Human Behaviour at Works: Organizational Behaviours*, Tata McGraw- Hill
2. Pareek Udai, 2003, *Behavioural Process in Organizations*, Oxford and IBH, New Delhi.
3. Robbins S.P, 2013, *Organizational Behaviour*, 15th edition Pearson Education, New Delhi.
4. Luthans Fred, 2011, *Organizational Behaviour*, McGraw Hill, New Delhi.

MHA
HSRD-107
HOSPITAL RESIDENCY

Course Code: HSRD 107

Hospital Visit + Report on Hospital Practices

Objective: This course intends to familiarize and enhance understanding of the students about the managerial practices in different departments of the hospital with special emphasis on patient care. and 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.
5. The assessment will be out of 40 marks

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 Marks-30, Internal Marks-30).
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

Report format

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

PERFORMANCE APPRAISAL

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: _____

Semester II**MHA****HIHM 201****HEALTH INFORMATICS & HEALTH INFORMATION MANAGEMENT****Course Code:** HIHM 201**Lectures :48**

Objective: This course intends to familiarize and develop understanding of the students on the information system management with special reference in healthcare institutions for proper decision making.

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

1. Meaning and role of information systems.
2. Types of information systems: operations support systems, management support systems, expert systems and knowledge management systems.
3. Information systems for strategic management: competitive strategy concepts, strategic role of information systems.

Unit II**(10 hours)**

1. Health informatics: introduction, Healthcare information literacy, database management system, application of health information system.
2. Electronic medical records: overview, legal aspects of electronic medical records, advantages and disadvantages.

Unit III**(8 hours)**

1. Decision Support Systems: MIS support for decision making; decision support systems.
2. Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimization analysis.
3. Emerging concepts in information system design and application.

Unit IV**(10 hours)**

1. Hospital Information System Management and software applications in registration, billing, investigations, reporting, ward management and bed distribution, medical records management, materials management and inventory control, pharmacy management, dietary services management, information processing.
2. Executive information system; expert support systems; security and ethical challenges.

Unit V**(10 hours)**

1. MS Access: creating database, adding, editing and moving records.
2. Querying: creating, saving and editing; creating and using forms.
3. Creating and printing reports, managing data and files.
4. World Wide Web: introduction, web access through on-line services, using web browser, weaning a better Web.
5. Internet and Intranet: meaning of internet; difference between the internet and intranet; Introduction to TCP/IP; setting up an internet, internet addressing, types of internet connections.

Recommended books:

1. Kenneth, Laudon and Jane Laudon , 2014, *MIS: Managing the Digital Firm*, 14th edition, Pearson Education.
2. James, A. O'Brien, Marakas., George M, Ramesh., Behl, 2017, *Management Information Systems*, Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe J., 2015, *Information Technology for Management: Making Connections for Strategic Advantage*. 5th edition, John Wiley and Sons.

MHA
HRIH- 202
HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS

Course Code: HRIH 202

Lectures : 48

Objective: This course intends to develop understanding of the students of concepts, techniques, theories and practices of human resource management in hospital.

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.

Recommended books:

1. Mirza, Satyadian S., 2008, *Human Resource Management*. 4th edition, Mc Graw Hill Education.
2. Pareek, Udai and Rao T.V., 2010, *Designing and Managing Human Resource Systems*, 3rd ed, Oxford Pub Co Ltd .
3. Rao T.V. and Pereira, D.H. 1988, *Recent Experience in Human Resource Development*, Oxford & IBH.
4. Rao T.V., 1984, *Performance Appraisal - Theory and Practice*. 2nd edition, Aima Vikas Management Series, Pub Academy of HRD.
5. Keith Davis., 1981, *Human Behaviour at Work: Organizational Behaviour*, 8th Edition , Tata Mc Graw Hill, New Delhi.
6. Gary Dessler., 2013, *Human Resource Management*, 13th edition , Prentice-Hall of India Pvt. Ltd.

MHA
HOSS-203
HOSPITAL SUPPORT SERVICES

Course Code: HOSS-203

Lectures : 48

Objective: This course intends to familiarize and develop understanding of the students of various hospital support services and their rational utilisation.

Course Contents:

Unit I

(10 hours)

1. Principles and methods of organizing, clinical and support services for hospitals, role of support services in hospital functioning.
2. Hospital Laundry Services
2. 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

(10 hours)

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

(9 hours)

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

(9 hours)

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

Unit V

(10 hours)

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
2. Mortuary (Preservation, transportation & religious formalities)

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

MHA
FIMG-204
FINANCIAL MANAGEMENT IN HEALTHCARE

Course Code: FIMG-204

Lectures : 48

Objective: This course intends to familiarize and develop understanding of the students of various Financial management techniques to efficiently run a healthcare setting.

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.

Recommended books

1. Chaudhary, A., 2017, *Introduction to Financial Accounting*, 1st edition, Pearson Education.
2. Bhattacharyya., Ashish, 2012, *Essentials of Financial Accounting*, PHI
3. Maheshwari, SN and Sunil., 1993 “*Financial Accounting*: Sultanchand and Sons, New Delhi.
4. Tulsian PC., 2002, “*Financial Accounting*, Pearson Education.

MHA
PREN-205
PROFESSIONAL ENGLISH

Course Code: PREN 205

Lectures : 48

Objective: This course intends to familiarize and develop understanding of the students of various aspects of Professional English to easily communicate among subordinate and seniors in the profession.

Course Contents:

Unit I

Communication: Meaning and importance of communication, Process of communication, Its types, Language as a tool of communication, Barriers to effective communication, 7 c's of communication, Art of public speaking. **(6 Hours)** **Practical (Oral):** Speaking in groups on different social, Organizational and personal issues.

(4 Hours)

Unit II

Written communication: Rules for writing précis, Paragraph writing, development of paragraph, Reading comprehension, Improving comprehension skills. **(6 Hours)**
Practical (oral): Reading paragraph, Reading newspaper reports . **(4 Hours)**

Unit III

Business Letters and Reports: Introduction to business letters, types of business letters, Layout of business letters, What is a report? Kinds and objectives of reports, writing reports. **(6 Hours)**
Practical (Oral): Oral presentation of reports on different topics. **(4 Hours)**

Unit IV

Presentation strategies: Purpose, Audience and locale, Organizing contents, Audio-Visual aids, Nuances of delivery, Body language, voice dynamics. **(6 Hours)** **Practical (Oral):** Speech delivery with emphasis on body language and voice modulation. **(4 Hours)**

Unit V

(10Hrs)

Career Skills: Covering Letter, Job Applications, Resume Writing, Group Discussions, Basic Extempore.

Recommended Books:

1. Raman Meenakshi & Sharma Sangeeta,2007, *Technical Communication-Principles & Practice* ,O.U.P. New Delhi.
2. Sehgal M.K. & Khetrapal V., 2006,*Business Communication* – Excel Books.
3. Gupta .,C.B,2013, *Basic Business Communication*, Abe Books.
4. Mohan Krishna & Banerji Meera,2009, *Developing Communication Skills* – Macmillan India Ltd. Delhi.

MHA
MTMG- 206
MATERIAL MANAGEMENT

Course Code: MTMG 206

Lectures : 48

Objective: This course intends to enhance students understanding on the theories, concepts, tools and practice relating to materials management in hospital.

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 Equipments, Condemnation and Disposal .

Recommended books:

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

MHA
HIMT 207
HEALTH INSURANCE AND MEDICAL TOURISM

Course Code: HIMT 207

Lectures : 48

Objective:The primary aim of this subject is to acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level, the economic services of health insurance, underwriting .of health .insurance policies, marketing of insurance policies, claims management, third-party administration etc., so that the students are ready for the challenges of the healthcare insurance which is emerging as a sector holding great promise. Also to attain knowledge on trends in medical tourism , scope of medical tourism in India

Content:

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

References:

1. Kenneth Black,Jr. Harold D.Skipper,Jr,2003, Life and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi
2. Board of editors,2004, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad.
3. Sarngadharan, M. &Sunanda, V.S.,2009, Health Tourism In India, New Century Publications.
4. A,Reisman, David.,2010, Health Tourism: Social Welfare Through International Trade, Edward Elgar Publishing.
5. Smith, Melanie.,Puczko, Laszlo., 2008,Health and Wellness Tourism,Routledge

Semester – III
MHA
HEEC-301
HEALTH ECONOMICS

Course Code: HEEC 301

Lectures :48

Objective: This course intends to familiarize and develop understanding of the students about the principles and concepts of economics for better resource management in healthcare sector.

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.

Unit IV (12 hours)

Analyzing Medical care Markets

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 Behavior, The Market for Nursing Services, The Market for Dental Services. **Market for Hospital services** Alternative Models of Hospital Behavior-Utility Maximizing Model, Physician Control Models, The Trend towards Multi Hospital Systems

Unit V

Healthcare system:

Indian Healthcare system - Health Policies - Expenditure and Allocations Under Five-Year Plans-Role of Private Sector and PPP

(6 hours)

Recommended Books:

1. Briggs AH, Claxton K, Sculpher MJ., 2006, *Decision modelling for health economic evaluation*. Oxford: Oxford University Press.
2. Cleverley WO, Cleverley JO, Song PH. 2011, *Essential of health care finances*, 7th edition. Jones & Bartlett Learning.
3. Witter S, Ensor T, Jowett M, Thompson R., 2009, *Health economics for developing countries. A practical guide*. London: MacMillan Education.
4. Zweifel P, Breyer F, Kifmann M, 2009, *Health economics*, 2nd edition. New York: Springer Publishing.

MHAMAHE-302MANAGEMENT ACCOUNTING IN HEALTHCARE

Course Code: MAHE 302

Lectures :48

Objective: This course intends 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.

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.

Recommended books:

1. Management Institute, 1999, Mumbai. 2nd edition, publisher 15 march 1999
2. Horngren et al, 2014, *Introduction to Management Accounting*, 16th edition, Pearson.
3. Khan and Jain, 2014, *Management Accounting*, Tata McGraw-Hill. 2nd edition
4. Pandey, I.M., *Management Accounting*, 2009, Vikas Publication. 3rd edition Publisher.
5. Bhattacharyya S.K. and Dearden J., 1997, *Accounting for Management*, 3rd edition. Vikas Publication

MHA
MAMG-303
MARKETING MANAGEMENT

Course Code: MAMG 303**Lectures :48**

Objective: This course intends 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.

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

1. Basic concept of marketing management, consumer behavior.
2. Marketing research and information
3. Pricing strategies of various services.
4. Marketing strategy, evaluation and control.

Unit II**(10 hours)**

1. Promotion of business in hospitals.
2. Service marketing, patient care and communication.
3. Advertisement and branding.
4. Marketing of promotional activities.

Unit III**(9 hours)**

1. Corporate marketing.
2. Marketing for third party administrators and cash-paying patients.
3. Marketing and medical ethics.
4. Social aspects of marketing.

Unit IV**(10 hours)**

1. Public Relations : definition, need, essentials of good public relations, public relations towards global professionalism and major areas of public relations activity.
2. Co-ordination of press relations, advertising, publications and different media.
3. Corporate image.
4. Role of public relations in India, Government interference, role of Press Bureau, other Government and media organizations, public relations approach and public relations problems in Government sector.

Unit V**(9 hours)**

1. Public relations for private sector: Impact on business management, share holders, distributors, customers and internal communication.
2. Professionalism for public relations.
3. Qualities of public relation officers, professionalism and regulations
4. Corporate communications and identity, corporate message, image branding and public affairs.
5. Crisis management.

Recommended books:

1. Kotler Philip, 1996, *Marketing Management: Analysis, 9th Edition Publishing 1st Decem*
2. Zeithaml., Valarie, Bitner., Mary Jo, 2012, *Services marketing, 6th Edition, Mac Graw Hill Publication.*
3. Lovelock., Christopher.H, Wright., Lauren ,1999, *Principles of Service Marketing and Management Prentice Hall.*
4. Saxena .,Rajan ,2005, *Marketing Management, 3rd Edition ,Tata McGraw-Hill Education, June 2005.*

MHA
STMG-304

Strategic Management in Healthcare

Course Code: STMG 304

Lectures :48

Objective: This course intends to familiarize and develop understanding of the students of the concepts and processes involved in strategic management for policy decisions in hospital.

Unit 1 : (10 hours)

Introduction to Critical Areas, Dimensions & Level of Strategy ,Characteristics of Strategic Decision Making.

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

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.

Recommended 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. K. Park., 2015,Text Book of Preventive and Social Medicine , 23rd Edition
Publisher M/s Banarsidas Bhanot, Jabalpur.
3. 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

MHA
LAHC-305

Course Code: LAHC 305

Lectures :48

Objective: This course intends to familiarize and develop understanding of the students of the legal environment and regulations of statutory bodies prevalent in the healthcare sector.

Course Contents:

Unit I (9 hours)

1. Law and ethics: meaning, concepts, principles.
2. Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971.
3. Laws pertaining to establishment, registration and regulations of hospital.

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; ESI act, 1948; Employees Provident Fund Act, 1952; Payment of Gratuity Act, 1972; Minimum Wages Act , 1948; Payment of Wages Act, 1936; Industrial Disputes Act, 1947.

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.

Recommended books:

1. Gupta D and Gupta S., 1997, *Government and business*, 2nd edition Vikas Publishing House.
2. R.K. Chaube, 2002, *Consumer Protection and the Medical Profession*, Jaypee Publishing, New Delhi.
3. Aggarwal V.K, 2003, *The Consumer Protection Act ,4th Edition*,
4. Steven D Edwards(1996), London nursing ethics :A principle based approach, Macmillan press Ltd

MHA
MACO- 306
MANAGERIAL COMMUNICATION

Course Code: MACO 306

Lectures : 48 Course

Objective: This course intends to familiarize and develop understanding of the students on learning skills of managerial communication for uninterrupted delivery of healthcare services.

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. **(4 Hours)**

Unit II

Talk in Teams: Importance of talk in a team, Team talk dynamics, Kinds of teams, Communication in Teams. **(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. **(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 Proposals **(8Hrs)**

Recommended Books:

1. Mishra Sunita & Muraliksishra C., 2011, *Communication Skills for Engineers* – 2nd edition ,Pearson Education, New Delhi.
2. Chhabra T.N., 2014, *Business Communication*. 4th edition ,Sun India Publication. New Delhi.
3. Onkar R. M ., 2008, *Personality Development & Career Management*. 1st editions, S. Chand & Co. Ltd. New

MHA
BMIT 307

Biomedical Instrumentation

Course Code: BMIT 307

Lectures :48 Course

Objective: Subject is intended to cover the Operations and Maintenance aspects with reference to minimum Utilization of resources in a hospital.

Contents:

Unit I (8 hours)

1. List of common medical equipments
2. Justification of purchase proposal, hospital need assessment,
3. Equipment selection guideline, estimation of cost and planning,

Unit II (8 hours)

1. Purchase, installation, commissioning,
2. Replacement and selection of new equipment,
3. International and indigenous standards

Unit III

Operations Strategy (10 hours)

Operations strategy a competitive tool, elements, technology selection and process: development, developing operations strategy. operations of clinical services, supportive services, and administrative services general introduction to the various specialties, super specialties and other subspecialties

Unit IV (10 hours)

Value Management: Value engineering, value analysis, quality control, applications in hospital.

Technology Management in Hospitals :Evolution of technology in hospitals, advanced technology in diagnostics and therapeutics, telemedicine concepts and applications, artificial intelligence and robotics in Healthcare.

Unit V (12 hours)

Maintenance Management: Objectives, types of maintenance systems, equipment maintenance, quality and reliability, equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipments, predictive maintenance, equipment availability, spares management, replacement policy, depreciation and loss of value, economic life, costing, cost of stand by, maintenance in hospital.Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

Recommended Books:

1. Srinivasan A.V, 2008,Medical Technology; Application in hospital environment, calibration tests, maintenance of hazards
2. Barry, Jay Hazier.,1996, Principles of Operations Management, Prentice Hall, New Jersey
3. Roger G.,1993,New Delhi., Operations Management - Decision Making in Operations Function, RawHiII.
4. Lee J. and Larry p. Ritzman,1987, Operations Management - Strategy and Analysis,'ton - Wesley Publication
5. Elwood S.and sarin rakesh ,1987, singapore K.Modern production/operation management, ,john wiley illis

MHA
RPVV-308
RESEARCH PROJECT AND VIVA-VOCE

Course Code: RPVV-308

Objective: This course intends to familiarize and develop understanding of the students of the hospital activities and suggest solutions of a live problem. The objective is 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.

The objective of the course is to assess the capacity of the student to articulate and comprehend what is being learned by him during the duration of the programme . The evaluation would be for the research project during the 3rd semester.

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 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:** 50 marks

By the Internal Faculty: 50 marks

External: 50 marks

By external examiner appointed by the university: 50 marks

Project Viva voce**Internal:** 50 marks

By the Faculty: 50 marks

External: 50 marks

By external examiner appointed by the university: 50 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

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: _____

Semester – IV
MHA
HPDG-401
HOSPITAL PLANNING & DESIGNING

Course Code: HPDG 401

Lectures :48

Objective: - This course intends 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.

Unit I

(10 Hours)

Concept of Hospital Planning, Aims of Hospital Planning, Factors affecting utilization of Hospital Services .Which Type of Hospital is required? System of Medicine, size of Hospital.

Unit II

(9 Hours)

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.

Recommended books:

1. Joshi DC, Joshi Mammta.,2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers
2. Sakharkar BM.,2009, Principles of Hospital Administraion & Planning, 2nd Edition, Jaypee Brothers Medical Publishers.
3. Davis .,R. Llewelyn, & Macaulay.,2014, H.M.C, *Hospital Planning & Administration* – WHO Monograph Series 54 Jaypee Brothers, New Delhi.
4. Francis ., C.M., Desouza.,2014, Marioc ,*Hospital Administration* ,Jaypee Brothers, New Delhi

MHA
TOMH-402
TOTAL QUALITY MANAGEMENT IN HEALTH CARE

Course Code: MHA402

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.

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

(10Hours)

Total Quality Management, Approaches to Total Quality Management, Dimensions of Quality in Healthcare, Quality Management system in Healthcare, Medical Audit

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

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

Recommended books:

1. Joshi DC, Joshi Mammta., 2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers.
2. Sakharkar BM., 2009, Principles of Hospital Administraion & Planning, 2nd Edition, Jaypee Brothers Medical Publishers.
3. Bester field., H.Dale., 2005, Total Quality Management, Pearson New Delhi,.
4. Sridhar Bhat, 2002, Total Quality Management, Himalaya House publications, Mumbai.
5. Sundara Raju, S.M., 1995, Total Quality Management: A Primer, Tata McGraw Hill.
6. Srinivasan, N.S. and V. Narayana, 1996, Managing Quali- concepts and Tasks, New Age International.
7. Kume, H., 1996, Management of Quality, Productivity Press.
8. Dennis, Lock, 1992, Handbook of Quality Management.
9. Hammer, M. Spect. 1995 , Business Process Reengineering, .ISQUA Journal

MHA
DIMG-403
DISASTER MANAGEMENT

Course Code: DIMG 403

Lectures :48

Objective: - This course intends 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.

Unit I (12Hours) 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,

Unit II (10 Hour)

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 V (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)

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

Recommended books:

1. Sonpant, Joshi, 2015, Disaster Management for Healthcare ,3rd Edition, Jaypee Brothers Medical Publishers.
2. Singh Jagbir, 2008, Disaster Management, APH Publishing.
3. Bhattacharya Tushar, 2012, Disaster Science and Management, 1st edition, Publisher McGraw Hill Education.
4. Joshi DC, Joshi Mamta, 2009, Hospital Administration ,1st Edition, Jaypee Brothers Medical Publishers

MHA
HOMH 404
HOSPITALITY MANAGEMENT IN HEALTHCARE

Course Code: HOMH 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.

Unit I (10Hours)

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
Overview of Metabolism & Balance Diet for patients

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

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 Act
Concept of Medical tourism. Significance of Medical tourism in the modern Healthcare setting.
Scope of Medical Tourism. Catering to International Patients.

Recommended books:

1. C.Wood.,2015 Roy, Hospitality Management a Brief Introduction.1st edition,Sage Publication.
2. J DeMicco., Frederick, 2017,Medical Tourism and Wellness: Hospitality Bridging Healthcare (H2H), Apple Academic Press.
3. Seba ., Jaime A, 2015,Hospitality and Health: Issues and Developments, Apple Academic Press
4. Shirke,Gajnam.,2011, Hospitality Management,Shroff Pub.

MHA
PACS-405
PATIENT CARE SERVICES

Course Code: PACS 405

Lectures :48

Objective: - This course intends to familiarize and develop understanding of the students on patient care services and to consider various operational aspects of important services.

Course Contents:

Unit I

(8 hours)

1. 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. 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. Patient care: introduction, importance of improving the quality care of patients, role of natural and human resources in patient care management.
2. Evaluation of patient care services, steps of evaluation, determinants of indices.

Recommended books:

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.
3. Tabish., Syed Amin,2001,Hospital and Health Services Administration Principles and Practice, ,Oxford Publishers, New Delhi.
4. Saxena ., Manisha , 2013,Hospital Management ,Publisher Cbs.

MHA
ENHC-406
ENTREPRENEURSHIP AND HEALTHCARE CONSULTANCY

Course Code: ENHC 406

Lectures :48

Objective: - This course intends to familiarize and develop understanding of the students on Entrepreneurship skills and insight into Healthcare Consultancy.

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, steps in strategic planning, forms of ownership-their advantages and disadvantages, Franchising, advantages/disadvantages, types, concept of NGO's and Social entrepreneurs and the role of NGO's in Healthcare sector.

Unit-3 – (10 Hours)

Harvesting and Exit strategies, Corporate Entrepreneurship, managerial responsibilities, stimulating creativity, factors that enhance/hinder creativity in an organization, managing organizations for positive creativity and Innovations.

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

Recommended books:

1. Khanka. S.S,2006, Enterpreneunial Development , SChand ,
2. Patel., J.P ,Allampally.,DG ,2016,Manual on how to Prepare a Project Report, Entrepreneurship Development Institute Ahmadabad,
3. Patel.M, J.B , Modi., S.S, 2015, Manual on Business Opportunity Identification & Selection, Entrepreneurship Development Institute Ahmadabad.

MHA
CVPV-407
Comprehensive VIVA-VOCE

Course Code: CPVV-407

Objective: This course intends 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: 50 marks

By the Faculty: 50 marks

External: 50 marks

By external examiner appointed by the university: 50 marks

