SCHEME OF EXAMINATIONS
&
CHOICE BASED CREDIT SYSTEM SYLLABUS

For

Master of Hospital Administration

(Effective from Academic session 2017-2018)

SCHEME-B

Department of Management Studies
Deenbandhu Chhotu Ram University of Science & Technology,
Murthal (Sonepat), Haryana-131039
SCHEME AND INSTRUCTIONS FOR MASTER OF HOSPITAL ADMINISTRATION) EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 credits or until and unless indicated in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 75 marks for semester end examination and 25 marks for internal examination until and unless indicated otherwise.

CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

<table>
<thead>
<tr>
<th>S.no.</th>
<th>Components of Minors</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A)</td>
<td>THEORY COURSES:</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Minor Test – I</td>
<td>40 %</td>
</tr>
<tr>
<td>2.</td>
<td>Minor Test – II</td>
<td>40%</td>
</tr>
<tr>
<td>3.</td>
<td>Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/ Class</td>
<td>20 %</td>
</tr>
<tr>
<td>B)</td>
<td>LAB COURSES:</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Objective test/MCQ</td>
<td>20 %</td>
</tr>
<tr>
<td>2.</td>
<td>Lab. Work / Project</td>
<td>60 %</td>
</tr>
<tr>
<td>3.</td>
<td>Viva Voce/Test</td>
<td>20 %</td>
</tr>
</tbody>
</table>

Note:

a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.

b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION

There shall be a semester-end external examination of 75 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at least one question from each unit.

PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Summer Internship Report will be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Postgraduate Studies and Research.
**Project Report**

Every student will be required to take up a research project within first month of the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Research Project in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

**Project Report Evaluation**

The Project shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the Research Project an external expert appointed by the University on the recommendations of Chairman, PGBOS.

**Comprehensive Viva- Voce**

The Comprehensive viva-voce shall be taken by an external expert appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

**ABBREVIATION USED**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>DSC</td>
<td>Discipline Specific Core Course</td>
</tr>
<tr>
<td>DSE</td>
<td>Discipline Specific Elective Course</td>
</tr>
<tr>
<td>AECC</td>
<td>Academic Enhancement Compulsory Course</td>
</tr>
<tr>
<td>SEEC</td>
<td>Skill Enhancement Elective Course</td>
</tr>
</tbody>
</table>
# Report on Hospital Practices will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department.
* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

### MHA 1ST YEAR (SEMESTER – I)

**Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2017-18)**

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSC</td>
<td>MHA-101-B</td>
<td>Principles of Health Management</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSC</td>
<td>MHA-103-B</td>
<td>Health Economics</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
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<td>3</td>
<td></td>
</tr>
<tr>
<td>DSC</td>
<td>MHA-105-B</td>
<td>Demography, Epidemiology and Bio-Statistics</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
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</tr>
<tr>
<td>DSC</td>
<td>MHA-107-B</td>
<td>Organization Behaviour &amp;Health Psychology</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SEEC</td>
<td>MHA-109-B</td>
<td>Corporate Communication</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
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<tr>
<td>SEEC</td>
<td>MHA-111-B</td>
<td>Report on Hospital Practices*</td>
<td>- - 2 -</td>
<td>-</td>
<td>50</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>AECC</td>
<td>MHA-113-B</td>
<td>Information Technology For Health Managers*</td>
<td>3 - 2 4</td>
<td>50</td>
<td>25</td>
<td>25</td>
<td>100</td>
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### MHA 1ST YEAR (SEMESTER – II)

**Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2017-18)**

<table>
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<tr>
<th>Type of Paper</th>
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<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSC</td>
<td>MHA-102-B</td>
<td>Accounting for Healthcare</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
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<td>3</td>
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</tr>
<tr>
<td>DSC</td>
<td>MHA-104-B</td>
<td>Health Policies and Programs</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
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</tr>
<tr>
<td>DSC</td>
<td>MHA-106-B</td>
<td>Hospital Administration and HRM</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
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<tr>
<td>SEEC</td>
<td>MHA-108-B</td>
<td>Research Methodology</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSE</td>
<td>Elective Paper - 1</td>
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<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
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<tr>
<td>DSE</td>
<td>Elective Paper - 2</td>
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<td>4 - - 4</td>
<td>75</td>
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<td>-</td>
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<tr>
<td>DSE</td>
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<td></td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
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### Second Semester Electives

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<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSE</td>
<td>MHA-110-B</td>
<td>Marketing of Healthcare Services</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>DSE</td>
<td>MHA-112-B</td>
<td>Hospital Operations Management</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>DSE</td>
<td>MHA-114-B</td>
<td>Healthcare and Hospital Environment</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
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<tr>
<td>DSE</td>
<td>MHA-116-B</td>
<td>Entrepreneurship and Consultancy</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

### SUMMER INTERNSHIP

Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.
Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
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</tr>
<tr>
<td>DSC</td>
<td>MHA-201-B</td>
<td>Strategic Management in Healthcare</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>DSC</td>
<td>MHA-203-B</td>
<td>Legal and Ethical Issues in Hospital Administration</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>DSC</td>
<td>MHA-205-B</td>
<td>Administration of Clinical &amp; Non-Clinical Services</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
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<td>100</td>
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<tr>
<td>SEEC</td>
<td>MHA-207-B</td>
<td>Summer Internship Report*</td>
<td>- - -</td>
<td>2</td>
<td>50</td>
<td>-</td>
<td>-</td>
<td>50</td>
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<tr>
<td>AECC</td>
<td>MHA-209-B</td>
<td>Management Information System for Healthcare</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>DSE</td>
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<td>Elective Paper - 4</td>
<td>4 - -</td>
<td>2</td>
<td>75</td>
<td>25</td>
<td>-</td>
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<tr>
<td>DSE</td>
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<td>Elective Paper - 5</td>
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<tr>
<td></td>
<td></td>
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<td>150</td>
<td>650</td>
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</table>

* Summer Internship Report will be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Post Graduate Studies and Research.

Third Semester Electives

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>L T P</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DSE</td>
<td>MHA-211-B</td>
<td>Financial Management for Health Administration</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSE</td>
<td>MHA-213-B</td>
<td>Health Tourism</td>
<td>4 - -</td>
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<td>25</td>
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<tr>
<td>DSE</td>
<td>MHA-215-B</td>
<td>Hospital Management Control Systems</td>
<td>4 - -</td>
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<td>100</td>
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<tr>
<td>DSE</td>
<td>MHA-217-B</td>
<td>Health Education</td>
<td>4 - -</td>
<td>4</td>
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<td>25</td>
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<tr>
<td>DSE</td>
<td>MHA-219-B</td>
<td>Hospital Record Management</td>
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<td>75</td>
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<td>-</td>
<td>100</td>
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</tr>
<tr>
<td>DSE</td>
<td>MHA-221-B</td>
<td>Management of support Service in Hospital</td>
<td>4 - -</td>
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<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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</tr>
</tbody>
</table>

- The students may go for hospital visits for two/three working days in a week. The time table may be adjusted accordingly.
## MHA 11th Year (Semester – IV)

### Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)

<table>
<thead>
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<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
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<th>Duration of Exam Hours</th>
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<tbody>
<tr>
<td>DSC MHA-202-B</td>
<td></td>
<td>Patient Care Services</td>
<td>4 - -</td>
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<tr>
<td>DSC MHA-204-B</td>
<td></td>
<td>Health Insurance</td>
<td>4 - -</td>
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<td>75</td>
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<tr>
<td>DSC MHA-206-B</td>
<td></td>
<td>Quality Management in Healthcare</td>
<td>4 - -</td>
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<td>-</td>
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<tr>
<td>DSE MHA-218-B</td>
<td></td>
<td>Management of Clinical and Super</td>
<td>4 - -</td>
<td>4</td>
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<td>-</td>
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<tr>
<td></td>
<td></td>
<td>Specialty Services in Hospitals</td>
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</tr>
<tr>
<td>DSE MHA-220-B</td>
<td></td>
<td>Accreditation of Healthcare Services</td>
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<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
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<td>3</td>
</tr>
</tbody>
</table>

| Total         |            |                                        | 24      | 30     | 575            | 175                | 750             |             |                        |

* One hour teaching load will be counted for every teacher for project work.

* Project Report will be evaluated by an external examiner appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

# Comprehensive Viva-voce shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

### Fourth Semester Electives

<table>
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<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
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<th>Internal Assessment</th>
<th>Practical Marks</th>
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<th>Duration of Exam Hours</th>
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</thead>
<tbody>
<tr>
<td>DSE MHA-214-B</td>
<td></td>
<td>Industrial Relations and Conflict</td>
<td>4 - -</td>
<td>4</td>
<td>75</td>
<td>25</td>
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Approved in 13th Meeting of Academic Council held on 18/06/2018
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.

Unit-I: Basic management concepts, functions and managerial process, managerial skills and competencies History, evolution and recent development in management theories: classical, neo-classical and modern. continuing management themes – quality management, learning organization. Application of management concepts to healthcare organizations.

Unit-II: Planning: meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Unit-III: Organizing: organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design, hospital organizational structure and its nature. Leadership: meaning, styles and theories

Unit-IV: Motivation-concept, theories of motivation. Health management control: concept and process, types of control, feed forward, concurrent and feedback controls: an overview of control techniques; managerial ethics and social responsibility in healthcare.

Recommended Books:
2. Fundamental of Management, Robbins, Pearson Education.

Reference Books:
1. Management, Stoner, Freeman and Gilbert, Jr, Pearson
2. Education Essentials of Management, Massie, Joseph L.,

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
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.

Unit-I: Health economics, nature & scope, role of economic analysis in health care decision making, basic concepts, resource allocation for public health and rationale of govt. intervention & control, objectives of health organization, health services demand and elasticity of demand, demand estimation & forecasting of health services.

Unit-II: Determinants of costs of different medical services, opportunity cost, effectiveness accounting cost, marginal costing and their application in managerial decision making in health organization; criteria for investment decision in hospitals.

Unit-III: Pricing strategies and tactics of medical care services in government and private health organization; Difference between profit and non-profit making health care institutions; Health in human development index.

Unit-IV: Frame work of economic, social and political environment in health care services, economic design & models, efficiency and economic evaluation, valuation of non-health services resources.

Recommended Books:
3. Health Economics Concept and Experiences, pain, AK-ICFAI

Reference Books:
4. Annual Report of WHO

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: After completion of fundamentals of Epidemiology of Biostatistics, students will be able to apply the learnt principles to the prevention of disease and improvement of health. This will also enable the students to demonstrate competency in evaluation of screening process, statistical/epidemiology methods and epidemiologic studies.

Unit-I: Introduction and scope, Definition, Concept Population Scenario and Trend, Sources of Recognize and analyze typical demographic patterns arising from the data. Identify and compare the advantages and disadvantages of the different sources of demographic data, Describe basic demographic indicators and elaborate on their computation and interpretation, Describe the distribution of a population using various demographic characteristics, Introduce population projection calculations and analysis Project a population using appropriate equations and assumptions.

Unit-II: Introduction to Epidemiology: Basic measurements, Use of Epidemiology, Measurement of morbidity and mortality. Dynamics of disease transmission. The role of epidemiology in Public health: Types of Epidemiology and Methods of epidemiological studies, socioeconomic status and occupation as determinant in disease distribution.

Unit III: Basic Concepts: Introduction & definition, presentation of data, frequency distribution, measurement of central tendency, Mean, median, mode, measures of disease frequency, measurement of dispersion mean & standard deviation, Primary & Secondary data collection, classification of data, charting of data- Bar chart, Histogram, one dimensional and two dimensional graphs.

Unit-IV: Concept of Sampling: Probability and non-probability sampling techniques, selection methods, size of sampling, sampling distribution, error in sampling, and normal curve & poison distribution, Testing of Hypothesis & Test of significance: Normal test, t-Test, Chi square Test.

Recommended Books:
1. Demography of health and health care, Pol, LG- Plenum Publication.
   Studies in demography, Srivastava,SC- Anmol publication.
2. Biostatistics: An Introduction, Pearson Education
   Biostatistics, Daniel-WIE Publication.
3. Statistical Methods, Gupta S.P- Sultan Chand & Sons.

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: This course intends to develop understanding of the students of individual and group behavior in organizational set-up.

Unit-I: Foundation and background of OB, nature and scope of OB, elements and contributing disciplines of OB, evolution and models of organization behavior. Various fields of psychology, Methods of Psychology (Introspection, observation, experimentation) with special implications for health care.

Unit-II: Individual differences – Attitudes: concept, types and measurement of attitude. Values: concept, types and formation of values. Perception-concept, process & application; personality-concept, determinants, theories and applications; learning- meaning, process and theories.

Unit-III: Group behavior: concept, types of groups, group development: concept, stages. Teams –meaning, types, team roles; difference between groups and teams. Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics: reasons and managing organizational politics.

Unit-IV: Stress-causes, consequences and management; Mental Health Issues: health behavior and health promotion, gender differences in health sector, bio psychosocial aspects of health, concept, significance, process, prerequisites. Health care issues with special reference to Indian context.

Recommended Books:
1. Manika Ghosh, Health Psychology, Pearson Education.

Reference Books:
4. Organizational behaviour – Luthans, Fred, McGraw Hill Education. PS James, Organizational Behavior, Pearson Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
CORPORATE COMMUNICATION
MHA-109

L T P Credit 4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Objective: To understand the importance of business communications and its role in organizations

Unit-I: Communication-definition, concept, process of communication; Corporate Communication –definition, importance, various kinds of corporate communication in hospitals, corporate communication functions, role of administrator in corporate communication; Defining and segmenting stakeholders in corporate communication; Corporate identity, relevance of corporate identity for hospitals, corporate identity strategy in hospitals.

Unit-II: Advertising-features of advertising, types of advertising; Branding, brand building; methods of branding and advertising healthcare services, trends and limitations in healthcare advertising and media, use of various media for health service promotions; Sales Promotion - types of sales promotion, designing sales promotion programme for hospitals.

Unit-III: Public Relations-concept, need of Public Relation, types of Public Relations, tools of Public Relations, managing Public Relations; communication with referring physicians, communication with health insurance companies; Publicity; Corporate reputation management; Crisis Communication - concept, importance and management,

Unit-IV: Events, sponsorships and trade shows; Direct Marketing-direct marketing media, ethics indirect marketing; Customer Relationship Management, Patient Management & CRM; Consumer satisfaction, patients’ rights, Hospitals role and responsibility in preserving patients’ rights.

Recommended Books:

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
REPORT ON HOSPITAL PRACTICES  
MHA-111

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.

1. Students will be asked to collect 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. Students will give a formal presentation of the report before the Committee comprising of minimum two internal faculty members appointed by the chairman of the Department.

4. Minimum two departments that may be visited for preparing the report are:

<table>
<thead>
<tr>
<th>Admission</th>
<th>Library in Hospital</th>
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<tr>
<td>Billing &amp; Discharge</td>
<td>Maintenance Department</td>
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<td>Bio-Medical Department</td>
<td>Marketing</td>
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<td>Burn Units</td>
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<td>Central Sterile Supply Dept.</td>
<td>Mortuary</td>
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<td>Computerized Medical Record</td>
<td>OPD Services</td>
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<td>Critical Care Unit</td>
<td>Operation Theatre</td>
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<td>Dental Service</td>
<td>Personnel / H R Dept.</td>
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<td>Diagnostic Imaging</td>
<td>Pharmacy Services</td>
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<td>Dialysis Unit</td>
<td>Public Relation Office</td>
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<td>Emergency</td>
<td>Reception</td>
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<td>House Keeping</td>
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<td>Imaging Services</td>
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<td>Kitchen &amp; Dietary Services</td>
<td>Telemedicine</td>
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<td>Laboratory Services</td>
<td>Transportation Services</td>
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<td>Laundry &amp; Linen Services</td>
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Format of the Report to be submitted:

i. Introduction          ii. Functioning of department
iii. Observation         iv. Recommendation
v. Conclusion
**INFORMATION TECHNOLOGY FOR HEALTH MANAGERS**

**MHA-113**

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External Marks: 50  
Practical Marks: 25  
Internal Marks: 25  
Total Marks: 100  
Time: 3 Hours

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

**Unit-I:** Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Operating Systems: Basic features, types; Computer Languages: Basic features and Classification, Applications of Computers in healthcare.

**Unit-II:** Introduction to Data Processing and Management-Basic of Data Processing: Data and Information, Data Processing Activities, File management and organization: Types of files, Basic file management operations. Introduction to Database Management: Concept, Models and Characteristics.

**Unit-III:** Computer Networks: Evolution, Advantages, types of computer networks, Basic components of computer networks, Internet: Concept, features, how it works, Internet applications in business and healthcare; Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing.

**Unit-IV:** Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, auto fill features, inserting formulas and functions, Inserting charts and graphs, macros, managing page layouts and printing; Presentations using MS PowerPoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

**Recommended Books:**
1. Dhunna, Mukesh and Verma, Deepak, Computer Networks and Internet, Vayu Education of India Patrice – Anne Rutledge, Office 2013,

**Reference Books:**

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
ACCOUNTING FOR HEALTHCARE
MHA-102

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External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

**Objectives:** The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

**Unit-I:** Accounting: Meaning, process, importance & scope in healthcare, Journal: Concept of Journalizing, Rule of debit and credit applicable to different type of healthcare transactions and types of accounts.

**Unit-II:** Ledger: Meaning, rules regarding posting and comparison between Journal and ledger. Trail Balance: Meaning and importance of trial balance in healthcare, Posting and Preparation of trial balance.

**Unit-III:** Depreciation: Meaning, causes of depreciation, methods of computing depreciation for capital health care equipment’s – straight line method and diminishing balance method. Budgeting in healthcare service - Steps, budgeting of operating cash, Plant & equipment budget.

**Unit-IV:** Final Accounts without adjustments: Trading account, profit & loss account and balance sheet. Accounting for non-profit organizations; Receipt & payment account, income & expenditure account. Difference between receipt & payment account and income & expenditure account.

**Recommended Books:**
1. Dhamija, S. Accounting for Manager, Pearson Education.

**Reference Books:**

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HEALTH POLICIES AND PROGRAMS
MHA-104

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External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Objective: After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community.

Unit-I: Health Policy In India: Historical growth of public policy in health and medical care, National Health policy, Population Policy, Blood & Drug Policy.

Unit-II: Health Planning: Need for Planning, Concept of Planning, Concept of Programme Planning, Process, Need Assessment, Community Diagnosis, National Health planning in India, Role of Health Ministry, and Planning Commission & Directorate of Health Services. Analyzing the achievements of Five year plan in Health sectors, national health plan and review on health care.

Unit-III: Management of National Health Programmes-I : Introduction to health situations in India, Health sectors in Development planning in India after independence, Organization network of health & family welfare services at the center, state, district & block level.


Recommended Books:
1. Text book of social & preventive medicine, K. Park, M/s Banarasidas Bhanot
2. Text book of Social & preventive medicine, B.K Mahajan, Jaypee

Reference Books:
1. Moment & Hospital, S.L Goel & R.Kumar, Deep & Deep, New Delhi
2. The Evolution of International Health Systems, Camper, G.E, OUP Publication.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: This course intends to develop understanding of the students of concepts, techniques, theories and practices of human resource management in hospital.

Unit-I: Hospital Administration: Introduction, nature and scope of a hospital, functions of the hospital, history of Indian hospitals, difference between a hospital & an industrial organization, Types of hospitals, hospital ethics and challenges to hospital administration, hospital administration as a profession. Corporate social responsibility of hospitals.

Unit-II: HRM in Hospitals: concept, nature, importance and functions of Human Resource Management, strategies in HRM, Role of HRM in hospitals, manpower planning: nature, scope, objectives and process. Role and functions of hospital administrator, hospital as an organization, Role of hospital administration in education and research. Hospital as system: System approach to hospital administration.

Unit-III: Administration of specific issues: recruitment and selection, training programme of manpower in hospitals, working conditions, welfare and safety measures for employees, Health services, Counselling: nature, types and functions. Collective bargaining: concept, importance, functions and principles.


Recommended Books:
1. R.C. Goyal and DK Sharma, Hospital Administration and HRM, PHI Learning Private Limited. Hospital Administration and Management

Reference Books:
4. Management of Hospital – S.L Goel & Kumar

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objectives: The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a research question. The learning focus is on developing business research skills to underpin the approach taken to a work integrated project.

Unit-I: Defining Research Methodology: Introduction, defining research problems, selection of problems, techniques involved defining problem. Research design: Meaning of research design, need for research design, features of good design, different research designs: exploratory, Descriptive & experimental research design.


Unit-III: Data collection, Processing of data: Various methods of data collection: Primary & secondary sources. Data Processing: Fieldwork validation, data editing, coding, classification & tabulation of data.


Recommended Books:

Reference Books:
3. Research Methodology for Biological Science, Gurumani-MJP.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MARKETING OF HEALTHCARE SERVICES
MHA-110

L T P Credit: 4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

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.

Unit-I: Service marketing: concept, nature and Scope. Relationship between marketing and other healthcare functions, Beneficiary behaviors, marketing strategies, evaluation and control, Marketing information and research in health care.

Unit-II: Marketing and Medical ethics, Marketing of hospital and health facilities, social aspects of marketing and its implication on health sector, privatization of health and hospitals services, marketing of rural health Services selection.

Unit-III: Marketing Mix: elements of Marketing mix, Specialty Services and their management, develop a new service concepts launching health care Services, Demand forecasting and its application for health care sector, Locating a health care facilities, promoting health care services.

Unit-IV: Services cost analysis, services pricing and professional fees, training and coordination of health personnel, marketing audit and control of health care systems.

Recommended Books:

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HOSPITAL OPERATIONS MANAGEMENT
MHA-112

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Objective: This course intends to familiarize the students of various activities and operational aspects in a hospital.

Unit-I: Overview and definition of operations management, classification of operations, service design, Developing services operations strategy, facility location: importance of location, factors affecting, decision process for location, hospital layout: types of layouts, product, process, service facility layout.

Unit-II: Overview of hospital operations management: role and decisions, productive systems in a hospital, Role of front office and back office in hospital operations management. Operations strategy as a competitive tool, advanced operations technology, application of health information operation management system in modern healthcare system.

Unit-III: Maintenance Management: Objectives, types of maintenance systems, Medical Equipment Maintenance (In-house and AMC) equipment maintenance, quality and reliability, concept of failure, equipment history and documents. Maintenance planning, maintenance information system, replacement policy, biomedical technology, application in hospital environment, calibration tests of equipment, maintenance features, hazards. Replacement of old equipment’s and Buyback Policy

Unit-IV: Material management: Importance of material management, Principles of material management, material forecasting, Inventory management and analysis, Import formalities relating to Medical Equipment’s, Letter of credit, service contracts. Purchase style, need assessment, Justification of purchase proposal, Hospital Need Assessment, Tender system, Condemnation and disposal, Economic order quantity, safety stock, lead time, Hospital, spare parts stocking techniques and polices, Impact of inventory control on profitability of the Health care organization

Recommended Books:
1 Srinivasan A.V., Managing a Modern Hospital, Response Books.
2 Mahadevan B., Operation Management: Theory and Practices, Pearson Education.
3 Gopalakrishna, P., Materials Management, PHI Learning.

Reference Books:
1 Gopalakrishna, P., Purchasing and Materials Management, McGraw Hill Education.
2 Raghuram, G. and Rang raj, N., Logistics and Supply Chain Management, Concepts and Cases. Sahay, B.S., Supply Chain Management for Global Competitiveness,
3 Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objectives: The objective of the subject is to provide an insight to the students about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global hospital environment. Another major aim of this subject is to help the management students identify economic trends and business currents that affect individual hospital and the wider hospital industry.


Unit-IV: Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

Recommended Books:
1 Vanita Agrawal, Managerial Economics, Pearson
2 Education. Paul’s, Readings in Economics, McGraw Hill Education.

Reference Books:
1 Dwivedi D.N, Microeconomic Theory, Vikas Publications.
3 Peter, Z & Fredrick, B., Health Economics, Oxford Publication.
4 Shanmugansundaram, Y., Health Economics, Oxford Publication. Mills,
6 Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
7 S.L Goel, Healthcare Management and Administration, Deep & Deep publications Pvt.Ltd., New

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit
ENTREPRENEURSHIP AND CONSULTANCY IN HEALTHCARE
MHA-116

L T P Credit External Marks: 75
4 0 0 4 Internal Marks: 25

Total Marks: 100
Time: 3 Hours

Objective: To create interest in students to start a venture, learn the intricacies of starting as enterprise, identifying opportunities, including enterprising values with orientation towards setting up own enterprises and equip the student to take up consultancy work in various facets of hospital management.

Unit-I: Overview of Entrepreneurship: meaning and Definitions; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Entrepreneurial Training; Traits/Qualities of an Administrator ; Administrator Vs. Entrepreneur; Innovator vs. Entrepreneur.

Unit-II: Opportunity / Identification for starting up a new enterprise/ hospital; Collaboration with NGO and their supportive system for new enterprise creation and its establishment. Conducting Feasibility Studies: Operational, Market, Accounting, Technical studies. Environmental scanning opportunities in health care. Project Finalization; Sources of Information.


Recommended Books:
2. Rajeev Roy, Entrepreneurship, Oxford University Press.
3. D.C Joshi, Hospital Administration; Jaypee Brothers, New Delhi.

Reference Books:
5. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, McGraw Hill Education.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
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-I: Concepts/approaches of strategic management, Strategy formation, levels of approaches to strategic health decision making, process of strategic management, roles of strategies, mission and objectives, Strategic health system, environment - concept, components and appraisal in health system.

Unit-II: Strategic implementation and control, Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis; External analysis- Importance, Process of external analysis, service area, competitor analysis. Internal analysis- Process, Importance and competitive advantage.


Unit-IV: Value adding service delivery strategies and its importance. Implementation Strategies- Process for developing service delivery strategies. Value adding support strategies- Importance, Implementing support strategies, Implementing support strategies. Process for developing support. Communicating strategy and developing action plans: Importance, Implementation through action plans - the process of developing action plan a balanced score card approach, implementation challenges.

Recommended Books:

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Legal and Ethical Issues in Hospital Administration

MHA-203

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

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.

Unit-I: Legal aspects in health care: Introduction, Health as a fundamental right; Hospital services and law – Medical ethics including Hippocratic oath, declaration of Geneva and international code of medical ethics and violation of these ethics; informed consent; rights and responsibilities of patients; confidentiality issues with respect to contractual obligations towards the patients, electronic medical records and Health Insurance Portability and Accountability Act (HIPPA); Liability and accountability towards patients and third parties and employees, vicarious liability.

Unit-II: Medical negligence: Definition, The Bolam test, Civil and criminal negligence, Relevant sections of Indian Penal code, Defense against medical negligence; The Consumer Protection Act – it’s scope, various levels of consumer courts (District forum, State Commission, National Consumer Dispute Redressal Forum) and procedure followed in each; Professional Indemnity; Legal Implications in Medical Emergencies; Euthanasia-its types and the international & national Perspective ; the concept of Living Will.


Unit-IV: Regulatory framework of hospitals: The Indian Medical Council act; Regulatory requirements to set up a Blood Bank; Legal aspects of Assisted Reproductive techniques

Recommended Books:
2. George D Pozgar: Legal Aspects of Health Care Administration, Aspen publications.

Reference Books:
2. B.S. Moshal: Business & Industrial Law, Ane Books

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Administration of Clinical & Non-Clinical Services

MHA-205

L T P Credit
4 0 0 4

External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Objectives: This course is aimed at developing awareness among students regarding concept of location, layout and the infrastructure and staff requirements. They would be able to enumerate general procedures and policies and procedures followed in each of these.

Unit-I: Hospital Planning: Changing system of Health Services concepts in planning, designing and space, Site surveys for planning a hospital, Hospital buildings an overview, External architectural aspects, Internal arrangements, Hospital hygiene, Lighting & Ventilation, Role of administrator in building a hospital

Unit-II: Clinical Service Areas: Outpatient Department, Operating Department, In patient Deptt, Ward designing- general & specialized, Intensive Care Unit-general & specialized, Nuclear Medicine Department, Physical Medicine Department, Burns, paraplegic and Malignant Diseases Treatment Centers, Nephrology services - Renal dialysis unit, Transplantation unit

Unit-III: Support Services: Radiological and other imaging services, Hospital Laboratory services, Blood Transfusion services, Ambulance services, Pharmacy services, Central Sterile Supply Department (CSSD), Oxygen Manifold/Concentrator, Dietary services, Hospital Laundry

Unit-IV: Utility services: House keeping services, Hospital Engineering Services, Hospital Stores, Medical Records, Admission, enquiry and registration, Hospital establishment and offices, Cafeteria services, Welfare services, Mortuary

Recommended Books:

Reference Books:
3. Joseph Karlton: Hospital Management: Himalaya Publication
6. Hospital Planning; G.D. Kunder
7. Hospital Admistration: Mc Gibony
8. Management of Modern Hospital: A.V. Srinivasan

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
SUMMER INTERNSHIP REPORT  
MHA-207

External Marks: 75  
Internal Assessment: 25

**Objective:** This course intends to familiarize and develop understanding of the students about the organizational set up of hospitals in different set-ups i.e., Government sector, charitable or missionary hospitals, nursing homes, teaching hospitals and corporate sector.

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department from the last date of completion of their summer internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 25 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 75 marks shall be made by external examiner appointed by the University on the recommendation of PGBOS.
Management Information System for Healthcare

MHA-209

L   T   P   Credit External Marks: 75
4   0   0   4   Internal Marks: 25

Total Marks: 100

Time: 3 Hours

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.


Unit-II : Strategic role for information system, Infrastructure for Health Services Information Systems and Technology (IS&T): Hardware, software and human resource infrastructure, Data Management Activities, networking/telecommunication platforms, User Education and Training, Security and Confidentiality, Legal Issues Related to Software


Recommended Books:
1  O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems, 9/e: Tata McGraw Hill

Reference Books:
3  Ravi Kalakota, Frontier of Electronic Commerce, Pearson Education

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
FINANCIAL MANAGEMENT FOR HEALTH ADMINISTRATION

MHA-211

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Objective: This course intends to familiarize and develop understanding of the students of the financial management processes for optimum utilization of financial resources in healthcare sector.


Unit-II: Capital budgeting objectives, process of capital budgeting. Methods of capital budgeting: Pay-back period, Average rate of return, Net present value method, internal rate of return and profitability index.

Unit-III: Capital Structure: Meaning, Irrelevance of capital structure; Brief introduction about theories of capital structure: Net Income (NI), Net Operating Income (NOI) Approach, Traditional approach and Modigliani-Miller (MM) approach without taxes, EBIT-EPS analysis.


Recommended Books:

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HEALTH TOURISM

MHA-213

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External Marks: 75
Internal Marks: 25
Total Marks: 100
Time: 3 Hours

Objective: This will be an introductory module giving the basis of tourism studies. This will give an overview of tourism industry and various organizations.

Unit-I: Medical tourism: brief introduction to medical tourism, meaning, definition and historical background. Factors affecting medical tourism, risk and benefits of medical tourism, sponsored medical tourism.

Unit- II: Government policies regarding medical tourism, ethical aspects and legal implication of medical tourism, international patient safety goals, marketing of medical tourism. Role of hospital In medical tourism.

Unit-III: Elements of medical tourism: attractions, quality of care, care of travel, language. Medical tourism in India opportunities and challenges. Role of international hospital accreditation in medical tourism.

Unit-IV: Medical tourism association: medical travel and health tourism, medical tourism certification. Medical tourism agents and facilitators. Role and contribution in medical tourism in Indian economy.

Recommended Books:

Reference Books:
3. Bhatia, A.K., - International Tourism

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: To acquaint the students with the process of evaluating, monitoring, and controlling in healthcare organizations so that there is efficient and effective allocation and utilisation of resources in adhering to the predetermined goals.

Unit I: Management Control System: meaning, need and scope, factors affecting the need of management control system in hospitals, Applications of Responsibility Centers in healthcare organizations- Investment centers, Revenue and expense centers, Profit centers.

Unit II: Budgetary control- budget, budgeting and budgetary control, Types and Preparation of various budgets, Zero base budgeting and performance budgeting, process and Prerequisites of effective Budgetary control system in healthcare sector and limitations. Activity based costing-elements, process, uses and limitations.


Unit IV: Applications of techniques of marginal costing as management controlling system, Qualitative aspects of Management control system in hospitals, healthcare audit as controlling tool in hospitals.

Recommended Books:
1. Atkinson, Management Accounting, Pearson Education.

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: Identify the definitions, concepts, dimensions, determinants and dynamics of health and wellness that influence personal health, community health and the quality of life. Participate in learning experiences that reflect the responsibilities and competencies of the entry-level health educators.

Unit-I: Health education-introduction—definition, objectives, principles, methods, application and tools. Basic concepts of health education-health for all strategy-Development and promotion of health education through primary health center’s-National health policy.

Unit-II. Health education vs. propaganda-adopt process-Rogers model-application-measurement of health status-educational diagnosis-community participation-health promotion.

Unit III: Role of professional health education in health promotion-community organization, neighborhood-community structure-leadership pattern-development strategies-planned social change


Recommended Books:
1. Ramachandran& Dharmalingam: Health Education a new approach.

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HOSPITAL RECORDS MANAGEMENT

MHA-219

L    T    P    Credit          External Marks: 75
4    0    0    4              Internal Marks: 25
                             Total Marks: 100
                             Time: 3 Hours

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

Unit-I: The History and significance of Medical records: History –meaning, purpose, development and content-format, uses, role and importance.

Unit-II: Medical Record department –objective- standards and policies .Assembling-filing coding-indexing-deficiency-checking retrieval-Retention and storage.

Unit III: Other services-Inpatient, outpatient, control of movement of records, statistics. Legal aspects of medical records. Medical forms and registers standardization, availability, design and control, basics forms, hospital administrative records, clinical records.

Unit-IV: Computerization /EMMR of medical records quality control of medical records, administrative application, active, inactive records. Qualitative and quantitative analysis, Medical audit,-standards-responsibility-infection control documentation-general instructions.

Recommended Books:
1. Huffman Edna K. , Medical Record Management, Physicians' Record

Reference Books:

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MANAGEMENT OF SUPPORT SERVICES IN HOSPITAL

MHA-221

L  T  P  Credit External Marks: 75
4  0  0  4 Internal Marks: 25

Total Marks: 100

Time: 3 Hours

Unit-I: Administrative Services: Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department.

Unit-II: Other Supportive Services: Admitting department, Medical Records Department (MRD), Central Sterilization & Supply Department (CSSD), Pharmacy, Materials Management, Food Services Department, Laundry & Liner Services, Housekeeping, Volunteer Department; IT and Health – Telemedicine services.

Unit III : Public Areas/Staff Facilities: Entrance/lobby, Waiting area, Gift shop/Book Shop/Florist, Coffee Shop cum-Snacks Bar, Meditation/quiet room, Staff facilities; Management of Hospital Parking and Traffic Control.

Unit-IV : Utility Services: Engineering Department, Maintenance Department, Clinical (Biomedical Engineering), Electrical System, Air Conditioning System, Water supply and sanitary system, Centralized Medical gas system, Communication system, Environment Control, Solid Waste Management, Transportation and Ambulance services.

Recommended Books:
1  B.M. Sakhankar: Principles of Hospital Administration & Planning, Jay Pee Publications
2  G.D. Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill

Reference Books:
1  Jaydeep Das Gupta: Hospital Administration and Management - A Comprehensive Guide, Jay Pee Publications
2  Shakti Kumar Gupta, Sunil Kant and R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles & Practices, Jay Pee Publications.
3  Dr. S.L. Goel and Dr. R. Kumar: Hospital Administration& Management Theory & Practice, Deep & Deep Publications.
4  A.V. Ramasastri Srinivasan: Managing a Modern Hospital, Response Books.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
**Objective:** This course intends to familiarize and develop understanding of the students of the activities and processes involved in various services offered to patients in a hospital.

**Unit I:** Patient care: meaning, definition and importance of improving the quality care of patients, factors influencing patient care services in a hospital, patient care coordinator and his role in patient care, evaluation of patient care services.

**Unit II:** Administration department: role and responsibility of hospital administration, medical superintendent, nursing superintendent, resident medical officer, public and guest relation officer. Importance of information in patient care, communication of medical information, management of patient attendants.

**Unit III:** Hospital record management: meaning, historical background, purposes and scope of medical record, medico legal importance of medical record, retention and processing of medical record. Computerization and quality control in medical records. Legal responsibilities and general policies and procedures of the hospital for the confidentially maintained for patient record, electronic medical record: meaning, purposes, uses and importance, advantages and disadvantages and legal implications.

**Unit IV:** Medical audit: meaning, purposes, uses and Importance, types of medical audit and process of medical audit, medical audit committee. Quality assurance: meaning and definition of quality assurance in healthcare, quality assurance method and practice, difference between quality assurance and quality control.

**Recommended Books:**

**Reference Books:**

**Note:** Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HEALTH CARE AND INSURANCE

MHA-B-204

L T P Credit External Marks: 75
4 0 0 4 Internal Marks: 25

Total Marks: 100

Course Objective
This course aims at providing students with a comprehensive understanding of the theoretical and applied aspects of Health Insurance.

Unit-I
Insurance- Meaning, principles, types of insurance and their importance. Health Insurance- need, present scenario healthcare sector, factors affecting the growth of health insurance sector in India, Role of IRDA as a regulator on health insurance sector.

Unit-II
Operations and distribution of Health Insurance: Health Insurance plans and segmentations, re-insurance, underwriting, actuary, Distribution channels in health insurance- online v/s off-line mode of distribution, insurance brokers and agents, banking outlets.

Unit III
Third Party Administration (TPA): Origin of TPA, role of TPA as mediator, functions of Third Party Administration, process of claim administration, prerequisites to become TPA.

Unit-IV
Health Insurance plan Formulation and Evaluation: agenda setting the formulation of health insurance plan in India, problems faced during the implementation of health insurance plan, analysis and evaluation of health insurance plan.

Recommended Books:
1. Black, Life and Health Insurance, Pearson Education.
2. Charles, C., Hospital and Health Insurance Plans, Anmol.

Reference Books:
2. Gupta, PK., Fundamentals of Insurance, HPH.
4. Aviva Ron, Brian Abel, Health Insurance in Developed Countries, ILO Office

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: The objective of this paper is to introduce the student to the concept and practice of Quality Management and Control.

UNIT I: Aspects of quality - Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Contribution of quality gurus. Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SQPC, SQC, CWQC, TPM, TQC.

UNIT II: Total Quality Management: Definition, underlying concepts, implementation and measurement of TQM, Internal Customer Supplier relationship, QFD, Quality Circles, Quality Improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM.


Recommended Books:
1. Grant, Eugene L. and Leavenworth Richards. Statistical Quality Control, TMH.
2. Quality circle forum of India. “Excellence through participation: Quality the only way” QCFI, Hyderabad.

Reference Books:
1. Hospital Administration, Francis Cm., Souza M. C. De, Jaypee brothers medical publishers (p) ltd.
3. Al-Assaf, Health Care Quality: An International Perspective, WHO.
5. Total quality management- Aswathappa- Himalaya Books House
6. Quality Management- P.C. Tripathy
7. Quality Management- Barnett- Pitman publishing

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: To familiarize the students to identify the areas of safety and risk, and familiarize the hospital administrators in the area of disaster management.

Unit-I: Disaster Management: Objectives, Basic Concepts, Disaster Classification, Disaster Process, Spectrum of Disaster Management, Special Characteristics, Principles of Disaster Planning, Disaster and Health Problems, Organization for Medical Relief, Principles of Mass Casualty Management, Objectives of and Need for Hospital Disaster Plan, Disaster Committee, Organization, Role and Responsibilities, Organizing Disaster Facilities, Disaster Response, Alert and Recall, Deployment, Disaster Administration, Disaster Manual, Disaster Drill. Role of NGO in disaster management.


Unit-III: Hospital Acquired Infection (HAI): Objectives, Control and Prevention, Security, Engineering Aspects, Nursing Care, Waste Disposal, Antibiotic Policy, Hospital Infection Control Committee, Composition, Role and Functions, Surveillance, Processing of Information Collected, Mode of transmission, Interruption of Transmission, High Risk Procedures, Training & Education, Universal Precautions for HealthCare Workers


Recommended Books:

Reference Books:
2. Text Book of Critical Care, Stephen Ayers & Garmvik, Holbook and Shoemaker.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
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 full duration of the programme i.e., in all the four semesters of the course. The evaluation would be for the research project as also the comprehensive learning during the 4th semester.

The Project Report /Dissertation shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The detail guidelines will be provided by the department as separate document.
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 i.e., in all the four semesters of the course. The evaluation would be for the research project as also the comprehensive learning during the 4th semester.

The Comprehensive Viva Voce including Project Report Viva Voce shall carry 100 marks in total. The Comprehensive viva-voce shall be taken by an external expert appointed by the University on the recommendation of Chairman, PGBOS. Comprehensive viva-voce will include project Report vice-voce as well.
OBJECTIVES: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and legal aspects of employee relations at the macro and micro levels.

UNIT-I: Legal aspects in health care: Introduction, Health as a fundamental right; Hospital services and law – Medical ethics including Hippocratic oath, declaration of Geneva and international code of medical ethics and violation of these ethics; informed consent; rights and responsibilities of patients; confidentiality issues with respect to contractual obligations towards the patients, electronic medical records and Health Insurance Portability and Accountability Act (HIPPA); Liability and accountability towards patients and third parties and employees, vicarious liability.

UNIT-II: Medical negligence: Definition, The Bolam test, Civil and criminal negligence, Relevant sections of Indian Penal code, Defense against medical negligence; The Consumer Protection Act – it’s scope, various levels of consumer courts (District forum, State Commission, National Consumer Dispute Redressal Forum) and procedure followed in each; Professional Indemnity; Legal Implications in Medical Emergencies; Euthanasia-its types and the international & national Perspective; the concept of Living Will.


UNIT-IV: Regulatory framework of hospitals: The Indian Medical Council act; Regulatory requirements to set up a Blood Bank; Legal aspects of Assisted Reproductive techniques

RECOMMENDED BOOKS:
2. George D Pozgar: Legal Aspects of Health Care Administration, Aspen publications.

REFERENCE BOOKS:
2. B.S. Moshal: Business & Industrial Law, Ane Books

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objectives: The course aims at enabling the students to understand all details of planning before the physical structure of a hospital comes up. They should be able to understand the details of the organization structure that needs to be in place before operational readiness of a hospital.

Unit-I: Definition of a hospital (including difference of hospital from other business organizations, classification of hospitals, Overview of various types of specialty – clinical and supportive services required in a hospital depending on its size ), Planning a new hospital- Principles guiding planning, Steps of planning (including feasibility report, detailed project report and market survey), Financial planning/ equipment planning, Operational/ functional/ master plans, Permanent hospital organization.

Unit-II: Designing: The Design team- constituents, how to choose it and functions of all members, Design development (drawings- small scale, working), (documents-specifications/ tender), (site plan/ bed distribution), Principles/ general features of planning, Preparing for operational readiness, Commissioning, Inauguration, Various processes of architecture.

Unit-III: Organization: Definition, Four aspects of an organizational design, Purpose of an organization, Constituent elements of an organizational structure, Various designs of organization structure or Organizational charts, Dual line of authority, The Organization triad, Delegation of authority or span of management, Role of various committees in a hospital, Roles and responsibilities of a hospital CEO.

Unit-IV: Disaster Management: Basics of Disaster Management and Mass Casualties, Phases of a Disaster, the concept of Triage in a Disaster, Disaster Preparedness- pre-hospital and hospital plan, Disaster alertness in hospital, Disaster Management Planning, organization and implementation.

Recommended Books:

Reference Books:
1. Thomas L. Scraty, Kevin P. Kerrus and Luis G. Vargas: Analytical Planning-The Organization of Systems

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objectives: To familiarize the students in drug development process and Pharmacy, to familiarize the application of technology in health care.

UNIT I: Drug Development:

UNIT II: Pharmaceutical development Process:

UNIT III: Pharmacy Law:

UNIT IV: Concepts & Issues Related to Health care Technology:

Recommended Books:
3 B.M. Sakharkar: Principles of Hospital Administration & Planning, Jay Pee Publications.
4 G.D. Kunders: Hospitals - Facilities Planning and Management, Tata McGraw Hill.

Reference Books:
1 McLaughlin and Kalunzny, Continous Quality Improvement in Health Care: Theory, Implementation and Applications, An Aspen publication
2 Total quality management- Aswathappa- Himalaya Books House

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Objective: To develop norms and standards for accreditation of the Health Care Organization and adopt means of evaluation of such institutions, so as to improve the quality of health care in the community

Unit I: Concept of accreditations and certifications, Accreditation of healthcare organizations, Hospital Accreditation in India-Imitative taken by ministry of health and family welfare, Recommendations for accreditations., Benefits of accreditations.

Unit II: NABH: Brief introduction to NABH, historical evolution of NABH and scope of NABH in future, benefit of NABH accreditation, NABH standards-patient centered standards and organization centered standards

Unit III: Accreditation procedure: preparation for accreditation, pre-assessment, final assessment, level of accreditation-entry level accreditation, progressive level, accreditation, surveillance and reassessment. NABH guidelines and NABH training

Unit IV: Certifications and Accreditations: ISO Certification, JCAHO (Joint Commission on Accreditation of Health Care Organizations), JCI Accreditation, ISQua.

Recommended Books:
1 Grant, Eugene L. and Leavenworth Richards. Statistical Quality Control, TMH.
2 Quality circle forum of India. “Excellence through participation: Quality the only way” QCFI, Hyderabad.
3 Juran Joseph M. and Gryna Frank M., Quality Control Handbook

Reference Books:
1 B.M. Sakharkar: Principles of Hospital Administration & Planning, Jay Pee Publications.
2 G.D. Kunders: Hospitals - Facilities Planning and Management, Tata McGraw Hill.

Note: Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit