



**BHARATI VIDYAPEETH
(DEEMED TO BE UNIVERSITY), PUNE**

**Faculty of Medical Sciences
MHA - Masters in Hospital Administration
New Syllabus**

Bharati Vidyapeeth

(Deemed to be University)

Center for Health Management Studies and Research

Masters in Hospital Administration (MHA)

SEMESTER I – HEALTHCARE MANAGEMENT BASICS									
Course Code & Course		Theory Credits (Total Hours)	Practical Credits (Total Hours)	Teaching scheme			Examination Scheme (Marks)		
				Theory	Practical	*Tut/ Sem	U/E	I/A	TOTAL
CORE COURSES									
I-101	Organizational Behaviour	2 (30)	1 (30)	3	3	1	60	40	100
I-102	Management Principles	2 (30)	1 (30)	3	3	1	60	40	100
I-103	Human Resource Management	2 (30)	1 (30)	3	3	1	60	40	100
I-104	Hospital Information System	2 (30)	-	2	-	0.5	40	20	60
I-105	Marketing Management	2 (30)	-	2	-	0.5	40	20	60
I-106	Business Communication	2 (30)	-	2	-	0.5	40	20	60
I-107	Management Accounting	2 (30)	-	2	-	0.5	40	20	60
I-108	Finance Management & Health Economics	3 (45)	-	3	-	1	60	40	60
I-109	Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva - Voce	-	3 (90)	-	6	-	60	40	100
ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)									
I-110	Basics Medical Terminology	2 (30)	-	2	-	-	-	100	100
I-111	Essential English	2 (30)	-	2	-	-	-	100	100
I-112	Information and Communication Technology	2 (30)	-	2	-	-	-	100	100
TOTAL		21 (315)	6 (180)	24	15	6	460	480	940
1 theory credit = 15 classroom &/or experiential learning hours				*Tut/Sem: Tutorial/ Seminar					
1 practical credit = 30 practical training hours									

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SEMESTER II – HOSPITAL MANAGEMENT BASICS									
Course Code & Course		Theory Credits (Total Hours)	Practical Credits (Total Hours)	Teaching scheme			Examination Scheme (Marks)		
				Theory	Practical	*Tut/Sem	U/E	I/A	TOTAL
CORE COURSES									
II-113	Hospital Organization, Structure & Business	2 (30)	1 (30)	3	3	1.5	60	40	100
II-114	Epidemiology & Public Health	2.5 (38)	0.5 (15)	3	3	1.5	60	40	100
II-115	Research Methodology & Biostatistics	2 (30)	-	2	-	1	40	20	60
II-116	Hospital Support Services Management	1 (15)	1 (30)	2	1	1	40	20	60
II-117	Clinical Services Management	1 (15)	1 (30)	2	1	1	40	20	60
II-118	Emergency Preparedness & Disaster Management	1 (15)	1 (30)	2	1	1	40	20	60
II-119	Hospital Architecture & Designing	3 (45)	-	3	-	1.5	60	40	100
II-120	Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva - Voce	-	3 (90)	-	6	-	60	40	100
II-121	Project I Viva-Voce	-	3 (90)	-	6	1	60	40	100
ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)									
II-122	Medical Transcription	2 (30)	-	2	-	-	-	100	100
II-123	Hospital Maintenance	1 (15)	1 (30)	2	-	-	-	100	100
II-124	Interior Designing & Landscaping	1.5 (23)	0.5(15)	2	-	-	-	100	100
II-125	Wellness Spa management	2 (30)	-	2	-	-	-	100	100
TOTAL		16.5 (248)	10.5 (315)	21	21	9.5	460	480	940
1 theory credit = 15 classroom &/or experiential learning hours						*Tut/Sem: Tutorial/ Seminar			
1 practical credit = 30 practical training hours									

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SEMESTER III – HOSPITAL MANAGEMENT COROLLARIES									
Course Code & Course		Theory Credits (Total Hours)	Practical Credits (Total Hours)	Teaching scheme			Examination Scheme (Marks)		
				Theory	Practical	Tut/Sem	U/E	I/A	TOTAL
CORE COURSES									
III-126	Ethics, Medico Legal Systems in Hospital	2 (30)	-	2	-	1.5	40	20	60
III-127	Biomedical Waste Management, Nosocomial Infections & Biosafety	1.5 (23)	1.5 (45)	3	3	1	60	40	100
III-128	Project Management in Healthcare	2 (30)	-	2	-	1.5	40	20	60
III-129	Health & Labour Laws	2(30)	-	2	-	1.5	40	20	60
III-130	Industrial Relations	2(30)	-	2	-	1.5	40	20	60
III-131	Operations Management & Research	1.5 (23)	1.5 (45)	3	3	1	60	40	100
III-132	Quality Management & Accreditation	2 (30)	1(30)	3	3	1	60	40	100
III-133	Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva-Voce	-	3(90)	-	6	-	60	40	100
ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)									
III-134	Customer Relationship Management	2 (30)	-	2	-	0.5	-	100	100
III-135	Medical Records & Database Management	2 (30)	-	2	-	0.5	-	100	100
III-136	Telemedicine Management	2 (30)	-	2	-	0.5	-	100	100
TOTAL		17 (255)	7 (210)	21	15	9	400	440	840
1 theory credit = 15 classroom &/or experiential learning hours						*Tut/Sem: Tutorial/ Seminar			
1 practical credit = 30 practical training hours									

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SEMESTER IV – HEALTHCARE ADMINISTRATION									
Course Code & Course		Theory Credits (Total Hours)	Practical Credits (Total Hours)	Teaching scheme			Examination Scheme (Marks)		
				Theory	Practical	Tut/Sem	U/E	I/A	TOTAL
CORE COURSES									
IV -137	Health Insurance Management	1.5 (23)	0.5 (15)	2	2	1.5	40	20	60
IV -138	Clinical Research Management	1.5 (23)	0.5 (15)	2	2	1.5	40	20	60
IV -139	Medical Tourism Management	02(30)	-	2	-	1.5	40	20	60
IV -140	Healthcare NGO Management	1.5 (23)	0.5 (15)	2	-	1.5	40	20	60
IV -141	Medical Writing	02 (30)	-	2	2	1.5	40	20	60
IV -142	CSR operations Management	02 (30)	-	2	-	1.5	40	20	60
IV -143	Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva-Voce	-	3 (90)	-	6	-	60	40	100
IV -144	Project II Viva-Voce	-	3 (90)	-	6	2	60	40	100
ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)									
IV -145	Health Event Management	1.5 (23)	0.5(15)	2	-	1.5	-	100	100
IV -146	ICD – 10 Coding System	2 (30)	-	2	-	1.5	-	100	100
IV -147	Health Informatics Management	2 (30)	-	2	-	1.5	-	100	100
IV -148	Entrepreneurship in Healthcare	2 (30)	-	2	-	1.5	-	100	100
IV -149	Pharmaceutical Management	2 (30)	-	2	-	1.5	-	100	100
TOTAL		13 (195)	09 (240)	16	18	14	360	400	760
1 theory credit = 15 classroom &/or experiential learning hours						*Tut/Sem: Tutorial/ Seminar			
1 practical credit = 30 practical training hours									

TOTAL MHA PROGRAMME CREDITS – 100

1 Credit = 15 Classroom &/or Experiential learning hours/ 30 Practical training hours

0.5 Credit = 8 Classroom teaching hours &/or Experiential learning / 15 Practical training hours

Semester 1

HEALTHCARE MANAGEMENT BASICS

CORE COURSES

I-101 Organizational Behaviour

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2	30	1	30

Introduction:

This course helps to understand behaviour of employees working in an organisation. It trains students how to expect, evaluate and motivate an employee/s towards organizational goals which is an important part of manager's day to day activities.

Objectives:

- To impart knowledge about general principles of employee behavior working in an organization.
- To equip students with the skills to expect, evaluate and motivate an employee/s towards organizational goals.

Unit-I Introduction to Organization Behaviour: Meaning, Definition, Significance, Models of Organization Behaviour.	5
Unit-II Foundations and determinants of Individual and Organizational Behaviour: Personality and personality traits- determinants, Perception and factors affecting perception, Attitude and types of attitude, Transactional Analysis: different states of Ego, JOHARI window, Learning: Meaning, Learning theories.	6
Unit-III Motivation: Definition, Significance. Motives: Characteristics, Classification of motives: Primary and Secondary motives. Theories of Motivation: Maslow's theory, Herzberg's theory, Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory.	8
Unit-IV Group Dynamics: Concept of Group, Types of groups: Formal and Informal Groups, Advantages and disadvantages of group. Team work in the hospital.	4
Unit-V Leadership in the hospital: Meaning and definition of supervisor, leader and manager, Difference between a leader and a manager. Characteristics of a successful	2

leader. Difference between roles of supervisors, managers and leaders. Different styles of leadership, Types of leadership: Vertical and Horizontal leadership, Mint berg model, Malcolm Bald ridge. Seven habits of highly Effective people.	
Unit-VI Conflict management: Definition. Traditional vis-à-vis Modern view of conflict, Types of conflicts: Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management, Core quadrant model, 7 S framework. Stress Management: Definition, Causes, Effects of Stress, Advantages and disadvantages of a stress, Managing stress, work life balance. Negotiation	3
Unit-VII Change Management: Concept of change, Change as a natural process, Importance and Causes of change: social, economic, technological, organizational.	2

Books:

1. Newstrom JW, Davis K. Human behavior at work. New York, NY. 1986.
2. Luthans F. Organisational Behaviour McGraw-Hill.
3. Robbins SP. Organizational Behavior, 13/E. Pearson Education India; 2009 Sep 1.
4. Lang R. Peter G. Northouse: Leadership-Theory and Practice. Organization Studies. 1999 Mar 22;20(2):354-.
5. Hersey P, Blanchard KH. Management of organizational behavior: Utilizing human resources. Prentice-Hall, Inc; 1993.
6. Thompson LL, Thompson M. Making the team: A guide for managers. Upper Saddle River, NJ: Prentice Hall; 2000.
7. Singh N. Organisational Behaviour: Concepts, Theory and Practices: Managing People and Organisations in the 21st Century. Deep and Deep Publications; 2001.
8. Singh N. Motivation: theories and practical applications. Deep and Deep Publications; 2005.
9. Singh N. Human Relations and Organisational Behavior. Deep and Deep Publications; 2000.

I-102 Management Principles

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2	30	1	30

Introduction:

This course provides knowledge about the role and functions of a manager. It gives an idea about what is management, how it evolved, along with functions and techniques involved.

Objectives:

- To impart knowledge about the roles and functions of a manager and the principles guiding his/her conduct in an organization.
- To enable students to perform and practice managerial principles, functions and techniques.

Unit-I Concept of Management: Definition of management, Difference between management and administration, Functions and Responsibilities of Managers, Mintzberg theory, Principles of Management, Management Thoughts: The Classical School, The Human Relations School- Systems theory, Contingency Management	9
Unit II Overview of Functions of Management Introduction to Planning, Organizing, Staffing, Directing and Controlling	2
Unit III Overview of Planning Process Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning. Concept & Nature of Objectives, Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO), Benefits and weaknesses of MBO. Decision Making Process, Individual Decision Making Models.	4
Unit IV Organizing Nature and Purpose of Organizing and staffing, Organization Structure, types & Importance, Significance of staffing Span of Management, Determinants of Span of Management, Bases of Delegation, Comparison between Delegation and Decentralization	6
Unit V Directing Meaning and Nature, Leadership styles, Theories of Motivation	6
Unit V Control Concept of control, Types of Control, Importance of control	3

Books:

1. Koontz H. Essentials of management. Tata McGraw-Hill Education; 2010.
2. Govindarajan M, Natarajan S. Principles of management. PHI Learning Pvt. Ltd.; 2005.
3. Tripathi PC. Principles of management. Tata McGraw-Hill Education; 2008.

4. McFarland DE. Management: Principles and practices. Macmillan Pub Co; 1974.
5. David FR. Strategic management: Concepts and cases. Peason/Prentice Hall; 2011.

I-103 Human Resource Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2	30	1	30

Introduction:

Human resource is the core of healthcare business. This course helps to know about various processes of human resource department. It gives an overview of job design, recruitment and selection, training, compensation, job design, enrichment, etc.

Objectives:

- To impart knowledge about general principles and processes of human resources management.
- To equip students to participate and perform job design, recruitment and selection, training, compensation, job design, enrichment etc of employees.

<p>Unit I Introduction to HRM: Evolution of HRM, meaning, and scope, HRM functions and objectives, difference between HRM and Personnel Management. Human Resource Development in India, role of HR managers, manpower planning.</p>	2
<p>Unit II Job evaluation: Concept, methods and types. Job description, job specification. Recruitment and selection, methods and procedures, Difference between recruitment and selection process. Job analysis: Introduction, Definitions, Job Analysis Process, Legal Aspects of Job Analysis, Job Analysis in a Changing Environment. Job Design and Job description of various medical and paramedical and nursing staff. Role and responsibilities of various Medical, Paramedical and administrative staff of the hospital Performance appraisal: Introduction, definition, purpose of appraisal, procedures and techniques, Role of Performance Management, Conducting Effective Performance appraisal, Various Methods of Performance Appraisal, Management Interviews.</p>	8
<p>Unit III Training, Development and Knowledge Management Introduction Training, Development and Knowledge Management, Various methods of training and development for healthcare professionals, teaching methodologies.</p>	6

Training and development purpose, methods and issues of training and management development program, mentoring and coaching, training and Development program in hospital, Need for continuous professional development of staff in hospitals.	
Unit IV Job Enrichment: promotion, transfer and separation: promotion – purpose, principles and types. Transfer: reasons, principles and types. Separation: lay-off, resignation, dismissal, retrenchment. Job enrichment, job enlargement, job rotation.	4
Unit V Healthcare Professionals and HRM Introduction, Professionalization, Healthcare Professionals, Considerations for Human Resources Management, Changing Nature of the Healthcare Professionals	2
Unit VI Recruitment, Selection, and Retention Problems and strategies of Recruitment, Selection, and Retention of hospital personnel. Stress and burnout in health care professionals.	4
Unit VII Compensation Management Role of compensation in organization: economic and behavioral theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy. Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans	4

Books:

1. Reiche BS, Mendenhall ME, Stahl GK, editors. Readings and cases in international human resource management. Taylor & Francis; 2016 Nov 8.
2. Storey J. Human resource management: A critical text. Cengage Learning EMEA; 2007.
3. Pareek U. Designing And Managing Human Resource Systems, 3/E. Oxford and IBH publishing; 2006.
4. Jackson SE, Schuler RS, Werner S. Managing human resources. Mason, OH: South-Western Cengage Learning; 2009.
5. Rao TV. Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India; 2004 May 15.
6. Rao T. Readings in human resource development. Oxford and IBH Publishing; 1991.
7. Suri RK, Chhabra TN. Managing Human Resource: Techniques And Practices. Pentagon Press; 2009.
8. Bhattacharyya DK. Human resource planning. Excel Books India; 2009.

I-104 Hospital Information System

(Credits: 2, Hours: 30)

Introduction:

This course focuses on the importance of transfer of data and information in today's hospital and healthcare industry using modern technology and IT. There is a lot of change in business management with the intrusion of IT. The course educates students regarding the need, opportunities and challenges faced during implementation of MIS in a healthcare set up.

Objectives:

- To give students an overview about Management Information System used in today's hospitals.
- To enable students to judge and manage the need, opportunities and challenges faced during implementation of MIS in a healthcare set up.

Unit –I Information System Introduction to MIS: information and data, structure of MIS specific to hospital, information for control, decision and decision making process, statutory needs, feedback; hierarchy of management activity, document preparation, data capture, MS –Access.	6
Unit –II Project Life Cycle SDLC, Physical systems design, physical data base design; programmed development, procedure development, input-output design, online dialogue, design of files, data communication, Project life cycle, installation and operation, conversion, operation, documentation, training, Maintenance, post audit system evaluation.	6
Unit- III Approaches to HIS System Study: Patient based, functional organization based, user department based, clinician based HIS, medical records, nursing information system, appointments scheduling, dissemination of diagnostic tests and diagnostic information, general administration, productivity.	8
Unit-IV Decision Support System Concepts, DSS software, applications for hospital activities. Expert System Concepts, applications in healthcare management, dedicated software packages.	6
Unit-V Recent trend in Hospital Information Technology Telemedicine, Knowledge management, IT integration, Telemetry, HL7, EMR, Cloud computing, IT and hospital management Quality	4

Books:

1. Laudon KC, Laudon JP. Management information system. Pearson Education India; 2016.
2. Laudon KC, Traver CG. E-commerce. Pearson; 2013.
3. O'Brien JA, Marakas GM. Management information systems. McGraw-Hill Irwin; 2006.
4. Turban E, Leidner D, McLean E, Wetherbe J. INFORMATION TECHNOLOGY FOR MANAGEMENT, (With CD). John Wiley & Sons; 2008 May 1.
5. Jawadekar WS. Management Information Systems: Text and Cases: a Global Digital Enterprise Perspective. Tata McGraw-Hill Education; 2013.
6. Sprague Jr RH, McNurlin BC. Information systems management in practice. Prentice Hall PTR; 1993 Jan 1.
7. Haag S, Cummings M, Dawkins J. Management information systems for the information age. McGraw-Hill; 1998.
8. Haux R, Winter A, Ammenwerth E, Brigl B. Strategic information management in hospitals: an introduction to hospital information systems. Springer Science & Business Media; 2013 Mar 9.
9. Kuperman GJ, Gardner RM, Pryor TA. HELP: a dynamic hospital information system. Springer Science & Business Media; 2013 Mar 12.

I-105 Marketing Management

(Credits: 2, Hours: 30)

Introduction:

Being customer-centric is the need of today's healthcare industry. The course focuses on developing this mindset among students helping them understand patient and client needs, design quality services, to devise pricing strategy, promotion of services and to achieve financial objectives of the organization.

Objectives:

- To acquaint students about principles and processes of health services marketing.
- To help students participate in analyzing patient and client needs, designing quality services, devising pricing strategy, promotion of services.

Unit-I Introduction to Marketing : Basic concept of marketing management, Difference between Marketing and Selling, Marketing process, Marketing environment, Marketing Orientation, Different Ps in marketing, Segmentation, Targeting, Positioning, Qualities of Marketing Managers, Branding	7
Unit-II Marketing of hospital services: Conceptual framework of service marketing: Holistic Marketing of Services, Characteristics of Services, Importance of Internal and Interactive Marketing Services Marketing Mix, Promotion, Importance and Types of Promotion, Concept of Promotion for hospital Services. Marketing of health services in India and abroad, Corporate Marketing and its importance	7
Unit –III Price strategies: Setting and adapting price, initiating and responding to price changes	6
Unit IV Marketing Channels: Meaning, Concept, Types, Importance and Need, Designing marketing channels, Channel management and channel dynamics.	4
Unit –V Ethics in marketing: Overview of ethics in health care marketing	3
Unit –VI Public Relations : Definition, Need in hospital, essentials of good public relations, public relations towards global professionalism and major areas of public relations activity like medical tourism, Co-ordination of press relations, publications and different media.	3

Books:

1. Kotler P. Kotler on marketing. Simon and Schuster; 2012 Dec 11.
2. Kotler P. Marketing in the public sector. Pearson Education India; 2007.
3. Cutlip SM. Effective public relations. Pearson Education India; 1962.
4. Graham H. Marketing strategy and competitive positioning. Pearson Education India; 2008.
5. Andreasen AR, Kotler P, Parker D. Strategic marketing for nonprofit organizations. Upper Saddle River, NJ: Prentice Hall; 2003.
6. Cateora PR. International Marketing 13E (Sie). Tata McGraw-Hill Education; 2008.
7. Lovelock CH, Lovelock CH. Services marketing. Englewood Cliffs, NJ: Prentice Hall; 1991 Jan.
8. Kashyap P, Raut S. The rural marketing book (Text & Practice)(With Cd). Dreamtech Press; 2005 Jul 4.
9. Cheng H, Kotler P, Lee N. Social marketing for public health: global trends and success stories. Jones & Bartlett Learning; 2011.
10. Berry LL, Seltman KD. Management lessons from Mayo clinic. McGraw-Hill Professional Publishing; 2008.
11. Malhotra NK. Marketing research: An applied orientation, 5/e. Pearson Education India; 2008 Sep 1

I-106 Business Communication

(Credits: 2, Hours: 30)

Introduction:

The course has been designed to make students know and apply communication strategies in diverse hospital and healthcare settings. It includes internal communication within staff of various departments, personnel, staff and patients, staff and relatives and external communication.

Objectives:

- To give students an overview about different types and settings of communication in healthcare setups.
- To enable to practice and perform communication skills in different healthcare settings and situations.

Unit-I Types of Communication: Oral Communication: Meaning, nature and scope of oral communication, The art of listening - Principles of good listening. Principles of effective oral communication: Techniques of effective speech, Media of oral communication (Face-to-face conversation, Teleconferences, Press Conference, Demonstration, Radio Recording, Dictaphone, Meetings, Closed circuit TV, Demonstration and Dramatization, Public address system, Rumour, Grapevine, Group Discussion, Oral report). Written Communication : Need and functions of business letters - Planning and layout of business letter, types of business letters e.g. reports, memos, and notices etc., Essentials of effective written communication.	18
Unit-II Barriers of Communication: Lack of planning, semantic distortion, poorly expressed message, poor listening, distrust, threat and fear, improper communication, premature evaluation, insufficient period for adjustment to change, internal and external environment. Communication within the hospital and with external agencies.	6
Unit-III Doctor-Staff communication, Doctor-Patient Communication, Staff- Patient Communication, Staff- relatives communication, Breaking bad news	6

Books:

1. Guffey ME. Essentials of business communication. Cengage Learning; 2006 Jan 24.
2. Shirley T. Communication for Business: A practical approach. Pearson Education India; 2005.

3. Wolfe R. Speedmailing: Turn your work enemy into your best work tool. Pearson UK; 2016 Sep 26.
4. Kumar S, Lata P. Communication skills. New Delhi: Oxford University Press; 2011.
5. Mohan RS. Business Correspondence and Report Writing, 3e. Tata McGraw-Hill Education; 2002 Feb 1.
6. Jordan RR. English for academic purposes: A guide and resource book for teachers. Cambridge University Press; 1997 Feb 13.
7. Swales JM, Feak CB. Academic writing for graduate students: Essential tasks and skills. Ann Arbor, MI: University of Michigan Press; 2004 Apr.
8. Zinsser W. On writing well. HarperCollins Publishers; 1991 Sep.
9. Bovee CL, Thill JV, Raina RL. Business communication today. Pearson Education India; 2016.

I-107 Management Accounting

(Credits: 2, Hours: 30)

Introduction:

The course focuses on development of fundamental concepts in management accounting. Students develop skills to apply this knowledge in preparation, planning, budgeting, controlling and auditing decisions.

Objectives:

- To acquaint students about fundamental concepts in management accounting.
- To equip students to participate and perform in financial planning, budgeting, controlling and auditing decisions in an organization.

Unit I Introduction of Management Accounting: Concept and Characteristics, Financial Accounting Information, Comparison of Financial and Management Accounting, Principles of Accounting, The Accounting Cycle, Basic Accounting, Entries.	4
Unit II Introduction to cost accounting: Purpose, Utility and Interrelationship of financial Accounting and Management Accounting with Cost Accounting.	4
Unit III Understanding basic components of accounting systems Economic entity, Monetary assumption, Depreciation, Accrual basis, Time period, Cost value/ historical value, Disclosure, Going concern, Double entry system.	4
Unit IV Accounting for health care: Types of accounts, Ledgers, Journals, Trial Balance, Profit and Loss accounts, Balance Sheet, Error and Rectification.	4
Unit V Elements of Costs: Fractions and Segment, Classification of Cost: Direct and Indirect Cost Classifications.	3
Unit VI Materials: Purchasing Procedure, Organisation Control and Records, Control over Materials, Inventory Control Techniques, and Accounting for issue of Materials from stores.	4
Unit VII Overhead: Accounting and Control of Overhead, Classification and Absorption of Overheads.	2
Unit VIII Costing Reports: Cost sheet, Ratio analysis.	5

Books:

1. Jain PK. Cost accounting. Tata McGraw-Hill Education; 2000.
2. Arora MN. Cost Accounting: Principles & Practice. Vikas publishing house; 2000.
3. Hopwood AG, Miller P, editors. Accounting as social and institutional practice. Cambridge University Press; 1994 Oct 6.

I-108 Finance Management & Healthcare Economics

(Credits: 3, Hours: 45)

Introduction:

The course helps students to understand the fundamental concepts in finance management and its applications in healthcare organizations and Healthcare Economics would develop basics of health economics in allocating scarce resources to maximize health benefits to the population.

Objectives:

- To impart knowledge about general principles and processes of finance management In healthcare set ups.
- To acquaint students about fundamental concepts of health economics at all levels of implementation in the community.
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Unit I Introduction to financial management. Concept of Business Finance, role, functions and objectives. of finance management in healthcare sector. Profit maximization Vs Wealth Maximization, financial planning. Time value of money. Financial management - principals, Stakeholders in Hospital Finance	4
Unit II Investment Decision. Capital budgeting - estimation of cash flows for hospital projects, project selection criteria: Payback period, ARR, NPV, IRR, Profitability Index methods - Introduction to quantification of risk in capital budgeting, role of obsolescence in capital budgeting. Financial strategies for monetary growth.	6
Unit III Financing Decision: Leverages and cost of capital. Economic Value Added (EVA) Concept. Money market, capital market and their instruments, working capital management analysis and interpretation of financial statements	4
Unit IV Liquidity Decision Cash management, Inventory and revenue cycle management. Sources of working capital, risk return trade-off, bank financing for working capital and guidelines for borrowing.	4
Unit-V Time Value Of Money : Compounding – the calculation of future value, Discounting – The calculation of present value Annuities, Valuing assets, Value, Approaches to valuation, Cost behavior, Costs, Costs Classification ,Responsibility Centers, Cost allocation, Allocation Criterion,	4

Separating Fixed and variable costs	
Unit-VI Short Term Assets And Liabilities And Short -Term Financing : Current Assets ,Current liabilities, Working capital and its management Money and credit, The cash conversion cycle, Controlling liquidity, Managing cash, marketable securities and patient accounts, The cash budget, Inventory Management	4
Unit-VII Frontiers Of Healthcare Financial Management : Strategic financial planning, Financial structure and restructuring, Leveraged buyout, Mergers and acquisitions, Joint ventures	4
Healthcare Economics	
Unit I Overview of health economics, Introduction to economics, scope, methods, Demand, Need, Supply, Cost and Price , theory of pricing, Market, Scarcity, Marginal Analysis, Margin, Opportunity cost, Efficiency, Equity, Resources, Inflation and deflation Basics of health economics: Definition, Healthcare and principles of economics, Nature of medical care as commodity, Structure of health economics, Health economics – Indian scenario	3
Unit II Analyzing Medical Care Markets, Cost of Care, Access to Care, Medical Outcomes, Competitive Markets Model, Market Failure in Medical Markets, Economics of medical tourism and health insurance, FDI in healthcare	2
Unit III Demand for Health & Medical Care, Production of health, Measure of Health Status, Determinants of Health, Medical Care as an investment, Factors influencing demand, Measuring demand- elasticities	2
Unit IV Supply Side Considerations, Market for Health Care profession, Market for Physicians' Services, Models of Physicians Behavior, Market for Hospital Services--For profit and Not for profit hospital, Alternative Models of Hospital Behavior, Trend towards Multi hospital Systems	2
Unit V Medical care Systems Worldwide, Healthcare economy comparison: Developed and developing country Canada, France, Germany, Japan, U.K, NHS, International Comparison	2
Unit VI Economic Evaluations in Health Care, Importance, Meaning and types of Economic Evaluation, Approaches to Modelling in Economic Evaluation, Lessons for public policy, Economic Appraisal and Health Indicators, Techniques of Economic Appraisal, Cost Effective Analysis, Cost Benefit Analysis, Cost Utility Analysis, Physical Quality of Life index (PQLI), QALY (Quality Adjusted Analysis of Life), Disability-adjusted life year (DALY)	4

Books:

1. Eun CS, Resnick BG. International Financial Mgmt 4E. Tata McGraw-Hill Education; 2010.
2. Van Horne James C. Financial Management & Policy, 12/E. Pearson Education India; 2002 Sep 1.

3. McMahon R, Holmes S, Hutchinson P, Forsaith D. Small enterprise financial management: Theory and practice. 1993.
4. Pandey IM. Essentials of Financial Management, 4th Edition. Vikas publishing house; 1995.
5. Chandra P. Financial management. Tata McGraw-Hill Education; 2011.
6. Pandey IM. What Drives the Shareholder Value?. Indian Institute of Management; 2005 Sep
7. Sherman F. The economics of health and health care. Pearson Education India; 2008 Sep 1
8. Folland S, Goodman AC, Stano M. The Economics of Health and Health Care: Pearson International Edition. Routledge; 2016 May 23.
9. Drummond MF, Sculpher MJ, Claxton K, Stoddart GL, Torrance GW. Methods for the economic evaluation of health care programmes. Oxford university press; 2015 Sep 24.
10. Phelps CE. Health economics. Routledge; 2017 Dec 1.
11. McGuire A, Henderson J, Mooney G. The economics of health care: an introductory text. Routledge & Kegan Paul; 1988.
12. Donaldson C, Mugford M, Vale L, editors. Evidence based health economics. Blackwell Pub.; 2002.

**I-109 Concurrent Rotatory Practical Postings (CRPP) with
Comprehensive Viva - Voce (Credits: 3)**

ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)

I-110 Basics Medical Terminology

(Credits: 2, Hours: 30)

Introduction:

The course assists students to develop medical vocabulary used in hospital and healthcare industry. It helps students to understand the correct use of medical terms.

Objectives:

- To develop medical vocabulary in students needed to work in hospital and healthcare industry.
- To help students use and understand the correct use of medical terms.

Unit I: Objective, Basic Elements of Medical Terms - Root, Prefixes, Suffixes, Colours, Numeral, Symbols, Abbreviation, Terms pertaining to Body as a whole.	8
Unit II: Terms relate to investigations and operation, treatment of conditions, disorders of: Skin and Breast (integumentary system), Musculoskeletal, Neurological and psychiatric disorder, Cardio-vascular, Blood and blood forming organs, Respiratory, Digestive, Uro-genital, Gynecological, Maternal, Antenatal and Neonatal conditions, Endocrine and Metabolic, Sense organs - Vision & Hearing, Systemic: Infections, diseases, Immunological diseases, diseases of the connective tissue, Geriatrics and Psycho geriatrics.	14
Unit III: Supplementary terms: Selected terms relating: Oncology, Anesthesiology, Physical Medicine and Rehabilitation, Nuclear medicine, Plastic surgery of burns and maxillofacial surgery, Radio- Diagnosis, Radiotherapy.	8

Books:

1. Willis MC. Medical terminology: a programmed learning approach to the language of health care. Lippincott Williams & Wilkins; 2007 May 1.
2. Willis MC. Medical terminology: the language of health care. Lippincott Williams & Wilkins; 2006.

3. Steiner SS, Capps NP. Quick medical terminology: a self-teaching guide. John Wiley & Sons; 2011 Aug 23.
4. Henderson B, Dorsey JL. Medical terminology for dummies. John Wiley & Sons; 2015 Jan 27.
5. Chabner DE. Medical Terminology: A Short Course-E-Book. Elsevier Health Sciences; 2014 Sep 30.
6. Leonard PC. Quick & Easy Medical Terminology-E-Book. Elsevier Health Sciences; 2015 Dec 4.

I-111 Essential English

(Credits: 2, Hours: 30)

Introduction:

Today's /hospital healthcare managers face a dual challenge of being competitive as well as being global. They not only have to be master in their professional skills but also, they must have various soft skills competencies to be suitable for their job.

Objectives:

- To impart essentials of English language needed by the students to enter & sustain today's job market.

<p>Unit I: The elements of Communication The importance of communication through English at the present time, The process of communication and factors that influence communication sender, receiver, channel, code, topic, message, context, feedback, noise, filters & barriers, The importance of audience and purpose, The information gap principle: given and new information, information overload, Verbal and non-verbal communication: body language</p>	8
<p>Unit II : The sounds of English Vowels, diphthongs, consonants, consonant clusters, The International Phonetic Alphabet (IPA): Phonemic transcription, Problem Sounds, Syllable division and word stress, Sentence rhythm and weak forms, Contrastive stress in sentences to highlight different words, Intonation: Falling, rising and falling-rising tones, Varieties of Spoken English: Standard Indian, American and British</p>	12
<p>Unit III : Review of English grammar Static and Dynamic Verbs, The auxiliary system: finite and non-finite verbs, Time, tense and aspect, Voice: Active and passive, Modality, Negation, Interrogation: reported and tag questions, Phrasal Verbs</p>	10

Books:

1. Wren PC, Martin H. English Grammar & Composition. S. Chand & Company Ltd. 2000.
2. Jones L, Alexander R. New International Business English Updated Edition Teacher's Book: Communication Skills in English for Business Purposes. Cambridge university press; 2000 Feb 17.
3. Schibsbye K. A modern English grammar. London: Oxford University Press; 1965.
4. Rizvi MA. Effective technical communication. Tata McGraw-Hill; 2005.
5. Leech G, Svartvik J. A communicative grammar of English. Routledge; 2013 Nov 14.
6. Corder SP. An intermediate English practice book. Orient Blackswan; 1969.

7. Jordan RR. English for academic purposes: A guide and resource book for teachers. Cambridge University Press; 1997 Feb 13.
8. Swales JM, Feak CB. Academic writing for graduate students: Essential tasks and skills. Ann Arbor, MI: University of Michigan Press; 2004 Apr.

I-112 Information and Communication Technology

(Credits: 2, Hours: 30)

Introduction:

The course would develop hands on experience in MS word, MS power point, MS excel and other basic computer operations.

Objectives:

- To acquaint students about fundamental computer operations.
- To allow students to practice and perform various computer applications.

<p>Unit I Introduction to computers and Information Technology: Fundamentals of computer, Introduction, Input / Output and Processing (CPU), Memory Device, Types of computers, Characteristics of Computer, History and Generation, Applications of Computer generation of computers, input and output devices: memory and operating systems, Concepts of Hardware and Software, data processing, information processing.</p>	6
<p>Unit II Numbering System Representation of data/problem solving techniques and database: Introduction to Number systems, Decimal arithmetic, Binary arithmetic, Algorithms, Flowchart, and Programming Languages. Introduction to Database, DBMS, and Database model.</p>	6
<p>Unit III Computer Communication and Internet: Basic of Computer networks, LAN / WAN, Concept of Internet , Application of Internet , Service on Inter Net , WWW and web-sites , Electronic mails , Communication on Internet , WWW and Web Browsers , Web Browsing software, Surfing the Internet, Chatting on Internet, Email, Virus.</p>	8
<p>Unit IV Windows and MS Office : MS Word: Word, Editing and formatting documents, macro commands, Presentation of documents, Excel and Power Point applications.</p>	10

Books:

1. O'Brien JA, Marakas G. Introduction to information systems. McGraw-Hill, Inc.; 2005 Oct 26.

2. Elias M. Awad, System Analysis and Design, Galgotia Publications, New Delhi, 1998.
3. V.Rajaraman. Fundamentals of Computers Prentice Hall India, New Delhi 1996.

SECOND SEMESTER

HOSPITAL MANAGEMENT BASICS

CORE COURSES

II-113 Hospital Organization, Structure & Business Plan

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2	30	1	30

Introduction:

This course helps to develop basic awareness of management functions of hospital departments. It highlights the need of operative planning, organizational structure and performance in hospital and healthcare set ups.

Objectives:

- To develop awareness of management functions of hospital departments in the students.
- To help students know the need of operative business planning, organization structure in healthcare set ups.

Unit I Hospital – An Introduction History and development of hospitals, Role of hospital in society, Functions of hospital, Role in health care delivery system, Hospitals in India today- their number, growth of hospitals & classification of types, size, distribution, ownership, hospitals utilization, issues & trends	6
Unit II Hospital Management as a Specialty Peculiarities of health care organisations, Factors influencing care, Role and functions of hospital administrators, Differences and Issues in administration of teaching, corporate, charitable, PHC, government hospitals etc.	4
Unit III Organisation Structures Hierarchy, Role of all departments in various hospital settings, Governing authority, Channels of communication, Systems Approach to Hospitals The function, responsibility and role of Governing body, Chief Executive (Administrator) and Medical Staff and relationship among them, Medical staff organisations.Co-ordination, Communication, and Decision making in Health Care .Organizational productivity-input and evaluation of productivity, System policy, Procedure.	5
Unit IV	

<p>Overview of departments in the hospital Organization of hospital, Clinical, Administrative, Support services Recent Trends: Ethical issues, Challenges to administrators, Expectations of community from hospitals</p>	5
<p>Unit V Operative Planning- Characteristics, Objective goal, strategic and long term planning. Hospital Utilization & its evaluation, Use of modern tools and techniques for improvement of operational efficiency. Emerging Trend in Health Care.</p>	5
<p>Unit VI Organizational Performance, Assessment of strengths and weakness, strategic thinking and preparation of long term plan. Analysis of organization structure, role analysis, role clarity, system of accountability, Organizational dynamics. Operational and management control in health care, Management By Objective</p>	5

Books:

1. Kunders GD. Hospitals: facilities planning and management. Tata McGraw-Hill Education; 2004.
2. Goel SL, Kumar R, editors. Hospital Administration and Management. Deep & Deep Publications; 2002 Aug 1.
3. Goel KR, editor. Hospital supportive services. Deep and Deep Publications; 2004.
4. Sakharkar BM. Principles of Hospital Administration and Planning, Jaypee Brothers Medical publishers (P) Ltd. New Delhi. 1999.

II-114 Epidemiology & Public Health

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2.5	38	0.5	15

Introduction:

This course helps students to understand the concept of health and disease, to apply the same to monitor, control health problems by implementation of effective public health programmes and policies.

Objectives:

- To impart knowledge about the concept of health and disease in the community.
- To apply the knowledge to monitor and control health problems in the community through effective implementation public health programmes and policies.

Unit I Concept of health and disease Concept of health, Definitions of health, Dimensions of health, Definition & aim of epidemiology, Measurements in epidemiology, Spectrum of health, Health determinants, Health indicators, Concept of disease, Concept of control, Modes of intervention, Disease transmission, Disease prevention and control, Investigation of an epidemic, Public health, Disease classification, International classification of disease, Disease surveillance	13
Unit II Health programmes in India National vector borne disease control programme, National leprosy eradication programme, Revised national tuberculosis control programme, National aids control programme, National programme for control of blindness, Iodine deficiency disorders programme, Universal immunization programme, National rural health mission, Reproductive and child health programme, National cancer control programme, National mental health programme, National programme for prevention of lifestyle diseases, Current government health schemes	10
Unit III Health education Concept of health education, Approach to health education, Models of health education, Contents of health education, Principles, Practice	7

Unit IV Health planning and management Health planning, Management, Management methods and techniques, National health policy, Health planning in India	8
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Books:

1. Park JE. Textbook of preventive and social medicine.(A treatise on community health.). 1970.
2. Hodges BC, Videto DM. Assessment and planning in health programs. Jones & Bartlett Publishers; 2011 Aug 24.
3. Dever GA. Managerial epidemiology: practice, methods and concepts. Jones & Bartlett Learning; 2006.
4. Jekel JF, Katz DL, Elmore JG, Wild D. Epidemiology, biostatistics and preventive medicine. Elsevier Health Sciences; 2007 Jun 26.
5. Petersen A, Lupton D. The new public health: Health and self in the age of risk. Sage Publications, Inc; 1996.
6. Baum F. The new public health. Oxford University Press; 2016.
7. Lupton D. The imperative of health: Public health and the regulated body. London: Sage Publications; 1995 Aug.

II-115 Research Methodology & Biostatistics

(Credits: 2, Hours: 30)

Introduction:

The course will help students understand the research process by familiarizing to the quantitative and qualitative approaches, methods, techniques, writing etc. It also helps to learn techniques to gather informative data, extract meaningful information and analyze it to draw useful interpretations.

Objectives:

- To develop research acumen in the students by imparting about research, qualitative and quantitative research methods and techniques.
- To equip students with research skills to be applied in their academic projects and in their future operations.

Unit I Introduction to Research, Foundations of Research: Meaning, Objectives, Motivation, Research Ethics, Research Terminologies, Overview of research methodology	2
Unit II Problem Identification & Formulation of research problem, Identifying Research problem, Defining research problem	2
Unit III Review of Literature, Meaning, Purpose, Need, Peer review	2
Unit IV Hypothesis formulation, Characteristics of Hypothesis, Role of hypothesis, Framing of Hypothesis Qualities of a good Hypothesis, Null Hypothesis & Alternative Hypothesis, Hypothesis Testing - Logic & Importance	2
Unit V Research Design, Concept of Qualitative, Quantitative, Mixed methods Concept of Exploratory, Descriptive, Experimental Designs; Concept of Variables, Meaning and types	2
Unit VI Data Collection, Meaning, Types (Primary, Secondary), Detailed Methods of Data Collection, Preparation of tool, Validity and Reliability, Confidentiality and Anonymity of Data collected, Data Entry	4
Unit VII Sampling, Meaning, Types, Applications, Determination of sample size	2
Unit VIII	2

Data Analysis, Data Preparation, Data Presentation, Analysis of qualitative and quantitative data, Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations	
Unit IX Writing , Project Report writing, Research paper, Bibliography, Citation	1
Unit X Technological Support in Research Methodology Use of available softwares for review of literature, Analysis, Bibliography	1
Biostatistics	
Unit XI Introduction to Statistics Utility and limitations of Statistics, Measures of Central tendencies, Measures of Dispersion, Variation. Introduction to Applied Statistics, Identifying the dependent and independent variables, Confidence levels, Math that manipulates data, Test of significance	2
Unit XII Descriptive Statistics Summarizing and describing a collection of data, Percentages and Ratios, Histograms, Identifying randomness and uncertainty in data	2
Unit XIII Inferential Statistics Drawing inference from data, Modeling assumptions , Identifying Patterns, Regression analysis, T-test, Analysis of Variance, Correlations, Chi-square	6

Books:

1. Kothari CR. Research methodology: Methods and techniques. New Age International; 2004.
2. Bhattacharyya DK. Research methodology. Excel Books India; 2006 Dec 1.
3. Goddard W, Melville S. Research methodology: An introduction. Juta and Company Ltd; 2004.
4. Graziano AM, Raulin ML. Research methods: A process of inquiry . HarperCollins College Publishers; 1993.
5. Patton MQ. Qualitative evaluation and research methods. SAGE Publications, inc; 1990.
6. Patton MQ. Qualitative research. John Wiley & Sons, Ltd; 2005 Oct.
7. Taylor SJ, Bogdan R, DeVault M. Introduction to qualitative research methods: A guidebook and resource. John Wiley & Sons; 2015 Oct 19.
8. Gummesson E. Qualitative methods in management research. Sage; 2000.
9. Coffey A, Atkinson P. Making sense of qualitative data: Complementary research strategies. Sage Publications, Inc; 1996.
10. Gill J, Johnson P. Research methods for managers. Sage; 2010 Jan 21.
11. Sekaran U, Bougie R. Research methods for business: A skill building approach. John Wiley & Sons; 2016 Jun 27.
12. Pagano M, Gauvreau K, Pagano M. Principles of biostatistics. Pacific Grove, CA: Duxbury; 2000 Mar.
13. Kumar R. Research methodology: A step-by-step guide for beginners. Sage; 2014 Jan 14.
14. Newman I, Benz CR. Qualitative-quantitative research methodology: Exploring the interactive continuum. SIU Press; 1998.
15. Mugenda OM, Mugenda AG. Research methods: Quantitative and qualitative approaches. Acts press; 1999.

II-116 Hospital Support Services Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1	15	1	30

Introduction:

The course will enable students to gain knowledge about various aspects like importance, types, functions, physical facilities, location, layout, policies and procedures, managerial issues, monitoring and evaluation of support services in a hospital.

Objectives:

- To make students aware about composition and operations of various support services in hospitals.
- To enable students to practice and participate in procedures of various hospital support services.

Unit I Overview of Support Services	1
Unit II Radiology services Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit III Medical Records Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit IV Blood Bank Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit V Central Sterile Supply Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit VI Medical Waste Management Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2

Unit VII Housekeeping Services Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	1
Unit VIII Dietary Services Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	1
Unit IX Hospital Stores Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	1
Unit X Laboratory Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	1

Books:

1. Kunders GD. Hospitals: facilities planning and management. Tata McGraw-Hill Education; 2004.
2. Goel SL, Kumar R, editors. Hospital Administration and Management. Deep & Deep Publications; 2002 Aug 1.
3. Goel KR, editor. Hospital supportive services. Deep and Deep Publications; 2004.
4. Sakharkar BM. Principles of Hospital Administration and Planning, Jaypee Brothers Medical publishers (P) Ltd. New Delhi. 1999.

II-117 Clinical Services Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1	15	1	30

Introduction:

The course will enable students to gain knowledge about various aspects like importance, types, functions, physical facilities, location, layout, policies and procedures, managerial issues, monitoring and evaluation of clinical services in a hospital.

Objectives:

- To impart knowledge about various clinical services in hospitals.
- To enable students to practice and participate in procedures of various clinical services in hospitals.

Unit I Overview of Clinical Services Types of clinical services available in a hospital, Organisation of various services, Medical monitoring, Isolation of patients	1
Unit II Outpatient Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	3
Unit III Emergency Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit IV Operating Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	2
Unit V In - patient Department Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation	3
Unit VI	

Critical care units Introduction, Types, Importance, Functions, Physical Facilities, Location, Layout , Policies and Procedures, Managerial Issues, Monitoring and Evaluation Multidisciplinary intensive care units	2
Unit VII Recent Trends, Overview of Super Specialty Services, Ambulatory surgery services, Geriatric care, Pediatric care, Wellness centres, Evaluation of hospital services	2

Books:

1. Kunders GD. Hospitals: facilities planning and management. Tata McGraw-Hill Education; 2004.
2. Goel SL, Kumar R, editors. Hospital Administration and Management. Deep & Deep Publications; 2002 Aug 1.
3. Goel KR, editor. Hospital supportive services. Deep and Deep Publications; 2004.
4. Sakharkar BM. Principles of Hospital Administration and Planning, Jaypee Brothers Medical publishers (P) Ltd. New Delhi. 1999.

II-118 Emergency Preparedness & Disaster Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1	15	1	30

Introduction:

This course helps students to develop theoretical and conceptual understanding of disaster management. It allows students to develop skills needed to manage and work in mass casualty, CBRN incidents and other crisis situations.

Objectives:

- To help students develop theoretical and conceptual understanding of disaster management.
- To facilitate students to develop skills needed to manage and work in mass casualty, CBRN incidents and other crisis situations.

Unit I Introduction to Disasters Meaning of Disaster, Types of Disaster, Concept of risk, hazard, vulnerability, Need for Disaster Management, Disaster profile of India	2
Unit II Disaster Management Introduction to Disaster Management, NDMA, Disaster Management Act, Disaster Management Cycle (Sustainable & Humanitarian Actions)	3
Unit III Preparedness Planning Disaster scenarios, Roles and responsibilities, Organisational management and coordination, Response priorities, Objectives and tasks, Incident Command System, Planning levels, Contingency planning	4
Unit IV Disasters and Hospitals Mass casualty management systems, Mass Casualty Incident, Medical care in MCI, Rescue chain, Activities at site of disaster, Triage and types, Transfer	4

organisation, Organization of hospitals, Reception of victims, Treatment areas, Resource Planning NDMA guide for hospital safety	
Unit V CBRN Management Meaning of CBRN incidents, WMD, Need for CBRN Management, Zoning	2

Books:

1. Hodgkinson PE, Stewart M. Coping with catastrophe: A handbook of disaster management. Taylor & Frances/Routledge; 1991.
2. Turner BA, Pidgeon NF. Man-made disasters. Oxford: Butterworth-Heinemann; 1997 Jan.
3. Christen HT, Maniscalco PM. The EMS incident management system: EMS operations for mass casualty and high impact incidents. Brady; 1998.
4. Haddow G, Bullock J, Coppola DP. Introduction to emergency management. Butterworth-Heinemann; 2017 Jan 9.
5. Kaszeta D. CBRN and Hazmat Incidents at Major Public Events: Planning and Response. John Wiley & Sons; 2014 Oct 1.
6. Dave PK. Emergency medical services and disaster management: A holistic approach. Alpha Science Int'l Ltd.; 2003.
7. Kreimer A, Arnold M, editors. Managing disaster risk in emerging economies. World Bank Publications; 2000.

II-119 Hospital Architecture and Designing

(Credits: 3, Hours: 45)

Introduction:

The course will give an overview to students about architectural planning, design according to operation of hospital. All facets of hospital planning activities like survey, MEP, HVAC planning, LEED certifications etc. are included in the course.

Objectives:

- To give students an overview about architectural planning, design of a hospital.
- To introduce students to the tools of hospital planning, like survey, MEP, NVAC planning, LEED certifications etc.

Unit I Surveying Area wise planning, Planning for general hospital service, Determining the logical centers for hospital location, Determining the area served by them, Estimation of occupancy and bed ratios, Determining the size and kind of hospital service	6
Unit II Hospital Planning Changing system of health services, Concepts in planning, designing & space, An overview of hospital buildings, Quality of facilities and services, Evaluation of all resources needed	6
Unit III Architectural Planning Functional plans for hospital construction , Role of hospital consultant, Planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs, External architectural aspects, Internal arrangements, HVAC Planning, Electric supply, water supply plumbing and sanitation, Medical gas supply and pipelines, Hospital Hygiene	10
Unit IV Recent Trends -Green Buildings, LEED certification, NBC regulations	8
Unit V	

Planning of 30,100,250 bedded hospital(general/specialty) Planning of 500, 750 and above bedded hospital(teaching/super-specialty/non-teaching specialty hospitals) Project cost and total budget : Feasibility and viability study of Hospital Project conceptualization, functional requirements. Implementation. Environmental Control and Safety: General environmental control; infection control Brownfield Hospitals	15
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Books:

1. McCullough CS, editor. Evidence-based design for healthcare facilities. Sigma Theta Tau; 2010.
2. Rebel Roberts.Specialised Hospitals Design and Planning, Design Media Publishing Limited,2013
3. Richard Lyle Miller.New Directions in Hospital and Healthcare Facility Design, McGraw Hill,1995
4. Sangeet Sharma .Step by Step Hospital Designing and Planning.Jaypee Publication,2010

I-120 Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva - Voce (Credits: 3)

ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)

II-122 Medical Transcription

(Credits: 2, Hours: 30)

Introduction:

The course helps students to get an overview and develop their skills about tools of transcription, ethical and legal responsibilities, keyboard kinetics, healthcare documentation, pharmacology etc.

Objectives:

- To introduce students to the components of process of medical transcription, keyboard kinetics, healthcare documentation, pharmacology etc.
- To enable students to participate and practice tools of Medical Transcription.

Unit I Focus on medical specialties: Introduction to medical transcription, Medical Transcription Process	4
Unit II Tools of Transcription, Transcription Skill	4
Unit III Technology and medical professional Ethical & Legal Responsibilities, Confidentiality	4
Unit IV Keyboard kinetics, Following Verbal Instructions, Medical word building Grammar and Punctuation	6
Unit V Healthcare documentation :General Principles for complete documentation in Medical Records	6
Unit VI Pharmacology Diagnostic reports	6

Books:

1. Burns L, Maloney F. Medical Transcription & Terminology: An Integrated Approach. Cengage Learning; 2003.
2. Blake RS. Delmar's Medical Transcription Handbook. Cengage Learning; 1997.
3. Marcy Diehl : Medical Transcription Guide: Do & Don'ts, Paperback;2004

II-123 Hospital Maintenance

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1	15	1	30

Introduction:

The course helps students to know the types, operation, monitoring and maintenance of hospital equipments; all of which play a vital role in smooth functioning of today's hospitals.

Objectives:

- To make students aware about the types, operation, monitoring and maintenance of various hospital equipments.

<p>Unit I Nomenclature of medical equipments, Division of Hospital Diagnostic, Therapeutic, Imaging, Laboratory Equipments; Study of each equipment under, Principle of operation, Block Diagram, Applications, Limitations if any, Preventive Maintenance, Breakdown maintenance Equipment management information system; Introduction to maintenance issues/ equipment management in hospital, Benefits of equipment management, Components of management cycle</p>	8
<p>Unit II Organizing the maintenance operation, Provision of budgets and finance, Biomedical equipment procurement procedure, Technology assessment and selection, Installation and commissioning</p>	6
<p>Unit III Training and skill development, Operation & Careful usage, Occupational Safety Maintenance and repair</p>	4
<p>Unit IV Maintenance policy: Medical equipment-maintenance protocol, Preventive maintenance planning, Measures for breakdown maintenance. Testing and</p>	6

Calibration of Medical equipments. Clinical Engineering Department-functions, responsibilities, design criteria. Policies and procedures, work record	
Unit V Maintenance programmes: Maintenance of equipment-In-house and Contract- Various types of contracts. Contract management- Legal aspects, Annual Maintenance Contract Monitoring and Evaluation, Equipment audit, Equipment utilisation	6

Books:

1. Kunders GD. Hospitals: facilities planning and management. Tata McGraw-Hill Education; 2004.
2. Arun K. Agrawal. Standard Operating Procedures for Hospitals in India. Atlantic Publication;2007
3. Binsend Wang .Medical Equipment Maintenance: Management and Oversight,, Morgan & Claypool Publishers;2012

II-124 Interior Designing & Landscaping

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1.5	23	0.5	15

Introduction:

The course focuses on development of skills needed for planning and designing interiors, explore available options for landscaping in various healthcare set ups.

Objectives:

- To give students an overview about planning and designing interiors of hospitals.
- To introduce students to landscaping in various healthcare set ups.

Unit I Interior Designing Principles and Elements of Design, Colour Theory, Digital Sketching, Usage of Space, Overview of Construction Materials, Functionalities of Interior Elements	4
Unit II Introduction to processes and tools for conversion of floor Plans to 3D plans, creating Digital Drawings, Image-Editing Techniques, 3D Modelling, Texturing, Lighting & Rendering	4
Unit III Landscaping Introduction and need, Benefits of natural environments within hospitals	4
Unit IV Outdoor hospital spaces Landscaped grounds, Landscaped setbacks, Front porches, Entry gardens, Courtyards, Plazas, Roof terraces, Roof gardens, Healing gardens, Meditation gardens, Viewing gardens, The viewing/walk-in garden, Edible gardens	4
Unit V Outdoor design criteria for hospitals Accessibility, Visibility, Feeling of Control, Feeling of security, Physiological comfort, Quiet, Familiarity, Flexibility, Sustainability	2

Unit VI Hard landscape design Gateways and entrances, Parking areas, Paths, Childrens' gardens, Dining areas	2
Unit VII Art, Water, Site furniture, Seating, Signage, Lighting, Receptacles, Planting design	3

Books:

1. Setola N, Borgianni S. Designing public spaces in hospitals. Routledge; 2016 Apr 14.
2. Panero J, Zelnik M. Human dimension and interior space: a source book of design reference standards. Watson-Guption; 2014 Jan 21.

II-125 Wellness & Spa Centre Management

(Credits: 2, Hours: 30)

Introduction:

This course gives an overview about the components and various aspects involved in planning, budgeting, marketing, commissioning and overall management of spas and wellness centres.

Objectives:

- TO introduce students to composition and operations of wellness spa.
- To enable students to develop their skills in the management of wellness spa.

Unit I Introduction to Spa and Wellness Definitions of health, wellness and spas, History of wellness and spa traditions Typologies of wellness and spa facilities, Commonly availed therapies, treatments and practices, Wellness and other Branches: Hospitality, AYUSH, Tourism, Medical Tourism in Kerala, Leisure Travel and Destination Management, Regional developments in wellness and spas, Cross-cultural issues in wellness and spa services, Service Quality & Profession Etiquette, Changing trends in lifestyles and leisure	12
Unit II Consumer Behaviour Evidence and research base for wellness and spa treatments, Wellness and spa guests and tourists: demand, profiles, motivation	6
Unit III Management Managing wellness and spa facilities, Planning and developing wellness and spa facilities, Infrastructure and equipments required for Spa, Marketing wellness and spa facilities, Complementary and alternative therapies used in wellness and spas, Future trends in wellness and spas, Medical Tourism	6
Unit IV	

Revenue Management

Concept, Tools of Revenue management, Essentials of Revenue Managing, Managing occupancy, Effectiveness of Revenue Managing

6**Books:**

1. Burkholder P. Start your own day spa and more. Entrepreneur Press; 2007 Jul 13. Health and Wellness Tourism, Melanie Smith, Laszlo Puczko, Elsevier
2. Gallup JW. Wellness centers: A guide for the design professional. John Wiley & Sons; 1999 Apr 26.

THIRD SEMESTER**HOSPITAL MANAGEMENT COROLLARIES****CORE COURSES**

III-126 Ethics & Medico Legal Systems in Hospital

(Credits: 2, Hours: 30)

Introduction:

With the increasing lawsuits in healthcare industry, this course provides an insight about emerging issues at the interface of medico-legal laws, ethics in medical practice.

Objectives:

- To give students an overview about medico-legal laws, ethics in medical practice in today's changing world.

Unit I Medical Ethics Introduction to Ethics, Indian Medical Council Act, Code of Medical Ethics, Research ethics	8
Unit II Medico legal systems Law of torts, Negligence, Liability	8
Unit III Ethical Practices Communication in healthcare (Doctor-patient, Relative-patient), Consent and Types of Consent, Privacy and Confidentiality, Incident Reports	6
Unit IV Medical Malpractices Cut practices, Organ Trafficking, Foetal Sex Determination, Crosspathy practice, Unethical conduct Ethical Dilemma: DNR, Euthanasia, Surrogacy, Advertisement	8

Books:

1. VP Singh, editor. Legal Issues in Medical Practice: Medicolegal Guidelines for Safe Practice, Jaypee, 2016
2. RK Sharma. Medico-Legal Aspects of Patient Care, PeePee, 2008
3. Patrick Davey, Anna Rathmell, Michael Dunn, Charles Foster, Helen Salisbury. Medical ethics, Law and Communication at a Glance. Wiley Blacwell, 2016
4. Judith Hendrick. Law and Ethics in Nursing and Healthcare. Nelson Thornes, 2000
5. SatishTiwari, Mahesh Baldwa, MukulTiwari, AlkaKuthe. Textbook on Medico Legal Issues. Jaypee, 2012
6. Swapnil S Agarwal, Lavlesh Kumar, KrishnaduttChavali. Legal Medicine Manual. Jaypee, 2008
7. Jaypee, 2008

III-127 Biomedical Waste Management, Nosocomial Infections & Biosafety

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	1.5	23	1.5	45

Introduction:

The course provides an outline about healthcare waste, its collection, segregation, storage, transport, treatment, disposal and legal aspects involved. It also focuses on personnel training, nosocomial infection prevention and helps students to effectively create, develop and enhance their personal safety.

Objectives:

- To impart knowledge about healthcare waste management and its importance in the context of nosocomial infection prevention.

Unit I Introduction to Health Care Waste Definition and General Classification, Infectious and Non-infectious Waste, Pathological, Pharmaceutical, Chemical, Radioactive, Non hazardous general waste, Sources of Healthcare Waste, Generation of Healthcare Waste, Risks associated with healthcare waste and its impact on public health	2
Unit II Collection, Segregation, Storage and Transport of Waste Segregation Systems, Collection within HCO, Transport within HCO, Central Storage in HCO, Offsite transport	2
Unit III Treatment and Disposal of Healthcare Waste Available methods of waste treatment: Thermal, Chemical, Irradiation, Biological	2

Mechanical, Disposal methods for all types of waste, Land disposal	
Unit IV Collection & Disposal of Waste Water Waste water from healthcare facilities- Its Effects, Pre-treatment and Discharge	2
Unit V Recent trends Waste Minimization: Reuse, Recycle, Recovery Healthcare Waste Management Economics, Cost elements, Cost estimation and Cost reduction methods Healthcare Waste Management, Need for planning, Assignment of responsibilities, Organisation structure, Assessment of waste generation, HCO's waste management plan (Development and Implementation)	2
Unit VI Legal Aspects of Healthcare Waste BMW handling rules	2
NOSOCOMIAL INFECTIONS & BIOSAFETY	
Unit VII Infection Control Awareness about hospital infection, Chain of infection, Epidemiological elements, Sources of Infection, Routes of transmission	1
Unit VIII Prevention of Nosocomial Infections Precautions (hand Hygiene), Cleaning, Sterilisation and Disinfection, Isolation, Occupational Safety and Measures to be taken	1
Unit IX Training & Development of Personnel Health of Healthcare Workers, Need for stakeholder awareness, Education and Training of Healthcare Personnel, Training of Healthcare Waste Handlers	1
Unit X Biosafety Biosafety and laboratory biosecurity in India, WHO Global Biosafety and Laboratory Biosecurity programme, Containment equipment, Risk assessment, risk management, risk communication; Disinfection, decontamination and emergency response, Shipment of Biological material, Laboratory management and legislative framework, Biosafety programme management, The new CEN Biorisk Management standard CWA15793, Laboratory construction, design and equipment, Facility operation and maintenance, BSL 3 design and construction	8

Books:

1. Anant preet Singh. Biomedical Waste Disposal. Jaypee, 2012
2. Neeta Patwardhan, Satish Patwardhan. Hospital Associated Infections: Epidemiology, Prevention and Control. Jaypee, 2017

3. Najat Rashid, RamnikSood. Manual of Laboratory Safety (Chemical, Radioactive and Biosafety with Biocides). Jaypee, 2013
4. Willaim C. Blackman. Jr. Basic Hazardous Waste Management. CRS Press LLC, 2001
5. Purva Mathur. Hospital Acquired Infections: Prevention and Control. Wolter Kluver/Lippincott Williams & Wilkins, 2010

III-128 Project Management in Healthcare

(Credits: 2, Hours: 30)

Introduction:

This course gives an overview about the components and various aspects involved in planning, budgeting, marketing, commissioning etc., of hospital and healthcare projects.

Objectives:

- To give students an overview about various components of project management.
- To enable students to develop their skills in handling hospital and healthcare projects.

Unit I Overview of Project Management Project Management Framework, Project Life cycle, Project Management Roles, Overview of Projects	3
Unit II Project Integration Management Project Plan Development, Project Manager Skills, Project Charter, Project Sponsors	2
Unit III Project Scope Management Work Breakdown Structure (WBS) , Project Planning and Cost Controls, Statement of Work (SOW), Customer Approvals and Reviews, Scope Change Control	2
Unit IV Project Time Management Activity List, Project Network Diagram Methods, Duration Estimating Methods, Critical Path, Pert, Schedule Development , Crashing, Fast Tracking, Resource Allocation, Slack/Float, Schedule Control , Dependencies	2
Unit V Project Resource Management	3

Resource Requirements, Cost Estimating Methods, Cost Budgeting, Budgets, Contingency/Management, Reserve Funds, Earned Value Concepts, Earned Value Analysis, Human resource Management Processes, RAM (Responsibility Assignment Matrix), Project communication management, MS Project formats,	
Unit VI Project Quality Management Project Quality Management Processes, Overview of Quality Concepts, Quality Planning /Assurance/Control, PDCA Model, Flowcharting/Control Chart, monitoring and control	2
Unit VII Project Risk Management Project Risk Management Processes, Risk Defined, Types of Risk, Risk Factors , Risk Identification, Sources of Risk, Risk Quantitative Analysis, Risk Qualitative Analysis, Risk Response Strategies, Prioritizing Risk, Workarounds, Expected Value, Decision Trees	2
Unit VIII Project Procurement Management Project Procurement Management Processes, Make / Buy Decisions o Elements of a Contract, Contract Types, Statement of Work / Contracts	4
Unit IX Hospital Project : Introduction to planning of various department of hospital Guiding principles in planning, Conception of idea, hospital planning team, architecture and design brief, Financial planning of hospitals, Conception to commissioning: site development, equipment planning, bed distribution, space allocation, Tender process	6
Unit X Miscellaneous: Root cause analysis, Role of hospital executive in project management and decision making, Role of stakeholders in the project management, Carbon foot print, LEEDS	4

Books:

1. David Shirley. Project Management for Healthcare. CRC Press, 2011
2. S Choudhury. Project Management. Tata McGraw Hill, 1988
3. Prasanna Chandra. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review. Tata McGraw Hill, 2010
4. Erik Larson & Clifford Gray. Project Management: The Managerial Process. McGraw Hill, 2010
5. Harold Kerzner. Using the Project Management Maturity Model: Strategic Planning for Project Management. Wiley, 2005

III-129 Health and Labour Laws

(Credits: 2, Hours: 30)

Introduction:

This course seeks to give students an understanding of the legal framework governing labour management and also provides knowledge on various laws which are specific to healthcare industry.

Objectives:

- To introduce students to various labour laws and laws related to healthcare industry.

Unit I Introduction to Legal System of India Overview of Judicial system in India: Supreme Court, High Court, District and Sessions Court; Criminal, Civil, Consumer, Magistrate Courts; Fundamental rights and Right to Health, Article 21, Legal terminologies	2
Unit II Administrative councils of medical profession Medical council of India, Dental Council of India, Pharmacy council of India, Indian Nursing Council, Central Council of Homeopathy, Central Council of Indian Medicine	4
LAWS	
Unit I Laws concerning Healthcare Consumer Protection Act, PCPNDT Act, Transplantation of human Organs Act, Medical Termination of Pregnancy Act, Drugs and Cosmetics Act, Narcotic drugs act, Drug and Magic Remedies Act, Surrogacy Act, Birth and Death Registration Act, Mental health Act	8
Unit II Laws concerning business aspects of hospital Trust Act, Clinical Establishments (Registration and Regulation) Act, Insurance Act, Taxation laws, Bombay Shops and Establishments Act, Indian Partnership Act, Society Registration Act, Companies Act	6

Unit III Labour Laws Child Labour Act, ESI Act, Minimum Wages Act, Workmens Compensation Act, Payment of Gratuity, Payment of Bonus Act, Trade Union Act, Industrial Disputes Act, Information Technology Act	10
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Books:

1. D. Samuel Abraham. Laws on Hospital Administration. B.I. Publications, 2010
2. S.P Jain, Simmi Agarwal. Industrial & Labour Law. Dhanpat Rai and Sons, 2016
3. B D. Singh. Labour Law for Managers. Excel Books, 2007
4. Bare Acts

III-130 Industrial Relations

(Credits: 2, Hours: 30)

Introduction:

The course helps students to understand the complexities involved in management of labour and the aspects of maintaining symbiotic relationship between top, middle, lower level employees to create an efficient organization.

Objectives:

- To give students an overview about management of labour and relationship between top, middle, lower level employees for creation of an efficient organization.

Unit I Overview of Industrial Relations Meaning, Definition, Scope, Importance, Factors affecting industrial relations, Role of state in IR, Trade unions, Blue collar vs white collar unions, Association of doctors, nursing staff, paramedical	5
Unit II Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionism, Employers' Organisations in India, Managerial Associations	4
Unit III Industrial Dispute Meaning of dispute, Causes, Consequences, Preventive and settlement machinery, Concept of Trade Union, Conflict Management, Standing orders act	5
Unit IV Worker Welfare Grievance Procedure, Guidelines for handling grievance, Work ethics, Work culture and quality of work life, Workers Participation in Management, Social, Insurance Scheme, Wage fixation and collective bargaining	5
Unit V	

Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement –content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	6
Unit VI Workers’ Participation in Management : Concept, Purpose and Practices in other countries; Workers’ Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.	5

Books:

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations and Labour Laws. Tata McGraw Hill, 1997
2. B. D. Singh. Industrial Relations and Labour Laws. Excel Books, 2008
3. C.B.Mamoria, Satish Mamoria. Dynamics of Industrial Relations. Himalaya Publishing House, 2015

III-131 Operations Management & Research

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	1.5	23	1.5	45

Introduction:

The course helps students to understand and develop their skills in building basic concepts, techniques and issues faced during operation of a hospital and healthcare organization.

Objectives:

- To impart knowledge about basic concepts, techniques and issues faced during operation of a hospital and healthcare organization.
- To help students develop their skills and participate in operation of a hospital and healthcare organization.

Unit I An Overview of Operations Management: Facilities planning; Production selection; Process selection; Facilities location; Facilities layout and materials handling; Capacity planning.	5
Unit II Operation Planning and Control: Work design; Productivity and work style; Job design; Planning and control for mass production; Planning and control for batch production; Planning and control for shop production; Planning and control of purchase	3

Unit III Maintenance management and Reliability; Value Engineering; Quality assurance; Quality control; Total Quality Management and World Class Systems Management(WCSM) Continuous quality improvement, defining standards, use of advanced quality management techniques, Review and Evaluation – continuous review of system, policy, procedure, process of updating, working out indexes and indexes for evaluation of various services.Productivity study, development of productivity standards, work standards, utilization standards and indices, Latest changes and development in Health Management.Managed Care / Health Maintenance Organization (H.M.O)	3
Unit IV Globalization of Services; Service Strategy and Competitiveness	2
Unit V Process Technology & Information Technology; Technology in Services; Information Systems, ERP Systems; Technology & Their Service Delivery Systems; HRM in Services	3
Unit VI Linear Programming Techniques: Graphical and Simplex solution for maximizing and minimizing problems – A case of degeneracy in Simplex method – Post optimality analysis, Sensitivity Analysis, Parametric programming – Revised Simplex problem – primal / dual relationship – Goal programming.	5
Unit VII Decision Theory: Decision under risk, Decision trees, Decision under uncertainty. Use of Simulation technique for decision making. Case studies for the use of Simulation techniques for decision making. Optimal Simulation run.	2

Books:

1. B Mahadevan. Operations Management: Theory And Practice, Pearson College Div, 2009
2. Russel & Taylor. Operations Management: Quality And Competitiveness In A Global Environment, Wiley, 2005
3. Taha, H.A. Operations Research - An Introduction. Prentice Hall/ Pearson Education, 2007
4. Hillier, F.S. and Lieberman, G.J. Operations Research. Tata McGraw Hill, 2000
5. Panneerselvam. Operations research. Prentice Hall, 2004
6. Anderson. Quantitative Methods for Business. South-Western College Pub, 2012
7. Prabha B. Random Processes & Queuing Theory. Scitech Publications, 2010
8. Kothari C.R. An Introduction to Operations Research. Vikas Publishing, 2002

III-132 Quality Management & Accreditation

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
3	2	30	1	30

Introduction:

The course helps students gain knowledge about concept of quality and develop skills to use various tools, indicators which are essential in accreditation from various bodies at national and international level.

Objectives:

- To impart knowledge about components and concept of quality management in healthcare setups.
- To facilitate students to develop their skills needed to use various tools, indicators essential in accreditation process.

Unit I Introduction to Quality Assurance, Evolution of Quality Assurance in Healthcare, Quality Control and Quality Assurance, Dimensions of Quality Assurance	6
Unit II Understanding Systems and Processes, Standard, Protocol, Guidelines, Criteria, Performance Indicators, Setting standards and creating protocols, Quality Assurance manual and Plan.	3

Unit III Quality Assurance for Health practice: Clinical and administrative (departments) special emphasis on application of NABH standards.	8
Unit IV Cost of Quality and non conformance cost, Quality Management System, TQM. Quality Assurance at the Macro Health Scenario: District, State and National Level needs Quality Assurance and Paradigms for change in the Indian Health Care scenario, IPHS, ISO in Healthcare.	3
Unit V Healthcare Quality Organization worldwide: Quality Council of India, Institute of Medicine (with special reference to the report - Crossing the Quality Chasm), Joint Commission Resources, Health grades, International Society for Quality in healthcare, Agency for Healthcare Research and Quality (AHRQ), American Society for Quality (ASQ), Institute of Quality Improvement (IHI), National Association for Healthcare quality (NAHQ), National Committee, for Quality Assurance (NSQA), Leap Frog Group, NICE.	4
Unit VI Training stakeholders for practicing Quality Assurance in the health care, Monitoring and Evaluation through Quality Assurance practices, Audit and Audit cycle. Accreditation and it's benefits/ advantages. JCI Accreditation, Process of Accreditation.	6

Books:

1. S K Joshi. Quality Management in Hospitals. Jaypee, 2009
2. Patrice Spath. Introduction to Healthcare Quality Management. AUPHA publication, 2009
3. Rashid Bashshue, editor. An Introduction to Quality Assurance in Healthcare. Oxford Press, 2003
4. L. Fleming Fallon, James W. Begun, William Riley. Managing Health Organizations for Quality and Performance. Jones & Barlett learning, 2013
5. Girdhar J Gyani, Alexander Thomas. Handbook of Healthcare Quality & Patient Safety. Jaypee, 2014
6. Karun Dev Sharma. Quality System Implementation in Health Care Establishments. Jaypee, 2014
7. Farooq Jan. Step by Step Quality Hospital Care. Jaypee, 2012
8. ArifRaza. Accreditation of healthcare Organizational. Jaypee, 2016

III-133 Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva-Voce **(Credits: 3)**

ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)

III-134 Customer Relationship Management (Credits: 2, Hours: 30)

Introduction:

The course emphasis the need for client management by synergising, modifying and maintaining internal and external processes to deliver value to the end user.

Objectives:

- To introduce students to various techniques and processes of client management.
- To facilitate students to develop their skills needed to synergise, modify and maintain internal and external processes to deliver value to the end user.

Unit I Introduction to CRM- Introduction to CRM, Consider CRM in your business strategy, Initial CRM Considerations, Preparing for Technical Implementation.	6
Unit II The Customer Service/Sales Profile: Why call it the customer Service /Sales Profile; three levels of Sales and Services, Importance of the Organization and Business Process of the Organization, Shape of your customer Services and Sales Profile, CRM and your profile Tool for Capturing Customer Information.	8
Unit III Pre-Order Customer-Support Issues: Online Visibility via Search Engines, Real time Access to Product Information, Inventory Integration, International Business, Shipping, Order Tracking.	5
Unit IV	

Point of Order Customer- Support Issues: Understanding Point of Order issues, ensuring a Smooth Ordering Process, Providing an Intuitive Site Navigation Scheme.	5
Unit V Post Order Customer- Support Issue: Tracking Order, Managing Relationship Through Conflict.	6

Books:

1. Herzlinger RE. Consumer-driven health care: implications for providers, payers, and policy-makers. John Wiley & Sons; 2004 Mar 22.
2. Baker M, Hart S. The marketing book. Routledge; 2008 Sep 10.
3. Brown SA, Coopers PW. Customer relationship management: A strategic imperative in the world of e-business. John Wiley & Sons, Inc.; 1999 Oct 1.
4. Berry M, Linoff G. Mastering data mining: The art and science of customer relationship management. John Wiley & Sons, Inc.; 1999 Dec 1.
5. Newell F. Loyalty. com: Customer relationship management in the new era of Internet marketing. McGraw-Hill, Inc.; 2001 Jan 1.
6. Linoff GS, Berry MJ. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons; 2011 Mar 23.

III-135 Medical Records & Database Management

(Credits: 2, Hours: 30)

Introduction:

This course helps students to develop skills and gain knowledge about collecting, storing, managing, accessing and using patient health data in electronic form. It also focuses on database management for efficient data retrieval, data analysis, security, use in decision support systems etc

Objectives:

- To build student awareness about collecting, storing, managing, accessing and using patient health data in traditional and electronic form.
- To enable students learn and practice database management for efficient data retrieval, data analysis, security.

Medical Records Management Unit I Introduction of Medical Record: Meaning, Definition Significance of medical record; Value of medical records to patient, hospital, doctors, medical education and research, Characteristics of good medical Record, Issues related to medical record	2
Unit II Developing recording system in the hospital: Maintaining adequate records on the patient file, Training programs for staff, Retention and storing of medical Records: Outpatient, Inpatient, Medico legal cases retention policies, process of	5

medical record storing	
Unit III Medico legal liabilities related to patient records, Medical Record committee and role of committee Hospital Utilization ; Bed turnover ratio, Average length of stay, Death rate, Bed occupancy rate	5
Database Management Unit IV Introduction, Database and types of database, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS, Applications of traditional Database .	5
Unit V Database Core Concepts and Applications: Introduction, Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems.	5
Unit VI Record Storage and Primary File Organization: Introduction, Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques	5
Unit VII Computerization of medical Record; Electronic Health Record and Electronic medical record (EMR), advantages of EMR, ICD coding, HIPPA.	3

Books:

1. Mogli GD. Medical records: organization and management. Jaypee Bros.; 2001.
2. Kedar S. Database management system. Technical Publications; 2009.
3. Gupta GK. Database Management System. Tata McGraw-Hill Education; 2011.

III-136 Telemedicine Management

(Credits: 2, Hours: 30)

Introduction:

The course provides an overview about distance communication between patient and health professionals, by use of technology in remote patient care.

Objectives:

- To provide an overview.

Unit I Introduction To Telemedicine: Concept ,Definitions ,History, Organs and Forms, Evolution, Impact, Issues, Type of digital information of telemedicine	2
Unit II Telemedicine Systems: Telemedicine as a system ,Critical sub-systems of telemedicine ,Regulatory sub-systems ,Optional sub-systems of telemedicine ,Mobile applications of telemedicine	5
Unit III Clinical And Technical Aspects Of Telemedicine: Applications of telemedicine ,Perspectives of clinicians ,Telemedicine and diagnostic imaging ,Telemedicine and monitoring of physiological parameters ,Telemedicine and surgery	5
Unit IV Data And Information Standards In Telemedicine: Role of standards in Healthcare ,Health Level Seven (HL7),Digital Imaging and Communication in Medicine (DICOM),Logical Observation Identifiers Names and Codes (LOINC); Systematized Nomenclature of Medicine-Clinical Terms (SNOMED),Adoption of	5

Information Systems Standards in Healthcare ,Ethical and legal aspects of telemedicine: confidentiality, and the law, patient rights and consent, access to medical Records, reimbursements ,Values to the Patient, Clinician, and Health Care Organization training, cost, administration, Challenges to Successful Implementation	
Unit V Telemedicine Implementation: Telemedicine networks in developed countries, Telemedicine networks in developing countries ,Mobile telemedicine (m-Health) applications ,Integration of Telemedicine with other IT applications in healthcare ,Challenges to successful implementations ,Telemedicine case study to identify the healthcare professional roles and understanding of the implications of training, cost and administration involvement.	5
Unit VI Ethical And Legal Aspects Of Telemedicine: Confidentiality of medical data ,Challenges being faced by telemedicine ,Roles of clinicians and paramedical personnel ,Ethical and legal aspects of telemedicine ,Implications of trainings and cost	5
Unit VII Adoption of Telemedicine: Concepts: Innovation, Adoption, Diffusion, Integration ,Factors influencing Adoption of Telemedicine ,Diffusion of IT Innovations in Healthcare ,Adoption & Diffusion of Telemedicine in resourceful and resource limited settings	3

Books:

1. Wootton R, editor. Telehealth in the developing world. IDRC; 2009 Feb 24.
2. Pisasale C, Holt A. Book review:“Telehealth in the Developing World”. Journal of Health Informatics in Developing Countries. 2009 Dec 17;3(2).
3. Khoubati K, editor. Handbook of Research on Advances in Health Informatics and Electronic Healthcare Applications: Global Adoption and Impact of Information Communication Technologies: Global Adoption and Impact of Information Communication Technologies. IGI Global; 2009 Jul 31.
4. Shortliffe EH, Cimino JJ, editors. Biomedical informatics: computer applications in health care and biomedicine. Springer Science & Business Media; 2013 Dec 2.

FOURTH SEMESTER

SPECIALIZATION HEALTHCARE ADMINISTRATION

CORE COURSES

IV-137 Health Insurance Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1.5	23	0.5	15

Introduction:

The course helps students to develop an understanding on basic principles of health insurance, IRDA, intermediaries in health insurance, TPA, insurance frauds and its managerial aspects.

Objectives:

- To introduce students to the basic components, principles, processes and operations of health insurance management.

Unit I Basic principles of general insurance: History and development of health insurance, Current scenario- International, Indian.	4
Unit II Insurance Act, 1939, Insurance Regulatory and Development Authority (IRDA), Consumer Protection Act, 1986	6
Unit III Insurance Ombudsman, Intermediaries in health insurance, Evolution of TPA industry in India, Working and role of TPA, Managed health care, Regulations relating to the intermediaries, Other intermediaries	4
Unit IV Health insurance frauds: Introduction, Measures to control insurance fraud and abuse, Casestudies, IT and control of health insurance frauds and abuse	3

Unit V Health insurance products: International, Indian health insurance products, Interpretation of terms and conditions, Specific ailment based products- HIV and Diabetes ,Community based health insurance, Social Health Insurance-ESIS and CGHS	4
Unit VI Operational aspects: Claims and utilisation management, International Classification of Diseases (ICD), Provider management, Medical underwriting, HIPAA	2

Books:

1. Meyer WF. Life & Health Insurance Law. Lawyers Co-operative Publishing Company; 1971.
2. Jütting J. Health insurance for the poor in developing countries. Gower Publishing, Ltd.; 2005..
3. Palande PS, Shah RS, Lunawat ML. Insurance in India: Changing policies and Emerging opportunities. SAGE Publications India; 2003 Sep 11.

IV-138 Clinical Research Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1.5	23	0.5	15

Introduction:

The course helps students to gain an overview of activities in a clinical research study and develop skills for its operations management.

Objectives:

- To introduce students to the basic components, principles, processes and operations of clinical research management.

Unit I Overview of Medicinal Product Research and Development Drug Discovery and Pre-Clinical Research; The Clinical Research and New Drug Application Approval Process; The Biologics Research, Development, and Licensing Process; Medical Device Research, Development, and Marketing.	4
Unit II Good Clinical Practice (GCP) Investigational New Drug Application 21 CFR 312: Sponsor's Obligations; Investigational New Drug Application 21 CFR 312: Investigator's Obligations; Institutional Review Boards 21 CFR 56; Protection of Human Subjects 21 CFR 50; Financial Disclosure 21 CFR 54.	4
Unit III International Conference of Harmonization The History of the International Conference of Harmonization; The ICH Good Clinical	4

Practice Consolidated Guideline (E6); The ICH Clinical Safety Data Guideline (E2).	
Unit IV Clinical Trial Development Protocol Design and Development; Case Report Form Design and Development; Principals of Data Management and the Query Resolution Process; The Study Types Providing Expanded Access to Investigational Products.	4
Unit V Investigator Site Perspective: Coordinating a Clinical Trial at the Site Essentials of Source Documentation; Maintaining and Managing Essential Documents; Recording and Reporting Non-Serious and Serious Adverse Events.	2
Unit VI Sponsor's Perspective: Managing a Clinical Trial Selecting Investigators and Monitors; Maintaining and Managing Essential Documents (e.g. FDA Form 1572); Case Report Form Data Transmission and Generation of the Clinical Study Report; Reviewing and Reporting of Serious Unexpected Adverse Drug Experiences; Implementing Monitoring Plan and Performing Quality Control.	2
Unit VII Monitoring Obligations and Methods Monitoring Role and Responsibilities According to the FDA Guideline; Monitoring Role and Responsibilities According to ICH Good Clinical Practice Consolidated Guideline (E6); Monitoring Responsibilities: Type of Monitoring Visits, Monitoring Activities Pre-Visit, On-Site, and Post Visit; Monitoring Method: Implementing a Systematic Monitoring Approach to Effectively Monitor a Multi-Center Trial; Problem Solving and Trouble Shooting GCP / ICH Issues; Writing Strategic Monitoring Reports and Follow-Up Visit Letters.	3

Books:

1. Nesbitt LA. Clinical Research: What it is and how it works. Jones & Bartlett Learning; 2004..
2. Portney LG, Watkins MP. Foundations of clinical research: application to practice. Stamford, USA: Appleton & Lange. 1993..
3. Gad SC, editor. Clinical trials handbook. John Wiley & Sons; 2009 Jun 17.,
4. Stone J. Conducting clinical research: A practical guide for physicians, nurses, study coordinators, and investigators.
5. Hulley SB, Cummings SR, Browner WS, Grady DG, Newman TB. Designing clinical research. Lippincott Williams & Wilkins; 2013 May 8.
6. Glick HA, Doshi JA, Sonnad SS, Polsky D. Economic evaluation in clinical trials. OUP Oxford; 2014 Oct 2.
7. McFadden E. Management of data in clinical trials. John Wiley & Sons; 2007 Dec 14.

IV-139 Medical Tourism Management

(Credits: 2, Hours: 30)

Introduction:

The course focuses to develop an understanding about medical tourism industry- understand its scope, trends, strategies, challenges and its managerial aspects.

Objectives:

- To impart knowledge about components, concepts and procedures of medical tourism management to cater to international patients.

Unit I Introduction: Introduction to Medical Tourism, Need of Medical Tourism, History of Medical Tourism, Medical Tourism Concepts & Strategy.	6
Unit II Compare Medical Tourism in various countries, Tourism Destinations and focus on India & Maharashtra, Kerala	8
Unit III Medical Tourism, Travel Retailing and Logistics, Managing the Hospitality of the clients, Overseas sourcing of Patients – agents etc., Visa Formalities, Security and other restrictions by Ministry of External Affairs , Police reporting and verifications procedures & compliances, Hospital Liabilities Vis-à-vis patients, Foreign Currency handling and remittance, Travel and tourism aspects – Hotels, ticketing and transportation,	10
Unit IV	

Legal Aspects, Ethical, Legal and Social Concerns; Organ donation and /or transplants for foreign nationals; Blood bank – blood requirement for surgical procedures, SOPs for case of death of a foreign national.	6
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Books:

1. Berkowitz E. Essentials of health care marketing. Jones & Bartlett Learning; 2010 Oct 22.
2. Onkvisit S, Shaw JJ. International marketing: Analysis and strategy. Psychology Press; 2004.
3. Connell J. From medical tourism to transnational health care? An epilogue for the future. Social science & medicine (1982). 2015 Jan;124:398.
4. Hall CM, editor. Medical tourism: The ethics, regulation, and marketing of health mobility. Routledge; 2013.
5. Botterill D, Pennings G, Mainil T, editors. Medical tourism and transnational health care. Springer; 2013 May 18.
6. Watson S, Stolley K. Medical Tourism: A Reference Handbook: A Reference Handbook

IV-140 Healthcare NGO Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1.5	23	0.5	15

Introduction:

The course helps students in developing skills required for managing healthcare NGOs by providing an orientation towards NGOs and their functioning.

Objectives:

- To introduce students to the basic components, principles, processes and operations of non-governmental organizations working in healthcare sector.

Unit I NGO Environment, Stake holders involved in NGO, NGO formation , Work process of NGO	6
Unit II Issues in NGO management, Problem identification	4
Unit III Social Marketing, IEC activities : Information, Education and Communication, Monitoring & Evaluation	6
Unit IV	

Proposal Development,Fund Raising	4
Unit V Health Situational Analysis,Networking and Advocacy,Community Mobilization , Public Private Partnership in Health Sector	3

Books:

1. Abraham A. Formation and management of NGOs: Non-governmental organisations. Universal Law Publishing; 2011.
2. Rockefeller D. Global health leadership and management. John Wiley & Sons; 2005 May 6.
3. Bebbington J, Unerman J, O'Dwyer B, editors. Sustainability accounting and accountability. Routledge; 2014 Jun 5.
4. Osborne S. Public-private partnerships: Theory and practice in international perspective. Routledge; 2002 Sep 6.

IV-141 Medical Writing

(Credits: 2, Hours: 30)

Introduction:

The course provides students a platform to understand and practice about scientific writing, regulatory and academic medical writing, writing for patient information leaflets, manuals, reports, website etc along with an idea on documentation, proofreading, ethical and legal issues.

Objectives:

- To introduce students to the components of scientific, regulatory and academic medical writing.
- To enable students to participate and practice tools of medical writing.

Unit I Introduction to Medical Writing (Types and Requirements) Writer's Role -Need or Basis of Medical Writing	5
Unit II Tools Used for Medical Writing- Reference, Writing Style and Resources Medical Writing for Clinical Research Industry (Designing and Preparation of Protocols, ICDs, CRFs etc); Writing for Regulatory submissions and Drug Promotion Activities (IND, NDA, BLA, SNDA, ANDA)	6
Unit III	

Dossier preparation in CTD Format, eCTD Submissions, Scientific Writing (Manuscript, Abstract writing, review articles), Documents in Medico Marketing	8
Unit IV Achieving Flow and Cohesiveness, Managing the Review Process (Quality Control Check/Proof Reading Concept)	4
Unit V Judicial/ Copyright Issues in Medical Writing & Unethical Practice	4
Unit VI Industry Based Case Studies	3

Books:

1. Taylor RB. Medical writing: a guide for clinicians, educators, and researchers. Springer Science & Business Media; 2011 Aug 17.
2. Stuart MC, editor. The complete guide to medical writing. Pharmaceutical Press; 2007.

IV-142 Corporate Social Responsibility (CSR)

(Credits: 2, Hours: 30)

Introduction:

The course helps students to understand the concept of CSR in today's healthcare industry and the need for incorporating it as part of various organizational practices.

Objectives:

- To introduce students to the basic components, principles, processes and operations of CSR activities in health sector.

Unit I Why CSR? Legal and voluntary frameworks for CSR in the Indian context, Non-market environment and its influence on business performance, CSR as a source of competitive advantage	3
Unit II Operationalizing CSR, Basic Principles of Working with Communities	3
Unit III Stakeholder analysis and issues management	4
Unit IV Legal Framework of CSR in India: Integrating CSR initiatives across the supply chain, Integrating CSR metrics into organizational performance management systems, Embedding the CSR culture within the organization, Aligning organizational strategy with the CSR strategy and priorities, Aligning CSR and HR strategies, Aligning CSR and business strategies, Managing Risk and decision making, Best practices in CSR reporting, Industry Best practices	8
Unit V	

Evolving Models of CSR	3
Unit VI Assessment of NGO Partners & CSR Project Proposals	3
Unit VII Measuring Impact of CSR Compliance	3
Unit VIII Next Generation CSR Strategies: Emerging challenges in CSR and ethical dilemmas, New approaches to business and CSR (BOP, inclusive Business models etc.)	3

Books:

1. Pedersen ER, editor. Corporate social responsibility. Sage; 2015 Jan 22.
2. Crowther D. Corporate social responsibility. Bookboon; 2008.
3. Baxi CV, Prasad A, editors. Corporate social responsibility: concepts and cases: the indian experience. Excel Books India; 2005.
4. Drake MJ. HealthCare's Corporate Social Responsibility Program. Pearson Education; 2014 Jan 16.

IV-143 Concurrent Rotatory Practical Postings (CRPP) with Comprehensive Viva-Voce (Credits:3)

IV-144 Project II Viva-Voce

(Credits: 3)

ELECTIVE COURSES (ANY TWO TO CHOOSE FROM)

IV-145 Health Event Management

Total Credits	Theory	Teaching Hours	Practical	Posting Hours
2	1	15	1	30

Introduction:

Conduction of a national conference/ training session/ public meeting/ fundraising meeting etc needs proper training as events are public face of the organisation. This course trains students to conduct and manage such events.

Objectives:

- To provide students an overview about the components and procedures of health event management.

Unit I Event Planning, Event Marketing & Branding, Event Team Management & Coordination Secretariat services: Computerised database creation and management, Event related communications & PR both offline and online, Correspondence between clients and internal functional departments, Preparing operational protocols and follow-up relating to the adherence of such protocols, Banking Operations, Accounting, Budget	4
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Control, Legal and Compliance related operations, Compiling of event handover documents for independent, post-event audits	
Unit II Content: Developing Need Statements and Learning Outcome Statements, Scientific Agenda Creation, Abstract/ Paper/ Poster/ Video Submission coordination and confirmation, Faculty/ Speaker Management and coordination (Domestic and International), Slide Deck Creation/ Review, Scanning for Plagiarism/ Updating content with appropriate referencing guidelines, Preparing statutory documents for accreditation, Preparing post-event evaluation methods	4
Unit III Venue: Venue selection and considerations, Hall selections and working drawings, Seating arrangements, Inauguration/Banquet venues, Trade and Industry venues, Rooming and residential blocks, Meals and Banqueting, Venue Licenses	4
Unit IV Technology: Custom responsive website (Desktop and Mobile Friendly), Custom CMS and admin dashboard, Online registration with payment gateway (Credit Card, Debit Card, IMPS, Netbanking), Online abstract submission and management, Online speaker management, Online Trip planning in collaboration with leading portal Tripadvisor, Online housing booking in collaboration with leading portal Booking.com, Custom mobile application with a variety of third party integrations, Third party integrations for mailing, SMS and notifications, On-site registration management and spot registration management, Data and Event Intelligence, Offline registration and group registration management, Sponsor management and industry relations, Accounting management and online book-keeping, e-receipt, e-certification and online feedback Design & Media: Adobe Creative Suite, Corel Creative Suite, Sketch-up, 3Ds Max, V-Ray, Reason	4
Unit V A-Visual: Sound, Lighting, Visuals with LED/Projector and Washout, Stage and Fabrication, Trussing, Venue Construction and Superstructure, Octanorm/Shell Scheme, Photography, Videography, Artist Management, Talent Management, Power and Communication, Licenses	2
Unit VI Guest Services: Registration Desk, Hospitality Desk, Logistics Desk, Tour Extensions and Daily Extensions, Accompanying Delegate Programs, Preview Rooms, General Assistance, First Aid, Valet, Security, Fire Marshals, Event Ushers, Housekeeping, Hostess , F&B Executives	2
Unit VII Logistics: Air Travel, Rail Bookings, Car Bookings, Bus Bookings, Hotel Bookings, Local Taxi Bookings, Local Excursions, Tour Extensions, Accompanying Delegates	3

Program, Special Events (MICE & Corporate events)	
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Books:

1. Robinson P, Wale D, Dickson G, editors. Events management. CABI; 2010.
2. Bowdin G, O'Toole W, Allen J, Harris R, McDonnell I. Events management. Routledge; 2006 Mar 15.
3. Raj R, Musgrave J, editors. Event management and sustainability. CABI; 2009.
4. Conway DG. The Event Manager's Bible 3rd Edition: The Complete Guide to Planning and Organising a Voluntary or Public Event. Hachette UK; 2014 Feb 21

IV-146 ICD – 10 Coding System

(Credits: 2, Hours: 30)

Introduction:

The course helps students to gain knowledge about effectively identifying, understanding and utilizing ICD – 10 medical codes and practice its application.

Objectives:

- To build student awareness about collecting, storing, managing, accessing, using and importance of patient health data in the ICD – 10 code format.

Unit I ICD-10-PCS History and Organization History and Design, ICD-10-PCS Versus ICD-9-CM, Use and Organization of ICD-10-PCS	6
Unit II ICD-10-PCS Code Structure and Definitions Body Systems, Root Operations, Body Parts, Approaches, Other Considerations	6
Unit III ICD-10-PCS Coding Guidelines The Basics, Body System Guidelines, Root Operation Guidelines, Body Part Guidelines, Other Considerations	6
Unit IV	

Other Medical and Surgical-Related Procedures Obstetrics, Placement, Administration, Measurement and Monitoring, Extracorporeal Assistance and Performance, Extracorporeal Therapies, Osteopathic Procedures, Other Procedures, Chiropractic Procedures	6
Unit V Ancillary Procedures Imaging, Nuclear Medicine, Radiation Oncology, Physical Rehabilitation and Diagnostic Audiology, Mental Health, Substance Abuse Treatment	6

Books:

1. World Health Organization. The ICD-10 classification of mental and behavioural disorders: clinical descriptions and diagnostic guidelines. World Health Organization; 1992.
2. Buck CJ. 2012 ICD-10-CM Draft Standard Edition--E-Book. Elsevier Health Sciences; 2016 Jun 16.
3. Lovaasen KR. ICD-10-CM/PCs Coding: Theory and Practice, 2018 Edition E-Book. Elsevier Health Sciences; 2017 Jul 12.

IV-147 Health Informatics Management

(Credits: 2, Hours: 30)

Introduction: The course helps students to get an overview about concepts of health informatics and use of technology in healthcare delivery.

Objectives:

- To give students an overview about concepts of health informatics and use of technology in healthcare delivery.

Unit I Introduction and overview, Net searching tips, Standards for health informatics	6
Unit II Databases and Knowledge management	6
Unit III Electronic Health Records, HL7 and XML	8
Unit IV Integrated HIS including Clinical Decision Support Systems, Imaging, including PACS and DICOM	6
Unit V Requirements management, Artificial intelligence	4

Books:

1. Khoubati K, editor. Handbook of Research on Advances in Health Informatics and Electronic Healthcare Applications: Global Adoption and Impact of Information Communication Technologies: Global Adoption and Impact of Information Communication Technologies. IGI Global; 2009 Jul 31.
2. Shortliffe EH, Cimino JJ, editors. Biomedical informatics: computer applications in health care and biomedicine. Springer Science & Business Media; 2013 Dec 2
3. Hasman A, editor. Education and Training in Health Informatics in Europe: State of the Art, Guidelines, Applications. IOS press; 1995.

IV-148 Entrepreneurship in Healthcare

(Credits: 2, Hours: 30)

Introduction:

The course focuses to help students to think about innovations possible in health care sector along with development of skills to nurture entrepreneurship and fulfil their dreams.

Objectives:

- To introduce students to the components of process of innovation and successful entrepreneurship.
- To enable students to participate and practice tools to be a successful entrepreneur.

<p>Unit I Entrepreneur and Entrepreneurship: Evolution of the Concept of Entrepreneur - Characteristics of an Entrepreneur -Distinction between an Entrepreneur and a Manager - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur Role of Entrepreneurship in Economic Development , Recent Trends of Women Entrepreneurship, Rural Entrepreneurship – Need, Problems and Development of Rural Entrepreneurship.</p>	6
<p>Unit II Factors Affecting Entrepreneurial Growth: Economic and Non-Economic Factors - Government Actions; Entrepreneurial motivation, Opportunities for an Entrepreneurial career</p>	6

<p>Unit III Small Enterprises: Definition - Characteristics - Relationship with large units - Rationale - Objectives - Scope of Small Enterprises ,Role of Small Enterprises in Economic Development - Their problems - Project Identification and Selection - Project Formulation - Project Appraisal - Financing - ownership Structures.</p>	6
<p>Unit IV Institutional Finance to Entrepreneurs: Commercial Banks - Other Financial Institutions(NBFCs), Need for Institutional support to Entrepreneurs, Angel Investors</p>	6
<p>Unit V Venture Capital: Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation - Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies - valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India.</p>	6

Books:

1. Khanka SS. Entrepreneurial development. S. Chand Publishing; 2006.
2. Desai V. Dynamics of Entrepreneurial Development and Management: Entrepreneurship, Project Management, Finances, Programmes, and Problems. Himalaya Publishing House; 2001..
3. Sahay A, Nirjar A. Entrepreneurship: Education, Research and Practice. Excel Books; 2006..
4. Nicholls A, editor. Social entrepreneurship: New models of sustainable social change. OUP Oxford; 2008 Apr 3.
5. Charantimath PM. Entrepreneurship development and small business enterprise. Pearson Education India; 2005.
6. Antonakis J, Day DV, editors. The nature of leadership. Sage publications; 2017 Sep 26.
7. Frederick HH, Kuratko DF, Hodgetts RM. Entrepreneurship: Theory, process, practice. Victoria: Cengage Learning; 2006.

IV-149 Pharmaceutical Management

(Credits: 2, Hours: 30)

Introduction:

The course provides students an overview about challenges in management of pharmaceutical industry from regulatory clearances up to marketing of new product.

Objectives:

- To introduce students to the basic components, principles, processes and operations of pharmaceutical management.

Unit I Overview of Pharmacology	6
Unit II Pharma Sales & Marketing Management Pharma Sales and Distribution Management, Pharmaceutical Marketing Management, Advertisement & Promotions in Pharmaceutical Industry	6
Unit III Pharma Product Management Brand Management, Rural Marketing, OTC Marketing	6
Unit IV	

Drug Regulatory Affairs	6
Unit V The Ayurvedic and Herbal Market: Overview of global Ayurvedic and Herbal industry, Ayurvedic and Herbal industry in India, Prescription vs. OTC market, Major stakeholders in domestic and global market, Major Ayurvedic Brands, Regulatory environment in Ayurvedic industry.	6

Books:

1. Itkar MS. Pharmaceutical management. Nirali Prakashan; 2008 Jan 7.
2. G.S.banker, R.K.Chalmers "Pharmaceutics and Pharmacy Practice "J.B.Lippincott Company, Philadelphia, PA, 1982.
3. Mickey Smith; Pharmaceutical Marketing in the 21 th Century, Viva Books Pvt. Ltd., New Delhi, 2001.
4. G. Vidyasagar; Pharmaceutical Industrial Management, Pharma book Syndicate, Hyderabad, 2005



**BHARATI VIDYAPEETH
(DEEMED TO BE UNIVERSITY), PUNE**

**Faculty of Medical Sciences
MHA - Masters in Hospital Administration
Old Syllabus**

**BHARATI VIDYAPEETH DEEMED UNIVERSITY,
PUNE
FACULTY OF INTERDISCIPLINARY STUDIES**

MASTERS IN HOSPITAL ADMINISTRATION

**COURSE STRUCTURE AND DETAILED SYLLABUS
OF
SEMESTERS I, II, III AND IV
(UNDER CREDIT SYSTEM)**

TO BE EFFECTIVE FROM 2012 – 13 AT SEMESTER I

**Course Structure of Masters in Hospital Administration
(Under Credit System)**

INTRODUCTION :

The nature of hospitals as organizations have been diverse and varied in India. Nursing homes, small private hospitals as well as multi specialty tertiary care hospitals have emerged in large numbers over the last few years. However there is an absence of homogeneity in their functioning or regulation. This can be brought about by way of enhanced governance training and development of Health Care Managers who can play a crucial role in setting the background for this change.

With this focus and challenge in mind the Center for Health Management Studies and Research has been set up at the Bharati Vidyapeeth Deemed University, Pune. The Center for Health Management Studies and Research has rapidly grown into a specialized training facility for a wide variety of cadres related to Hospital Administration, with a focus on patient centered care.

Objective of Centre:

- To create a center of excellence in hospital management, health education research and consultancy.
- To conduct courses for candidate who wants to make their career in hospital management and in service personnel in the healthcare delivery system for the private and public sector.
- To conduct locale specific research and find sustainable solutions for long term development of health problems and issues in health management.
- To participate in health policy development and reform in order to share expertise and create a knowledge base for governance in health care.
- To offer consultancies as part of knowledge sharing and help healthcare organizations and health care development projects to plan their initiatives and strengthen implementation.

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- To develop forums for sensitization towards the health care needs of the low socio economic communities of India and initiate momentum to stabilize and enhance their healthcare conditions.
- To focus attention on the specific healthcare needs of India's growing urban centers and the accessible rural sectors and remote wilderness tracts.
- To develop and disseminate materials to enhance awareness on specific health issues in the public domain.

Objectives of Masters in Hospital Administration Program:

- To provide a knowledge base for individuals who are interested in health care and management of healthcare institutions.
- To create knowledge sharing tool for interdisciplinary learning amongst various faculties involved in hospital management.
- To facilitate the development of managers and doctors into hospital administrators through an executive learning program.
- To allow for development of specialized vocational training in the field of hospital management.
- To upgrade the existing capacity and skill set of professionals and provide them with new learning opportunities.
- To create learning programs which raw and disseminate information from the best practice in Healthcare.

COURSES : The courses include:

- **Masters in Hospital Administration(MHA)**
- **Post Graduate Diploma In Hospital Management(PGDHM)**

ELIGIBILITY FOR ADMISSION TO THE COURSE

- 1) The candidate must have passed Bachelor/ Masters Degree in any discipline with minimum 50% marks from a recognized University.
- 2) The candidate must have completed their internship before the admission (If applicable). He /She will have to produce a certificate of completion of internship before joining the course.

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SEMESTER WISE COURSE INFORMATION

MHA Semester I:

Course Code	Compulsory Courses	Total credits	Internal Assessment (30%)	Continuous Assessment	University Examination (70%)	Total Marks (100%)
MHA101	Epidemiology and health economics	4	100	-	100	100
MHA102	Hospital as an organization	4	100	-	100	100
MHA103	Management Principals and Communication	4	100	-	100	100
MHA104	Organizational Behaviour and Leadership	4	100	-	100	100
MHA105	Management Accounting	4	100		100	100
MHA106	Marketing management	4	100		100	100
MHA107	Computer applications and Information Technology in Health	4		100		100
MHA108 MHA109 MHA110 MHA111	General credits • Coral draw • General English, Written and Spoken • Academic writing skills • Brand Management for Hospital	4		200		200
	Total credits for Semester I	28+4	600	300	600	900

- Students should acquire a total of 28 credits + minimum 4 general credits (2 Credits each course) in the First Semester.
- General credit courses will be run if a minimum of 5 students register for the course.

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MHA Semester II

Course Code	Compulsory Courses	Total credits	Internal Assessment (30%)	Continuous Assessment	University Examination (70%)	Total Marks (100%)
MHA112	Departments and departmental functions in the hospital	4	100		100	100
MHA113	Research Methodology	4	100		100	100
MHA114	Basic Statistics	4	100		100	100
MHA115	Finance management	4	100		100	100
MHA116	Project management	4	100		100	100
MHA117	Ethics and Health law	4	100		100	100
MHA118	Project -1	4		100		100
MHA119	General credits- Health monitoring in the community Or Effects of environment on health Or Hospital design architecture Or Interior design for hospitals Or Hospitality management for hospitals	4		200		200
MHA120						
MHA121						
MHA122						
	Total credits for Semester II	28 + 4	700	300	700	900

- Students should acquire a total of 28 credits + general credits in the Second Semester, total 32 credits

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- General credit courses will be run if a minimum of 5 students register for the course.

MHA Semester III

Course Code	Compulsory Courses	Total credits	Internal Assessment (30%)	Continuous Assessment	University Examination (70%)	Total Mark (100%)
MHA123	Research Dissertation Part-1	4	100		100	100
MHA124	Hospital record Stores and Inventory Management	4	100		100	100
MHA125	Safety in the Hospital	4	100		100	100
MHA126	Human resource management in Hospital – Part 1	4	100		100	100
MHA127	Disaster management	4	100		100	100
MHA128	Operations Research in Hospital	4	100		100	100
MHA129	Quality Assurance in hospital- Part 1	4	100		100	100
MHA130 MHA131 MHA132	General credits- Entrepreneurship in hospitals Or Effect of globalization on Hospital Administration Or Health	4		200		200

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MHA133	insurance and hospital management Or Applications of GIS in Hospital Administration					
	Total credits for Semester III	28 + 4	700	200	700	900

- Students should acquire a total of credits 28+ 4 general credits in Third Semester total 32 credits.
- General credit courses will be run if a minimum 5 students register for the course.

MHA Semester IV:

Specialization Courses:

Course Code	Compulsory Courses	Total credits	Internal Assessment (30%)	Continuous Assessment	University Examination (70%)	Total Marks (100%)
MHA134	Research Dissertation- Part 2	4	100		100	100
MHA135 MHA136 MHA137 MHA138 MHA139	Specialization (Any Three) • Information technology for hospital management- Part 3 • Quality assurance for hospital management- Part 2 • Hospital operations management • Finance for hospital management - Part 3 • Human resource	4×3=12	100×3		100×3	100×3

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	management in Hospital- Part 2					
MHA140	Project work related to specialization course	4×3=12	100×3		100×3	100×3
	Total credits for Semester IV	28	700		700	700

- Student should acquire total 23 credits in fourth semester.
- Specialization credit courses will be run if a minimum 5 students register for the course.
- Student should choose any three specializations. In fourth semester.

TOTAL CREDIT OFFERED IN ALL FOUR SEMESTERS : 124

1 Credit for Theory = 15 hrs

1 Credit for Practical = 30hrs

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- 3) If a candidate does not fulfil the above requirements or fails to pay the fees before the last date of the admission as mentioned in above table, he/she will not be considered eligible for admission irrespective of his/her appearing for interview and getting selected for the course.

DURATION OF THE COURSE: 2 years (Full Time)

SEMESTER-I

Course Code	Course	Total Credit	Theory	Practical
MHA101	Epidemiology and Health Economics	4	3	1

Unit I

3hrs

Introduction to Epidemiology: Public Health, Different definitions of health. Concept of health & well being, standard of living, quality of life, hygiene. Development of healthcare system in India.

Overview of health Care Delivery Systems

Different types of healthcare systems in India: Allopathic, AYUSH (Ayurvedic, Yoga, Unani, Siddh, Homeopathic) Health care systems of the world – an exposure to various strategies and plans in different countries. Dimensions of health, positive health, spectrum of health, spectrum of disease, responsibility for the health. Determinants of health. Levels of health care: primary care, secondary care and tertiary care. Levels of Prevention, Nutritional Disease, Life style disease Health Issues in Developing countries – in contrast to the issues of the developed world Health problems in India,

10hrs

Health Care Delivery System Global Perspective: Health Care Delivery System in Developed and Developing Countries.

5hrs

Unit II

Government policies and programmes in healthcare :

10hrs

National Health Policy 2002, Health Systems Development – initiatives of health care organizations throughout the world, global thrust areas, lessons from the past and steps towards the future, Millennium Development Goals.

National programs and organization district level and state level under NRHM.

Unit III

2hrs

Health Monitoring

Review Pune context (using aids like GIS) – Public Health, concept of control and prevention, Health team concepts, health service philosophies, Concept of causation, surveillance, monitoring. Modes of intervention.

Unit IV

Introduction to Health Economics

5hrs

Meaning, Definition, Macro economics and Micro economics, Scope of Health Economics, Indian Economic growth and health

Principle of Economics

Sellback's General principle of Economics and Some definitions : Demand, Need, Supply Cost and Price , theory of pricing, Market, Scarcity, Marginal Analysis, Margin, Opportunity cost, Efficiency ,Equity, Resources, Inflation and deflation

Unit V

4hrs

The demand and Supply for Health & Health Services, Types of Demand, Law of Demand and Supply, Demand Elasticity & Health, Supplier-induced Demand ,Meaning, Example of Supplier-induced Demand in Healthcare.

Unit VI

2hrs

Production, health & care. Efficient use of inputs, Cost of Delivering Health services, Basic Market models and healthcare market, privatization of healthcare services; advantage and disadvantages ,Public private partnership in health

Unit VII

4hrs

Economic Appraisal and Health Indicators :

Techniques of Economic Appraisal, Cost Effective Analysis, Cost Benefit Analysis, Cost Utility Analysis, QALY (Quality Adjusted Analysis of Life), Disability-adjusted life year (DALY), Physical Quality of Life index

(PQLI)Healthcare economy comparison ; Developed and developing countr

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Division of practical Credits:

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	0.5	0.25	0.25
	<ul style="list-style-type: none">• Pune Municipal Corporation : Arogya Karyalaya• Rural Health Care Center• Urban Health Care Center		

Teaching Methodology:

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference books:

1. Park K, *Text Book on Hygiene and Preventive Medicine*,
2. Park K, *Preventive and Social Medicine*.
3. Deimer, *Introduction to Health Services*, New York,
4. Schultz R.J. *Management of Hospitals*, McGraw Hill, New York,
5. A.V.(ed), *Managing a Modern Hospital*, Response Books, New Delhi
6. *Health Economics: An International Perspective*- Barbara McPake, Charles E. M. Normand
7. *Health Economics in India*- Prashant kumar Panda

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Course Code	Course	Total Credit	Theory	Practical
MHA102	Hospital as an Organization	4	3	1

Unit-I

Introduction to Medical Terminology: Glossary of medical terms, major diseases and medical specialties, procedures. 10 hrs

Unit-II

Introduction to health organizations :Primary, Secondary and Tertiary care – e.g.: clinics, nursing homes, corporate hospital, trust hospital and super specialty hospitals, research and trials centres– teaching and non teaching institutes, Long-term and Palliative care centres, etc. 3 hrs

Organization Designs: Types of Hospitals :Government organization, The Private Charitable organization, The Private for profit organization, The corporate organization, Visions and Missions – Organisational stability and management Organization Designs, Functional design, Divisional design, corporate design, 4hrs

Unit-III

Elements of Hospital organization: Objective of hospital organization, Internal and External Environment etc. 6hrs

Unit-IV

Overview of departments in the hospital: Clinical, Non Clinical: Administrative, Technical, and Support services. 6hrs

Unit-V

Other Organizations: Insurance, Pharmaceutical companies, NGO's, Government and Non Government Funding Agencies for Health, Private Investors in Health, Organizational structures and methods of functioning, Focus and impacts of various organizations on health, Understanding the micro and macro level health structure

6hrs

Division of Practical Credits

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion/Presentation
1	0.75	0.25
	<ul style="list-style-type: none"> • Medical College Hospital • Govt. Hospital (Primary Care Centers, Community health centre, • Tertiary Care hospital) • Corporate Hospital • Trust Hospital • NGO 	

Teaching Methodology :

Classroom lectures, Group discussion, Class Presentations, Role Play

Reference Books :

1. *Principles of Hospital Management – S.A. Tabish, Jaypee*
2. *Hospital Management -- S.L Goel,*
3. *Hospital Administration – Francis.*

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Course Code	Course	Total Credit	Theory
MHA103	Management Principles and Communication	4	4

Unit-I

Concept of Management: Definition of management, Difference between management and administration, Functions and Responsibilities of Managers, Principles of Management, Management Thoughts: The Classical School, The Human Relations School- Systems theory, Contingency Management 5hrs

Unit-II

Functions of Management :

Planning: Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning. 5hrs

Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO), Benefits and weaknesses of MBO. 5hrs

Strategies and Policies: Concept of Corporate Strategy, formulation of Strategy, Types of Strategies, the Strategic Planning Process, ,Types of Policies, Principles of formulation of Policies, Decision Making Process, individual Decision Making Models. 4hrs

Organizing and staffing: Nature and Purpose of Organizing and staffing, significance of staffing of Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization. 4hrs

Directing, Coordinating and Controlling: Coordination: Meaning, concept, 5hrs

role of coordination, Control: Theories Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system.

Unit-III

Introduction to Communication

Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication, Effective Communication.

4 hrs

Communication in a Hospital: Importance of communication in the hospital, purpose of communication, responsibility, communication process: sender, receiver, feedback various channels of communication, Modes of communication, communication with various stakeholders in the hospital.

5 hrs

Unit-IV

Types of Communication:

6 hrs

Oral Communication: Meaning, nature and scope of oral communication, The art of listening - Principles of good listening.

Principles of effective oral communication: Techniques of effective speech, Media of oral communication (Face-to-face conversation, Teleconferences, Press Conference, Demonstration, Radio Recording, Dictaphone, Meetings, Closed circuit TV, Demonstration and Dramatisation, Public address system, Rumour, Grapevine, Group Discussion, Oral report).

6hrs

Written Communication :

Need and functions of business letters - Planning and layout of business letter, types of business letters e.g. reports, memos, and notices etc., Essentials of effective written communication.

Unit-V

Barriers of Communication: Lack of planning, semantic distortion, poorly expressed message, poor listening, distrust, threat & fear, improper communication, premature evaluation, insufficient period for adjustment to

6hrs

change, internal and external environment.

Communication within the hospital and with external agencies.

Unit-VI

Decision Making and Conflict Management: Group Decision-Making - Conflict and Negotiations (refer Organization Behaviour and leadership course), Presentation and Interviews, Speeches,

5hrs

Teaching Methodology :

Classroom lectures, Group discussion, Class Presentations

Recommended Books:

1. *Essential of Management- Harold Koontz*
2. *Principles Of Management -M. Govindarajan, S. Natarajan, Prentice Hall of India, New Delhi*
3. *Principles of Management book- Tripathi, Tata Mcgraw Hill Education Private
Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.*
4. *Communication Dynamics Dr. Mrs. V.S. Mishra*
5. *Management - C. S. Rayudu - Himalaya Publishing House, Bombay*
6. *Business Communication : Bhende , Pradhan , Thakur*
7. *Essentials of Business Communication - Rajendra Pal and J. S. Korhalli - Sultan Chand& Sons, New Delhi.*
8. *Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep &Deep Publications Pvt. Ltd., New Delhi.*
9. *Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. RavindraKothavade - Diamond Publications, Pune.*
- 10 *Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan Tata McGraw-Hill Publishing Company Limited, New Delhi.*

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 MASTERS IN HOSPITAL ADMINISTRATION

Course Code	Course	Total Credit	Theory
MHA104	Organization Behaviour and Leadership	4	4

Unit-I

3hrs

Introduction to Organization Behaviour : Meaning, Definition, Significance, Models of Organization Behaviour

Unit-II

Foundations and determinants of Individual and Organizational Behaviour: Personality and personality traits-determinants, Perception and factor affecting perception, Attitude and types of attitude, Transactional Analysis: different states of Ego, JOHARI window, Learning: Meaning, Learning theories.

8hrs

Unit-III

Motivation: Definition, Significance. Motives: Characteristics, Classification of motives: Primary and Secondary motives, Theories of Motivation: Maslow's theory, Herzberg's theory, Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory

8hrs

Unit-IV

Group Dynamics: Concept of Group, Types of groups: Formal and Informal Groups, Advantages and disadvantages of group. Team work in the hospital.

6hrs

Unit-V **12hrs**

Leadership in the hospital: Meaning and definition of supervisor, leader and manager, Difference between a leader and a manager. Characteristics of a successful leader. Difference between roles of supervisors, managers and leaders.

Different styles of leadership, Types of leadership: Vertical and Horizontal leadership, Mint berg model, Malcolm Bald ridge. Seven habits of highly Effective people.

Unit-VI

Conflict management: Definition. Traditional vis-à-vis Modern view of conflict, Types of conflicts: Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management, Core quadrant model, 7 S framework. **8hrs**

Stress Management: Definition, Causes, Effects of Stress, Advantages and disadvantages of a stress, Managing stress, Work life balance. **6hrs**

Negotiation **4hr**

Unit-VII

Change Management: Concept of change, Change as a natural process, Importance and Causes of change: social, economic, technological, organizational. **5hrs**

Teaching Methodology :

Classroom Ictures, Group discussion, Class Presentations, Role Play

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Reference books :

- *Organisational Behaviour – John W. Newstrom*
- *Organisational Behaviour – Fred Luthans*
- *Organization Behavior – S. P. Robbins – Prentice Hall*
- *Organizational Behavior – Fred Luthans – McGraw Hill*
- *Organizational Behavior – M. L. Prasad – S. Chand*
- *Leadership Theory and Practice-Peter G. Northouse*

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Course Code	Course	Total Credit	Theory
MHA105	Management Accounting	4	4

1. **Introduction of Management Accounting** : Concept and Characteristics, Financial Accounting Information, Comparison of Financial and Management Accounting, Principles of Accounting, The Accounting Cycle, Basic Accounting, Entries 4 hrs

2. **Introduction to cost accounting:** Purpose, Utility and inter relationship of Financial Accounting and Management Accounting with Cost Accounting . 5 hrs

3. **Understanding basic components of accounting systems** 8hrs
Economic entity, Monetary assumption ,Depreciation, Accrual basis, Time period, Cost value/ historical value, Disclosure, Going concern, Double entry system

4. **Accounting for health care** : Types of accounts, Ledgers, Journals, Trial Balance, Profit and Loss accounts, Balance Sheet, Error and Rectification. 16 hrs

5. **Elements of Costs:** Material, Labour and Overheads: Fractions and Segment, Classification of Cost: Direct and Indirect Cost Classifications. 8 hrs

6. **Materials:** Purchasing Procedure, Organisation Control and Records, Control over Materials, Inventory Control Techniques, and Accounting for issue of Materials from stores. 6 hrs

7. **Overhead** : Accounting and Control of Overhead, Classification and Absorption of Overheads. 5hrs

8. **Methods of Costing** : Unit costing, Contract Costing, Process Costing. 8hrs

Teaching Methodology :

Classroom Lecture , Group discussion, Class Presentations, hands on practice.

Reference Books

1. *Introduction to Management Accounting - Horngreen and Sundlem*
2. *Principles of Management Accounting - Manmohan & Goyal*
3. *Cost and Management Accounting - S.M.Inamdar*
4. *Management Accounting - Dr. Mahesh Kulkarni*
5. *Double Entry Book Keeping - T.S.Grewal*
6. *Cost Accounting - Khan & Jain*
7. *Management Accounting 3rd Ed. - Khan & Jain*

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Course Code	Course	Total Credit	Theory
MHA106	Marketing Management	4	4

Unit-I

10hrs

Introduction to Marketing : Basic concept of marketing management, Difference between Marketing and Selling, Consumer behavior, Marketing process, Marketing environment, Marketing Orientation, Different Ps in marketing.

Unit-II

10 hrs

Marketing and branding of hospital services: Conceptual framework of service marketing. Concept of advertisement and Promotion of hospital Services. Marketing of health services in India and abroad, Corporate communications and identity, corporate message, image branding and public affairs.

Unit –III

10 hrs

Marketing of various health services: Eg. Family welfare, Integrated child development programmes, health check up etc.

Unit –IV

8 hrs

Price strategies and programs: Setting and adapting price, initiating and responding to price changes, Designing marketing channels and managing value networks, Channel management and channel dynamics.

Unit –V

10 hrs

Corporate marketing :Marketing for third party administrators and cash-paying patients, overview of ethics in health care marketing, Social aspects of marketing: Corporate social responsibility(CSR)

Unit –VII

Public Relations : definition, need in hospital, essentials of good public relations, public relations towards global professionalism and major areas of public relations activity like medical tourism, Co-ordination of press relations, publications and different media. Corporate image. Government interference in public relations in India. Impact of public relations on hospital management, share holders, distributors, customers and internal communication. 8hrs

Professionalism for public relations, Qualities of public relation officers or Marketing Managers, professionalism and regulations. 4hrs

Teaching Methodology :

Classroom lectures, Group discussion, Class Presentations, Role Play

Reference books:

1. Kotler Philip, *Marketing Management: Analysis, Planning, Implementations and Control*, Pearson Education, New Delhi.
2. Ravi Shankar, *Service Marketing*, Excel Books, New Delhi
3. Chabra T.N, *Marketing Management*, Tata McGraw Hill
4. Ranjan Saxena, *Marketing Management*, McGraw Hill
5. Christopher Lovelock, Ivehen Wirtz and Jayantja Chaherjee, *Service Marketing–People, Technology and Strategy, A Sonta Asian Perspective*, Pearson Publisher.

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Course Code	Course	Total Credit	Theory	Practical
MHA107	Computer Application and Health Information Technology	4	3	1

Unit I

Introduction to computers and Information Technology

6hrs

Fundamentals of computer, Introduction, Input / Output & Processing (CPU), Memory Device, Types of computers, Characteristics of Computer, History & Generation, Applications of Computer generation of computers, input and output devices: memory and operating systems, Concepts of Hardware and Software, data processing, information processing,

Unit II

Numbering System Representation of data/ problem solving techniques and database

6hrs

Introduction to Number systems, Decimal arithmetic, Binary arithmetic, Algorithms, Flowchart, Programming Languages, Introduction to Database, DBMS, Database model,

Unit III

Computer Communication and Internet

6hrs

Basic of Computer networks, LAN / WAN, Concept of Internet , Application of Internet , Service on Inter Net , WWW and web-sites , Electronic mails , Communication on Internet , WWW and Web Browsers , Web Browsing software , Surfing the Internet, Chatting on Internet, Email, Virus

Unit IV

Windows and MS Office

6hrs

MS Word: Word, Editing and formatting documents, macro commands, Presentation of documents , Excel and Power Point applications,

Unit V

6hrs

Decision Support Systems: MIS support for decision making; decision support systems. Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, Optimization analysis.

Unit V

8hrs

Health informatics: introduction, Healthcare information literacy, database management system, application of health information system.

Introduction of Hospital Information System Module

Clinical and Administrative Hospital Information System Management and software applications in

- registration, billing module
- investigations, reporting module
- ward management and bed distribution module
- medical records management module
- materials management and inventory control module
- pharmacy management module
- dietary services management module

Unit VIII

7hrs

Recent trends in hospital information system, EMR, CDSS, COPE, HL7, PACS, Telemetry , Telemedicine

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Division of Practical Credits :

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1.5	1	0.25	0,25
	<ul style="list-style-type: none"> • To study Billing and Registration Module • Radiology Information System • Laboratory Information System • Inventory Management System <p>PACS</p>	Hand on practice of computer applications eg : MS -office	

Teaching Methodology :

Classroom lectures, Group discussion, Class Presentations, Hands on practice.

Reference Books

1. Gordon B. Davis and M. H. Ols'on, *Management Information System, McGraw Hill*
2. William S.Davis, *Systems Analysis and Design-A Structured Approach, Addison Wesley Publishing Company, New Delhi, 1998.*
3. Elias M. Awad, *System Analysis and Design, Galgotia Publications, New Delhi, 1998.*
4. V.Rajaraman, *Fundamentals of Computers Prentice Hall India, New Delhi 1996.*

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OPTIONAL CREDITS

Course Code	Course	Total Credit	Theory	Practical
MHA108	• Coral draw Brand Management for Hospital	2	1	1
MHA109	• General English, Written and Spoken`	2	1	1
MHA110	• Academic writing skills	2	1	1
MHA111	Brand Management for Hospital	2	1	1

SEMESTER II

Course Code	Course	Total Credit	Theory	Practical
MHA112	Departments and Departmental Functions	4	2	2

Unit I

Introduction to various departments of hospitals. 1hrs

Structure and functions of Patient Care Department

- Outpatient department, 12hr
- Accident and emergency services ,and day care services,
- Inpatient services and intensive care units , s
- Operation theatre complex. surgical suites
- Labour and delivery suites-LDRP suites,
- Patient Admission / Discharge

Unit II

Structure and functions of Clinical Support Services 6hrs

- Laboratory service and blood bank
- Imaging services-x-rays, ultra sonography, MRI, CT-scan PET scan and other advances in imaging services
- Advanced facilities Cardiac catheterization laboratory, various endoscopy units, lithotripsy, radiotherapy unit, IVF unit, Dialysis unit Pharmacy etc.

Unit-IV

Structure and functions of Non clinical Supportive services:

8hrs

- Maintenance: electrical, mechanical, plumbing, gas etc.
- Central Sterile Store Department,
- Dietary Department
- Biomedical and engineering department.
- Medical record department,
- House keeping and Laundry, Security and transportation services in hospitals.

Unit-V

Administrative Departments Functioning

3hrs

- Human Resource Department
- Finance department
- Marketing Department (Only overview for detail refer Marketing management)
- Hospital Information Department

res (Only Overview for detail refer Stores and Inventory course)

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion/	Self Study	
2	1	0.5	0,5	
	<ul style="list-style-type: none"> • Wards (Medical, Surgical, Gynecological, Pediatric) • Intensive Care unit • Operation theatre • CSSD • Radiology • Pathology 			

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	<ul style="list-style-type: none">• Stores• Maintenance and Gas plant		
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Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference Books :

1. Goel S L & Kumar R. 2004. *Hospital Core Services: Hospital Administration of the 21st Century*. Deep Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. 1998. *Hospital & Health Care Administration: Appraisal and Referral Treatise*. Jaypee: New Delhi
3. *Principles of Hospital administration and planning*- BM Sakharkar
3. Harris M G & Assoc. 2003. *Managing Health Service: Concepts & Practices*. MacLennan Petty: Sydney
4. *Planning of Hospital* – Shakti Gupta
5. *Designing for Total Quality in Health Care* - G.D. Kunders

Course Code	Course	Total Credit	Theory	Practical
MHA113	Research Methodology	4	3	1

Unit I

Introduction to Research :

Nature of Research: meaning, Purpose, Characteristics, Process of research, Selection and specification of research problem, difficulties in health care research.

8hrs

Unit II

Research designs:

Difference between Research designs and research methods. Qualitative, quantitative and mixed method studies: nature, merits and limitations.

10 hrs

Unit III

15 hrs

Data collection and Presentation :

Nature of data, primary and secondary data, Advantages and limitations of data collection. Data collection methods and Tools: e.g. Questionnaire, observation tool etc.

Presentation of data: Editing, coding, classification, Tabulation, graphic and diagrammatic presentation of data. Rigor in research

Unit V

Interpretation and report writing:

Interpretation: essentials for interpretation, Precautions in interpretation, conclusions and generalization, statistical fallacies – objectivity in interpretation Report Writing : Meaning and types of reports – stages in preparation of report – characteristics of a good report – structure of a report – documentation – foot notes – bibliography – style and literary presentation.

12 hrs

Reference books:

1. *Research Methodology: A Step-By-Step Guide for Beginners- By Ranjit Kumar*
2. *Research Methodology: Methods and Techniques- By C. R. Kothari*
3. *Research Methodology: techniques & Trends- By Y.k.singh*
4. *Qualitative-Quantitative Research Methodology: Exploring the Interactive - By Isadore Newman, Carolyn R. Benz*
5. *Research methods for Business Students – Mark Squanders, Philip Lewis, Adrian Thornhill.*
6. *Management Research Methodology – K.N. Krishnaswamy, Appa Iyer Sivakumar, M. Mathirajan*

Course Code	Course	Total Credit	Theory	Practical
MHA114	Basic Statistics	4	3	1

Unit-I

Statistical Measures

10 hrs

Basic concepts of statistics – utility and limitations of Statistics
 Measures of central tendency-Arithmetic Mean, Weighted Arithmetic Mean, Median, Mode, Quartiles; Measures of variation and skew ness. Range, Standard Deviation, Coefficient of Variation Sampling : Sample Techniques : Simple random, Systematic sampling, stratified cluster, multistage, multiphase, sample size estimation

Unit IV

Multivariate Analysis:

15 hrs

Measures of Association, Content Analysis, Conjoint Analysis, Discriminate Analysis, Factor Analysis, Cluster Analysis, Multi Dimensional Scaling.

Unit-II

14hrs

Presentation of Data: Tabulation of Data, Graphical methods, Description of Data Statistics. Measures of Central tendencies, Measures of Dispersion Variation.

Unit-III

6hrs

Correlation and Regression: Scatter plot, Karl Pearson's correlation Coefficient, Peason's Park Correlation, Linear regression.

Unit-IV

16hrs

Normal Distribution, Probability Concepts and definitions of probability, Additive and Multiplicative laws, Conditional probability. Probability Distributions Random variable, Expectation and Variance, Probability distributions: Discrete – Binomial and Poisson; Continuous-Normal Applications to hospital environment; Concept and statement of central limit

theorem.

Unit-V

Testing of Hypothesis : Estimation, properties of good estimator, null and alternative hypotheses, types of errors - level of significance, power of a test, types of tests – small and large sample tests, tests for means and proportions. Z-test for means, Z-test for proportions, paired/ Unpaired t-test, Analysis of Variance One-way and two-way classification, ANOVA. 14hrs

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations,

Division of Practical Credit

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1(30hrs)	Nil	0.5	0,5

Reference books:

1. *Methods in Biostatistics – B.K. Mahajan*
2. *Basic Biostatistics: Statistics for Public Health Practice- By B. Burt Gerstman*
3. *Statistics at square one -Michael J. Campbell, Michael J. Campbell (PhD.), Thomas Douglas Victor Swinscow.*

Course Code	Course	Total Credit	Theory	Practical
MHA115	Finance management	4	3	1

Unit I

5hrs

Introduction to financial management.

Concept of Business Finance, role, functions and objectives. of finance management in healthcare sector. Profit maximization Vs Wealth Maximization, financial planning. Time value of money. Financial management - principals, Stakeholders in Hospital Finance

Unit II

11 hrs

Investment Decision.

Capital budgeting - estimation of cash flows for hospital projects, project selection criteria

- Payback period,
- ARR,
- NPV,
- IRR,
- Profitability Index methods - Introduction to quantification of risk in capital budgeting, role of obsolescence in capital budgeting. Financial strategies for monetary growth.

Unit III

8hrs

Financing Decision:

Leverages and cost of capital. Economic Value Added (EVA) Concept. Money market, capital market and their instruments, workings of stock exchange, methods of floating securities in the market, raising foreign funds, debt finance through term loans,

loan financing, foreign currency loan guidelines, SEBI and government guidelines. working capital management analysis and interpretation of financial statements

Unit IV

7hrs

Liquidity Decision

Cash management, Inventory and revenue cycle management. Sources of working capital, risk return trade-off, bank financing for working capital and guidelines for borrowing.

Unit V

7hrs

Dividend Decision

Introduction, Relevance and Irrelevance theories of dividend: types of dividends, Factors affecting Dividend decision of a company.

Unit VI

Consultant charges and services – affordability and equity
Subsidizing health care – strategy for cross subsidy within the organization

6hrs

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	Nil	0.5	0,5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations.

References Books :

1. Khan and Jain, *Financial management, fourth edition, Tata Mc Graw Hill, New Delhi, 2004.*
2. Pandey I.M., *cases in Financial management, Tata Mc Graw Hill, second edition, New*

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Delhi, 2003. .

3. William N. Zelman, Michael J. McCue, Alan R. Millikan, Alan R. Milikan, *Financial*
4. *Management of Health Care Organizations: An Introduction to Fundamental Tools*

Course Code	Course	Total Credit	Theory	Practical
MHA116	Project Management	4	2	2

Unit-I

4hrs

Introduction to project Management, Project Characteristics of project
Importance of project Project Management

Unit-II

Phases of Project Management: Initiation of project requirement and needs assessment, Feasibility of the project, Project Team, Planning of the project, Project planning, Resource planning, Financial planning, Quality planning Risk planning, Communication plan, Suppliers and vendors.

Execution of the project,

Monitoring and control Closure of the project, Project control tools
(Gantt Charts, Line off Balance)

Review project completion,

Evaluation of the project.

Unit-III

6hrs

Hospital Project :Introduction to planning of various department of hospital Guiding principles in planning, Conception of idea, hospital planning team, architecture brief, Designing a hospital project , market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning Conception to commissioning: site development, architectural brief ,working drawings and specifications, engineering drawing, equipment planning, bed distribution, space

allocation.

Unit-IV 6hrs

Factors affecting investments in the hospital project, Technology Trends in the hospital, MS Project formats, Tender process.

Unit-V 4hrs.

Emerging issues in the hospital project management, Root cause analysis, Role of hospital executive in project management and decision making, Role of stakeholders in the project management

Carbon foot print, LEEDS 4 hrs

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion/	Self Study
2	1	0.5	0.5
	Hospital Visit Planning of Various Department		

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference Books

1. P. Gopalkrishnan and E. Rama Moorthy, "**Text book of Project Management**" New Delhi, Tata MC Graw Hill Publications, 2000.
2. Harold Kerzner, "**Project Management : A systems Approach to Planning, Scheduling and Controlling**", New Delhi, CBS Publication, 1994.
3. *Project Planning Analysis and Management- Anand Kumar Sharma*

Course Code	Course	Total Credit	Theory	Practical
MHA117	Ethics and Health Law	4	3	1

Ethics in Health Care

Unit-I

Ethics, Meaning, definition, significance of ethics in business management and health, User fee: History of user fee Inequity in user fee, User fee with regards to developing countries, Current situation, History of Research ethics. Patient Communication: Ethical concern for hospital care. 4hrs

Unit-III

Disclosure of Errors and Mistakes : Disclosing errors and reporting errors, Incident reporting Regulating the consultant and other health care workers Laws relating to: advertisement/sex determination/organ transplant 5hrs

Unit-IV

Cut practice: buying equipments, drugs, Referring system, Code of Medical ethics section 33 of the Indian medical council act. Organizational committees, Ethical committees, Peer review 6hrs

Unit-V

Informed Consent: Definition and types of consent, Euthanasia, Relative and Caretaker communication ,Ethical consideration in clinical trial ,Understanding DNR – What it means to the patient, Medico legal liabilities Existence in India and abroad 5hrs

Health Law

Unit-VI

Justice in Health care – Inequities and Disparities, Access to health care service, source Understanding legal terminology related to health care Meaning and components of negligence, Law of torts 2hrs

Unit-VII

Important legislations, rulings and cases pertaining to patient care Laws 8hrs
pertaining to the organization – space, data, waste etc

- Indian Medical council act 1956
- Maternity benefit act ,Factories Act ,
- Workman’s compensations act,
- Pharmaceuticals, Patents and Law
- Drug and Cosmetic Act,
- Drugs and magic Remedies Act
- Consumer forums CPA,

Unit-VIII

Understanding medico legal systems :Consumer disputes Redressal 4hrs
agencies,

- Medical Termination of pregnancy Act 1971,
- The extract of mental health act 19871,
- PNMT act 1994
- The transplantation of human organ act 1994

Unit-IX

Labour laws: 6hrs

- The Factories Act, 1948
- Employees Provident Fund and Miscellaneous Provisions Act, 1952,
- The Employees State Insurance Act (ESI Act), 1948
- Payment of Gratuity Act, 1972,
- Payment of Wages Act, 1936,The Minimum Wages Act, 1948
- Workmen’s Compensation Act, 1923
- Industrial Dispute Act, 1947

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- Industrial Employment (Standing Orders) Act, 1946
- Contract Labour Act
- Payment of Bonus Act
- Family Pension

Concept, significance and scope, evolution of labour welfare, classification of welfare work, statutory and voluntary organization of labour welfare, role of different agencies
government employers, trade unions and voluntary social organizations

Unit-X

Records and Data collection as statutory measures: Birth and death registration, Record maintenance for MTP /PNDT cases. Medical records, department specific legal requirements: MTP, Organ transplant, Registration acts Accessing the law :FIR, Dying declaration, Consent 5hrs

Division of Practical Credits :

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion/	Self Study
1	Nil	0.5	0.5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference books:

1. *The Law of Health Care Administrations – Stuart Showalter*
2. *Dynamics of Industrial Relations – C.B.Memoria*
3. *Industrial laws – N.D.Kapoor*

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Course Code	Course	Total Credit	Theory	Practical
MHA118	Project	2		

General Credits

Course Code	Course	Total Credit	Theory	Practical
MHA119	Health monitoring in the community	2	1	1
MHA120	Effects of environment on	2	1	1
MHA121	Hospital design and architecture, Interior designing	2	1	1
MHA122	Hospitality management for hospitals	2	1	1

Semester -III

Course Code	Course	Total Credit	Theory	Practical
MHA123	Record Management Stores and Inventory Management	4	3	1

Record Management

Unit-I

4hrs

Introduction of Medical Record: Meaning, Definition
 Significance of medical record; Value of medical records to patient, hospital, doctors, medical education and research, Characteristics of good medical Record, Issues related to medical record

Unit-II

6hrs

Developing recording system in the hospital: Maintaining adequate records on the patient file, Training programs for staff, Retention and storing of medical Records: Outpatient, Inpatient, Medico legal cases retention policies, process of medical record storing

Unit-III

7hrs

Computerization of medical Record; Electronic medical record (EMR), advantages of EMR, ICD coding system : application of ICD, Minimum recording standards – training for staff and caregivers

Unit-V

3hrs

Medico legal liabilities related to patient records, Medical Record committee and role of committee Hospital Utilization ; Bed turnover ratio, Average length of stay, Death rate, ,Bed occupancy rate

Reference books :

- *Principal of hospital administration and planning - B.M. Sakharkar*
- *Hospital Administration – Tabish*
- *Hospital Administration - S. L. Goel*
- *Hospital Administration - Francis*
- *Hospital Administration - McGibony*

Stores and Inventory Management

Unit-I

4hrs

Introduction to Inventory management :

Definition of inventory, scope & importance, Classification of Materials; Consumable, Non consumable, Impact on profitability of the organization and stock holder, different types of hospital inventories, hospital maintenance items, spare parts stocking policies for capital items. Functions of Store Manager.

6hrs

Unit-II

Cost associated with inventories: Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level.

Selective inventory controls: Need of Inventory control, objectives of inventory control, concept of selective inventory control, basis and use of different types of selective controls: ABC, VED, HML, FSN, SDE, SOS, XYZ, Multiple basic approach to selective inventory control (MBASIC) approach to drugs.

Unit-III

6hrs

Economic order quantity (EOQ)

Derivation of EOQ formula, reasons to modify EOQ to suit to real life situations, effect of quantity and price discounts on EOQ. Just in time, Lead-time analysis, Effect of long lead-time on costs and profitability, elements of lead-time, inventory models: safety stocks, fixation of re-order level and desired inventory level, designing of Q and P models of inventory control.

Unit-IV

5 hrs

Store management : Materials handling, Flow of goods/FIFO, Computerisation of inventory transactions Security of stores, Stocking and technical impacts- shelf life, wastage, pilferage Disposal of scrap/unserviceable materials, Sub-stores in various departments : e.g. operation theatre, Intensive care unit and emergency department etc.

Unit-V

4hrs

Supply Chain Management (SCM): Concept of SCM, components, hospital supply chain management, global competitive scenario. Purchase , Purchase Order.

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1(30hrs)	Nil	0.5	0,5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference books :

- *Handbook of Materials Management – P. Gopalkrishnan*
- *Stores, Management & Logistics P. Gopalkrishnan –*
- *Materials & Logistic Management –Prof. L.C. Jhamb*
- *Introduction to Materials Management –Tony Arnold Pearson*
- *Store and Inventory management- Dr. Shakti Gupta*

Course Code	Course	Total Credit	Theory	Practical
MHA124	Human resource management (HRM)in Hospital- Part 1	4	2	2

Unit I

Introduction to HRM: evolution of HRM, meaning, and scope, 6hrs
 HRM functions and objectives, difference between HRM and Personnel Management. Human Resource Development in India, role of HR managers, manpower planning.

Unit II

6hrs

Job evaluation: concept, methods and types. Job analysis, job description, job specification. Recruitment and selection, methods and procedures, Difference between recruitment and selection process,

Unit III

6hrs

Training and development: purpose, methods and issues of training and management development program, mentoring and coaching, training and Development program in hospital, Need for continuous professional development of staff in hospitals.

Unit IV

Performance and job evaluation: definition, purpose of 6hrs appraisal, procedures and techniques including performance appraisal.

Unit V

6hrs

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

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	1	0.5	0,5
	<ul style="list-style-type: none"> • HR department of hospital • Role and Responsibilities of Medical, Paramedical and administrative staff. 		

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference books:

1. Mirza, Satyadian S., *Human Resource Management*.
2. Pareek, Udai and Rao T.V. *Designing and Managing Human Resource Systems*.
3. Rao T.V. and Pereira, D.H. *Recent Experience in Human Resource Development*.
4. Rao T.V. *Performance Appraisal - Theory and Practice*.

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Course Code	Course	Total Credit	Theory	Practical
MHA125	Safety in the Hospital	4	2	2

Unit-I

Overview of Safety in Hospital: History, Types of safety: e.g. Physical, Chemical, radiation, nuclear, electrical safety etc. Role and responsibility of hospital administration in creating and maintaining safety environment for Stakeholders in the hospital. 6hrs

Unit-II

Issues in maintaining safety in the hospital and Occupational Hazards, Managing safety issues in the hospital and prevention and management of occupational hazards , safety manual, safety standards, Training stakeholders for safer practices in the hospital, Managing costs of a safety culture in the hospital. 10hrs

Unit III

Overview of Worldwide movements, organisations and publications on safety in hospital 4hrs

Unit-IV

Biomedical Waste (BMW) and General waste : Definition and classification of BMW, BMW handling Process, Emergency response to handling of waste, Technology in disposing waste, Recent methods of Biomedical Waste disposal, Radioactive waste management. 4hrs

Statutory and legal requirement for biomedical waste management in India, Biomedical waste handling rule 1998, Healthcare safety practices for healthcare stakeholder, Education and training. 2 hrs

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Cost related to biomedical waste management; Biomedical Waste management external agencies, Common Biomedical Waste Treatment Facility Waste minimization and resource conservation and Waste minimization techniques

2hrs

Unit –IV

Waste management and infection control, effect of waste management on environment. Needs for systematic disposal of waste – global trends: Developed and developing countries Inculcating a culture for proper biomedical waste management

2hrs

Division of Practical Credits :

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
	1	0.5	0,5
	<ul style="list-style-type: none"> • Hospital Visit – to study safety measures in hospital as a whole (Patient Safety and Employee • Waste Management and handling in Hospital • Common 		

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	Biomedical Waste treatment Facility in Pune- PASCO,		
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Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference book

1. *Patient safety ; A human factor approach- Sydeny Dekker*
2. *Patient Safety ; Armed Force Medical college, Pune*
3. *Principles of Hospital Management - S. A. Tabish*
4. *Hospital Management - S. L. Goel*
5. *Hospital Administration – Francis*
6. *Hospital Waste Management: Principles and Guidelines-Mohd Faisal Khan*
7. *Biomedical Waste management- Sushma Sahai*
8. *Bio-Medical Waste Act & Rules Govt. of India*

Course Code	Course	Total Credit	Theory	Practical
MHA126	Disaster management	4	3	1

Unit-I

Introduction of Disaster Management: Disaster, Types of disasters: cyclone, Tsunami, flood, Landslides, earth quake, Manmade disaster, Wars, Biological war (introduction of pathogens) misuse of atomic bombs, major accidents from industries e.g. Bhopal gas tragedy etc. 5hrs

Unit-II

Disaster Management Cycle, sustainable development, Humanitarian action, Fundamental Precepts: Foundation of Disasters, Compound and complex Disasters, Displaced persons, refugees, code of behaviour. 10hrs

Unit-III

Classifying emergencies and mass casualties, Emergency and Mass casualty management systems, global perspective, Disaster Impacts and response, Identification of dead, Search rescue first and relief phase, Vaccination, basic sanitation and personal hygiene. 10 hrs

Unit-IV

Disaster Management Approaches: Developing a disaster preparedness plan, Departments and Personnel involved in managing disasters and emergencies e.g. emergency coordination committee, Risk assessment group, Information support group, Logistic group, Operations group, Finance group. 10hrs

Principles of Disaster Reduction: Toxicology and Biohazards in Emergency Management, Critical Infrastructure and Emergency Management, Emergency Preparedness, Response, and Planning for Hazardous Materials, Terrorism, WMD, and Other Contemporary Issues, Incident Management Systems and Emergency Operations Centre, Contingency Planning, Community Emergency Response Team, Community Relations for Environmental and Emergency Managers,

The role of the national and international organization in managing disaster. 6hrs

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1		0.5	0,5

Reference Books

1. *Tsunami. A text book from Department of Science and Technology, New Delhi, p90.*
2. *Proceedings "Brainstorming seminar on Disaster Management and Mitigation programmes. Sri Venkateswara University, Tirupati, P 150.*
3. *Pollution control Legislations. Environmental Laws – Vol. II. Tamilnadu Pollution Control Board.*

4. *Shailendra K. Singh, Subash C. Kundan and Shobu Singh (1998).
Disaster
Management. Mittal Publications. New Delhi.*
5. *Natural disasters (1980) – A guide for relief workers – JAC Adhyatma
Sadhema, Kendra Mehrani, New Delhi.*
6. *Disaster Management – Dr. V.K. Sethi*

Course Code	Course	Total Credit	Theory	Practical
MHA127	Operations Research in Hospital	4	3	1

UNIT I

8hrs

Introduction

Meaning, Significance, Scope. History of Operations Research
 Applications of Operations Research, Operations Research
 Models, Methodology of Operation Research.

UNIT II

Linear Programming Models

10hrs

General Linear Programming Model, Maximization and
 Minimization Models, Graphical Method, Degeneracy in LP
 Problems, Duality in LP Problems, Sensitivity Analysis.

UNIT III

Transportation Problem

8hrs

Demand Less than Supply, Demand Greater than Supply, Initial
 Feasible Solution, Algorithm for North-West Corner Method
 (NWC). Algorithm for Row and Column Minima Method or Least
 Cost Method (LCM).

UNIT IV

Allocations and Assignment Problems

Procedure for Shifting of Allocations, Prohibited Routes 10hrs
Problem, Transshipment Problem. Representation of
Assignment Model, Mathematical Representation, Network
Representation, Use of Linear Programming to Solve
Assignment Problem, Minimizing and Maximizing Cases.

UNIT V

Game Theory, Queuing Theory, Single Server Queuing, Model, 9hrs
CPM and PERT. Decision Making, Decision Making under
Uncertainty

Division of Practical Credits :

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1(30hrs)	Nil	0.5	0.5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations, Role
Play

Reference Book:

1. *Schaum's Outline of Operations Research* by Richard Bronson and Govindasami Naadimuthu
2. *Operations Research: Applications and Algorithms (with CD-ROM and InfoTrac)* by Wayne
3. *Operations Research- Sonam Sharma*

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Course Code	Course	Total Credit	Theory	Practical
MHA128	Quality Assurance in Health	4	2	2

Unit-I

4hrs

Introduction to Quality Assurance, Evolution of Quality, and quality Assurance, Quality Control and Quality Assurance, Components of Quality Assurance

Unit-II

4hrs

Principles of Quality and Quality Assurance, Models and Theories, Quality Assessment in Healthcare: Best Practices, Benefits of Quality Assurance

Unit-III

6hrs.

Quality Assurance for Health practice: clinical, administrative (departments)

Unit-IV

6hrs

Understanding Systems and Processes, Standard, Protocol, Guidelines, Criteria, Performance Indicators, Setting standards and creating protocols, TQM, Cost of Quality and non conformance cost.

Unit-V

5hrs.

Training stakeholders for practicing Quality Assurance in the health care, Monitoring and Evaluation through Quality Assurance practices, Audit and Audit cycle. System Redesign for integrating new practices, Quality Assurance manual and Plan.

Unit-VII

5hrs

Quality Assurance at the Macro Health Scenario: District, State and National Level needs Quality Assurance and Paradigms for change in the Indian Health Care scenario, IPHS, ISO in Healthcare

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
2	<ul style="list-style-type: none"> • Process Mapping of various process In hospital 	0.5	0,5

Reference Books :

1. *Quality Assurance in Health – A guide for healthcare workers- D. Martin*
2. *D.D. Sharma, text book of Quality Management*
3. *Total Quality management- Poornima and Charantimath*

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OPTIONAL CREDITS(ANY TWO)

Course Code	Course	Total Credit	Theory	Practical
MHA129				
MHA130				
MHA131				
MHA132				

Semester-IV

Course Code	Course	Total Credit	Theory	Practical
MHA	Information Technology in Hospital	4	3	1

Unit –I

10hrs

Information System

Introduction to MIS: information and data, structure of MIS specific to hospital, information for control, decision and decision making process, statutory needs, feedback; hierarchy of management activity, document preparation, data capture, MS –Access.

Unit –II

8hrs

Project Life Cycle

SDLC ,Physical systems design, physical data base design; programmed development, procedure development, input-output design, online dialogue, design of files, data communication, Project life cycle, installation and operation, conversion, operation, documentation, training, Maintenance, post audit system evaluation.

Unit- III

9hrs

Approaches to HIS

System Study: Patient based, functional organization based, user department based, clinician based HIS, medical records, nursing information system, appointments scheduling,

dissemination of diagnostic tests and diagnostic information,
general administration, productivity.

Unit-IV

9hrs

Decision Support System

Concepts, DSS software, applications for hospital activities.
Expert System Concepts, applications in healthcare
management, dedicated software packages.

Unit-V

9hrs

Recent trend in Hospital Information Technology

Telemedicine, Knowledge management, IT integration,
Telemetry, HL7, EMR, Cloud computing, IT and hospital
management Quality

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1(30hrs)	Nil	0.5	0,5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations,
hands on practice

Reference books:

1. Kenneth, Laudon and Jane Laudon *MIS: Managing the Digital Firm*, Pearson Education.
2. James, A. O'Brien *Introduction to Information Systems*, Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J., *Information Technology for Management: Making Connections for Strategic Advantage*. John Wiley and Sons.
4. Jawadekar, W. S., *Management Information Systems*. Tata McGraw Hill.

Semester-IV

Course : Quality Assurance Practices in Hospitals

Credits : 3

Course Code	Course	Total Credit	Theory	Practical
	Quality Assurance Practices in Hospitals	4	3	1

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.

5hrs

Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Stewart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

Unit – II

Quality Management concepts

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, policy deployment, 7sframework.

6hrs

Unit –III

Quality Management Processes

Processes in service organization and their control, simple seven tools of quality control, checksheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Paretoanalysis, control charts and Advanced tools of quality. Process mapping. Quality Assurance cycle

6hrs

Unit- IV

Approaches to Quality Management

10hrs

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, Audit cycle, medical audit, target, guidelines, standards, criterion, clinical pathways, accreditation, nursing care standards, Six Sigma, quality improvement and behavioral change management, Halo effect. Monitoring and types of monitoring, Hospital acquired infection and surveillance methods.

Unit –V

Systems approach to Quality

8hrs

Introduction to ISO2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000., Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis

Unit –VI

Current trends in TQM

10hrs

Quality in healthcare and IT, Accreditation -with special emphasis on JCI Accreditation and NABH Accreditation, Quality Awards (special Emphasis on Malcolm Baldrige Quality Award)

Healthcare Quality Organization worldwide:

- a. Quality Council of India b. Quality Assurance Project c. Institute of Medicine (with Special reference to the report - Crossing the Quality Chasm) d. Joint Commission Resources e. Health grades f. Leap Frog g. International Society for Quality in healthcare. h. American Society for Quality (ASQ) i. Institute-of Quality Improvement (IHI). j. National Association for Health /care equality (NAHQ) k. National Committee, for Quality Assurance (NSQA) .

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	Nil	0.5	0.5

References Books:

1. *Total Quality Management, Pearson New Delhi, 2005.- Bester field H.Dale,*
2. *Total Quality Management, Himalaya House publications, Mumbai- Sridhar Bhat,*
3. *S.M., Total Quality Management: A Primer, Tata McGraw Hill-2002 Sundara Raju*
4. *Quality Assurance in Health – A guide for healthcare workers- D. Martin*
5. *D.D. Sharma, text book of Quality Management*
6. *Total Quality management- Poornima and Charantimath*

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Course Code	Course	Total Credit	Theory	Practical
	Operations Management in Hospital	4	3	1

Content

Unit-I

Introduction to Operations Management

Functions of Operations Management ,Scope of operations management, role of operations manager, History of Operations management

6hrs

Unit-II

Challenges and Opportunity, framework for effective operations management in healthcare, knowledge based management, evidence based practice, Manufacturing operations Vs Operations management in Service sector. Policies, Practice and performance in operations management. Models of Operations

7hrs

Unit-III

Organization :Organizational Structure, Organizational Theories, Organizational Ethos – OCTAPACE, Various level of management, Matrix Structure, Ad hoc structure

7hrs

Unit-IV

Service and product design :Competitiveness and productivity, Work Flow process in Hospital, Facility Designing and planning :Principles and Application

7hrs

Unit-V

Processes in hospital and process improvement, approach and practices, waiting line problems, patient scheduling models scheduling - Staffing levels and Productivity management, Recruitment and Selection process in Hospital, Career Management

7hrs

Unit-VI

Quality planning and process management :SQC; control charts for variables- X, X-bar, and R charts and control charts for attribute sp, Np, and c charts. Acceptance

7hrs

sampling plan and occurrence, TQM, Lean, Six- Sigma,
Just in Time

Unit-VII

4hrs

Supply chain management in Hospital : Overview, Tracking
and managing inventory in hospitals, demand forecasting,
order amount and timing, Material resource planning

Division of Practical Credits:

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1		0.5	0.5

Teaching Methodology :

Classroom lectures/ teaching, Group discussion, Class Presentations,
Role Play

Reference books :

1. *Operations Management , Policy ,Practice and performance improvement-* Steve Brown , Kate Blackmon,healthcare
2. *Operations management-* James R. lengabeer,
3. *Healthcare Operations management-*Daniel B.Maclaughin,
4. *Fundamentals of Operations management-* Davis, Aquilano & chase.

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Course Code	Course	Total Credit	Theory	Practical
	Finance for Hospital Management	4	3	1

Unit-I

Healthcare And Finance:

6hrs

The universal concerns of financial management, The five pillars of financial practice, agency problems and agency costs in healthcare finance, Types of agency problems, Cost control and agency problems in health care finance, Organizational diagnosis – financial statement analysis ,Using Financial Statements Ratio Analysis

Unit-II

Time Value Of Money :

8hrs

Compounding – the calculation of future value, Discounting – The calculation of present value Annuities, Valuing assets, Value, Approaches to valuation, Cost behavior, Costs, Costs Classification ,Responsibility Centers, Cost allocation, Allocation Criterion, Separating Fixed and variable costs

Unit-III

8hrs

Budgeting and Financial Markets : Budgeting as a tool, Components of budget, Variance analysis , Capital market and money market, Actors and middlemen or facilitators in the financial markets, Various roles a person plays in the financial markets, Rates of return, Risk in financial markets

Unit-IV

Selecting Long Term Assets And Financing– Capital

8hrs

Budgeting :Criteria and constraints, Multiple steps in asset selection, Decision problems and decision rules, CAPM, RADR, the decision tree

The concept of pure play, Methods of capital budgeting, Discontents of capital budgeting, Lease or buy decision, Strategic options: The endowment concept, Managing the endowment, Constraints Sources of Long term financing ,External financing -- criteria and the choices

Capital Structure Decision ,Procedures for External financing, Actors and middlemen in the financial markets, Bond insurance, Access to capital

Unit-V

Short Term Assets And Liabilities And Short -Term Financing :

8hrs

Current Assets ,Current liabilities, Working capital and its management

Money and credit, The cash conversion cycle, Controlling liquidity, Managing cash, marketable securities and patient accounts, The cash budget, Inventory Management, The matching Principle ,Sources of short – term financing, Short term interest rates

Unit-VI

Frontiers Of Healthcare Financial Management : 7hrs

Strategic financial planning, Financial structure and restructuring, Leveraged buyout, Mergers and acquisitions, Joint ventures

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	Nil	0.5	0.5

Teaching Methodology: Classroom lectures, Group discussion, Class Presentations,

Reference books:

1. Khan and Jain, Financial management, fourth edition, Tata Mc Graw Hill, New Delhi
2. Pandey I.M., cases in Financial management, Tata Mc Graw Hill, second edition, NewDelhi,
3. William N. Zelman, Michael J. McCue, Alan R. Millikan, Alan R. Milikan, Financial

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Course Code	Course	Total Credits	Theory	Practical
	Human Resource management in Hospital-Part-2	4	3	1

Strategic Human Resource Management

15hrs

- **Healthcare Professionals and HRM**

Introduction, Professionalization, Healthcare Professionals, Considerations for Human Resources Management, Changing Nature of the Healthcare Professionals

- **Job Analysis**

Introduction, Definitions, Job Analysis Process, Legal Aspects of Job Analysis, Job Analysis in a Changing Environment. Job Design and Job description of various medical and paramedical and nursing staff. Role and responsibilities of various Medical, Paramedical and administrative staff of the hospital

- **Recruitment, Selection, and Retention**

Problems and strategies of Recruitment, Selection, and Retention of hospital personnel. Stress and burnout in health care professionals.

- **Training, Development and Knowledge Management**

Introduction Training, Development and Knowledge Management, Various methods of training and development for healthcare professionals, teaching methodologies.

Performance Appraisal and Compensation Management **15hrs**

- Introduction, Role of Performance Management, Performance Appraisal, Conducting Effective Performance appraisal, Various Methods of Performance Appraisal, Management Interviews.
- Role of compensation in organization: economic and behavioral theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.
- Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

Industrial Relationship and Labour Welfare **15hrs**

Concepts and scope of industrial relations, parties to industrial relations – unions, organisations and government

- Collective Bargaining :Concepts, necessity and important principles, forms of collective bargaining, process of negotiation, collective bargaining in India
- Trade Unionism :Concept, basic facts and functions of trade unions, types of structure of trade unions, problems of trade unions, recognition of trade union, management of trade unions, Trade Union Act, 1926
- Grievance Procedure and Standing Orders: Concept, causes, procedure, model grievance procedure, standing order, objectives and evaluation
- Ethical Codes and Industrial Relations: Principles and features of the code, sections under the code, objectives and functioning of the code, code of discipline in industry, inter-union code of conduct, code of efficiency and welfare Workers Participation in Management :Concept, aims and objectives, forms and level of participation, a brief review of the schemes in industrially advanced countries, workers, participation in industry at shop level and plant level. Shop councils, joint councils, general evaluation of the scheme,

- **Social Security**

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Concept of social security: evolution of social security, social insurance scheme and social audit

Total Credits for Practical	Visits/ Clinical	Practice/ Group Discussion	Self Study
1	Nil	0.5	0,5

Teaching Methodology:

Classroom lectures/ teaching, Group discussion, Class Presentations, Role Play

Reference books :

- 1 Labour Laws by PL Malik, Eastern Book Co., New Delhi
2. Labour and Industrial Laws by SN Mishra, Allied Publications, New Delhi, 2001
3. Concept and scope of Industrial relations
4. Essentials of successful collective bargaining
5. Study of methods of compensation of some industry
6. Strategic HRM: Charles Greer: Pearson Publishing
7. Strategic HRM: Jeffery Mello: Cengage Publication