



**YENEPOYA**

(DEEMED TO BE UNIVERSITY)

Recognized under Sec 3(A) of the UGC Act 1956

Accredited by NAAC with 'A' Grade

**YENEPOYA (DEEMED TO BE UNIVERSITY)**

**Deralakatte, Mangaluru -575018**

**REGULATIONS AND CURRICULUM GOVERNING  
POSTGRADUATE PROGRAM IN  
MASTER OF HOSPITAL ADMINISTRATION (MHA)**

**(REVISED CURRICULUM – AMENDED UP TO 2018)**

ATTESTED

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Mangalore-575 018, Karnataka

**NOTIFICATION – 23/32-ACM/2018 dtd. 03.09.2018**

Sub: Implementation of Choice Based Credit System in PG Program

Ref: Resolution of the Academic Council at its meeting held on 11.08.2018  
vide agenda – 23

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The Academic Council at its meeting held on 11.08.2018, vide agenda – 23 approved the proposal to implement Choice Based Credit System in the following five PG programs which was subsequently ratified by the Board of Management.

1. M.S. W. (Master of Social Work)
2. M.H.A. (Master in Hospital Administration)
3. M.Sc. (Bioscience)
4. M.P.T. (Master of Physiotherapy)
5. M.P.H. (Master in Public Health)

The Regulations for the Choice Based Credit System in PG programs as recommended by the Faculty of Allied Health & Basic Sciences was also approved.

Copy to:

1. Dean, Faculty of Allied Health & Basic Sciences
2. Principal, Yenepoya Physiotherapy College
3. The Coordinator, Choice Based Credit System
4. Dy. Director, YRC
5. HoD, Department of Public Health
6. HoD, Department of MSW
7. HoD, Department of Hospital Administration
8. Academic Section

  
REGISTRAR  
mj Registrar  
Yenepoya Deemed  
University Road, Deralakatte  
Mangalore - 575 018



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## **CONTENTS:**

- Mission & Vision Statement of the University
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- First semester
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## **MISSION**

- ❑ To achieve academic excellence and global competencies among students.
- ❑ To create an environment for the generation of new knowledge through meaningful research adopting latest methods of pedagogy and incorporating modern principles of academics integrated with highest ethical standards.
- ❑ To extend the knowledge acquired and new knowledge generated for the development of the community.

## **VISION**

- ❑ To provide access to quality higher education, ensuring equity, to create a vibrant knowledge capital and to create inspiring leaders of tomorrow who can take this country to the forefront of the developed nation

## **EDUCATION**

To be one of the premier medical institutions in the country based on our education, scientific investigation and health care delivery by 2020.

- ❑ The College strives to produce outstanding medical professionals, teachers, physicians and scientists.
- ❑ This will be done by providing quality education to the students, residents, postgraduate and doctoral trainees, practicing physicians and the public that integrates the latest research advances with the best clinical practice

## **RESEARCH**

To advance knowledge about health and behavior and to make discoveries leading to improved prevention and treatment of clinical disorders, including education of care givers and the delivery of health services

## **Preamble**

### **1. Regulations Governing MHA course**

The University Grants Commission, New Delhi, has directed all Universities in the country to implement the CBCS, semester scheme in both under graduate and post graduate programmes to enhance academic standards and quality in higher education through innovation and improvements in curriculum, teaching-learning process, and examination and evaluation systems. Choice Based Credit System is a flexible system of learning. It enables the students choose electives from a wide range of elective courses offered by the other University Departments, adopt an inter-disciplinary and intra-disciplinary approach in learning, make best use of the available expertise of the faculty across the departments or disciplines and has an inbuilt evaluation system to assess the analytical and creativity skills of students in addition to the conventional domain knowledge assessment pattern.

### **2. Definitions of Key Words**

**I. Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.

**II. Choice Based Credit System:** The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).

**III. Course:** Usually referred to, as ‘papers’ is a component of a programme. The courses shall define learning objectives and learning outcomes.

A course shall comprise lectures/ tutorials/ laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study etc. or a combination of some of these.

**IV. Credits:** Credit defines the quantum of contents/syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus, normally in each of the courses, credits will be assigned on the basis of the number of lectures/tutorial laboratory work and other forms of learning required, to complete the course contents in a 16-20 week schedule: One credit=1 hour of lecture per week/ two hours of Laboratory or practical/three hours of clinical rotation, field work/posting. All courses need not carry the same credits.

**V. Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.

**VI. Credit Point:** It is the product of grade point and number of credits for a course.

**VII. Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

**VIII. Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters: A+, A, B+, B, C, P, F.

**IX. Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

**X. Transcript or Grade Card or Certificate:** Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester. Semester System and Choice Based Credit System.

### **3. REGULATIONS OF COURSE DETAILS**

#### **3.1 Title of the Course**

##### **Masters in Hospital Administration**

#### **3.2 Eligibility:**

To be eligible for admission a candidate shall have obtained:

Bachelor degree in any one of the following from an institution recognized by respective council where applicable, and is affiliated to Yenepoya University, MBBS, BDS, B.Sc Nursing, B.Pharmacy, B.Sc. in Allied Health Sciences, Arts, Commerce, Law, Engineering or Management from any other university established under law considered equivalent thereto by Yenepoya University. The candidate shall have obtained permanent registration from the respective state or central council where ever applicable. The candidate shall have obtained a minimum of 50% aggregate of marks in all the years of university examination of degree course. In case of SC/ST/OBC candidates the minimum marks shall be 45%.

#### **3.3 Medium of Instruction:**

English shall be the medium of instruction for the subjects of study as well as for the examination.

#### **3.4 Duration of study:**

The duration of the course shall be on full time basis for a period of two years consisting of four semesters

Daily two hours of theory classes and four hours of practical training at the departments for six week days, every week for twenty weeks.

**3.5 Course of study:** The course shall be pursued on full time basis. No candidate shall be permitted to work with any organization and shall not join any other course of study or appear for any other examination conducted by this university or any other university in India or abroad during the period of study

**3.6 Theory:** 12 theory classes in first and second semester per week and 9 theory classes in third and fourth semester per week.

Various hospital departments as per list appended. The duration of the training shall be three weeks (72 hours) in each department. They will prepare a report at the end of each posting and is evaluated by the faculty. All candidates shall have completed posting in a minimum

**3.7 Hospital / Practical training:** The students shall spend four hours per day training per week. All candidates shall undergo training in of 20 departments during the entire period of training.

Practical hours may be used also for interactive sessions, seminars and symposia.

**3.8 Attendance:** Every candidate shall have attended at least 80% of the total number of theory and hospital/practical training classes conducted from the date of commencement of the term to the last working day as notified by university in each of the subjects prescribed for that semester separately, in theory and hospital/practical training. Only such candidates are eligible to appear for the university examination in their first attempt. A candidate lacking the prescribed percentage of attendance in any subject either in theory or hospital/practical training in the first appearance will not be eligible to appear for the University Examination in that particular subject.



## **4.0 AIMS & OBJECTIVES**

The program aims at,

1. To prepare a candidate to assume the responsibility of a hospital service manager irrespective of its ownership status and the location. The training broadly emphasizing on developing knowledge, skill, attitudes and analytical approach pertain to the specialty of Hospital Management.
2. To help the trainees to develop expertise in the planning, management and evaluation of the hospital system(s)
3. To utilize the available resources optimally and effectively and ensure maximization of outcomes.
4. To prepare the candidates to meet the challenges of achieving quality together with cost containment, maintenance of costly and vital equipment, managing human resource, challenges arising of chronic and newer diseases, development of cost effective technologies to contain costs and have a broad understanding of the health and hospital care system and factors impacting its various components
6. Be able to apply concepts and managerial skills in human resources, strategic planning, decision-making and finance, marketing, and information systems
7. Be able to take an integrated approach to managing health care professionals and facility operations.

## **5.0 Course Structure**

### **5.1 Semester System and Choice Based Credit System**

The semester system accelerates the teaching-learning process. The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system

provides a cafeteria 'type approach in which the students can take courses of their choice, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

### **I: Semesters**

An academic year shall consist of two semesters;

Odd Semester 1 <sup>st</sup> & 3 <sup>rd</sup>	July/August to December/January
Even semester 2 <sup>nd</sup> & 4 <sup>th</sup>	January/February to June/July

**II: Core course:** a course that should compulsorily be studied by a candidate as a requirement is termed as a core course this can be hard core or soft core.

**III: Open Elective:** Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline or subject or domain or nurtures the candidates proficiency skill.

- The open elective courses shall be offered in the second and third semesters only.
- The list of open elective courses offered shall be displayed in the website.
- A student shall not take the courses offered by the department in which she/he is enrolled.
- Registration for the open elective courses shall be at least one week prior to the commencement of the course with the CBCS coordinator.

**IV: Assigning Credit Hours per Course:** While there is flexibility for the departments in allocation of credits to various courses offered, the general formula shall be:

- All core course shall be restricted to a maximum of 4 credits
- All open electives shall be restricted to a maximum of 3 credits
- Project work shall be of 4 credits
- Hospital Training shall be of 4 credits

Total Credits for the programme shall be 100.

## 6. Distribution of semester-wise courses, credits & Scheme of Examination

### SEMESTER -I

Sl. No	Type	Course Code	Title of paper	Max Marks		Total Marks	Hours Per week	Credits
				IA	SEE			
1	Hard core	MP02HA-1C1	Principle of Management	40	60	100	3	3
2	Hard core	MP02HA-1C2	Organizational Behaviour	40	60	100	3	3
3	Soft core	MP02HA-1C3	Statistics, operation research and research methodology including healthcare	40	60	100	3	3
4	Hard core	MP02HA-1C4	Accounting in Healthcare	40	60	100	3	3
5	Hard core	MP02HA-1C5	Practical training					
			Practical –I	20	30	150	8	4
			Practical – II	20	30		8	4
Practical -III	20	30	8	4				
<b>Total</b>				220	330	550	34	24

IA: Internal Assessment, SEE: Semester End Examination

Total No of theory hours in a week = 12

Total No of practical hours in a week = 24

Practical Training

Practical I:

- OPD services
- Front Office
- Emergency services

Practical II:

- Medical Social Work
- Marketing & TPA
- Medical Records Department

Practical III:

- Maintenance
- Housekeeping ,
- Transport Services

## 6.1 SYLLABUS

### MP02HA-1C1 PRINCIPLES OF MANAGEMENT

**OBJECTIVE:** To introduce general principles of management and their relevance to hospital administrators and to bring awareness about the skills needed for translating management into action.

#### Chapter 1:

Introduction to Management: Meaning and Nature of management, development of management thought, schools of management thought, management process, management in 21<sup>st</sup> century.

6 Hours

#### Chapter 2:

Functions of Management:

Planning: Basics of planning, steps, types of plans - Organization: Meaning and definitions, steps in organization, theories, organization structure, delegation of authority, centralization and de-centralization -

20 Hours

### Chapter 3:

#### Functions of Management

Staffing: Man power planning, recruitment, selection and training - Direction: Principles, motivation, leadership and communication. - Control: process, quality, control techniques.

20 Hours

### Chapter 4:

Functional Areas of Management: Meaning and dimensions of finance, marketing, human resources, production and operational management.

Management in Action: developing conceptual, analytical, inter-personal and team work skills.

8 Hours

### Chapter 5:

Application of Management in Health care: Relevance and application, difference between health care and other services as regards management.

6 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

### Books for References:

1. Heinz Weinrich & Harold Koontz- Management- A global perspective- Tata McGraw Hill New Delhi.
2. Terry Francicin Principles of Management, AITBS Publishers and Distributors, New Delhi
3. C B Gupta- Principles of Management.
4. Macgrath E H- Basic Managerial Skills for all- Prentice Hall of India Pvt Ltd, New Delhi.
5. Rao V S P & Krishna Hari V (2006) – Management- Text & Cases, Excel Books, New Delhi.
6. Prasad L M – Principles and Practice of Management – Sultan Chand & Sons, New Delhi.

## **MP02HA-1C2 ORGANISATIONAL BEHAVIOUR**

**OBJECTIVE:** To familiarize students with interpersonal & intrapersonal relations, their behavioral inputs in organizational settings in order to help them and understand their superiors, subordinates, peers, patients/customers better.

### **Chapter 1:**

Foundation of Organizational Behavior - Nature of organizations/ why organizations exist- Models of Organizational Behavior - Challenges & Opportunities for Organizational Behavior.

3 hours

### **Chapter 2:**

Foundation of Individual behaviour, personal factors, environmental factors, organizational systems & resources, psychological factors – Values, attitudes, job satisfaction, learning – Personality: Structure, Determinants, Personality Traits – Perception: Process, factors influencing, Nature & importance, Errors in perception, Managing Perception – Motivation: Importance, Meaning, Motivation theories- early, content and process theories – Applied motivation practices: job design, rewards, job enrichment, behaviour modification, Organizational Behavior model, Goal setting, Quality of Work Life – Work stress- model, causes, forms of stress, frustration, stress and job performance.

15 hours

### **Chapter 3:**

Nature of groups, types of groups, why people form groups – Dynamics of groups, Group development determinants of group behaviour, group cohesiveness, group norms – Group Decision making, styles, strategies & models for decision making – Leadership: Objectives, Nature & Importance, Styles and their implications – Communication; Roles, uses, types, process, barriers, overcoming barriers, listening, grapevine, modes of communication, body language, feedback, Committees, Meetings, Written Communication: basic principles of business communication- letters

15 hours

#### Chapter 4:

Organisation Theory & Design: importance of organization design, factors, types, managerial implications- Organisation culture: meaning, dimensions, creation and sustenance of culture, types – Organisational change- nature, levels, importance, types, implementing change, resistance to change – Conflict & Negotiation; Nature, process, levels, resolution, conflict management styles, guidelines for effective negotiation.

15 hours

#### Chapter5:

Power & Politics; Meaning of power, sources of power, effective use of power, approaches to power, political implications of power - Emerging challenges, managing diversity, globalization, trends in international business, individual behaviour in the global perspective- Organisational Effectiveness.

12 Hours

TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

#### **Books recommended:**

1. K Ashwathappa; Organisational Behaviour – Himalaya Publishing House.
2. V S P Rao – Organisational Behaviour
3. Fred Luthans: Organisational Behaviour – Mcgraw Hill
4. Stephen Robbins: Organisational Behaviour – Prentice Hall of India
5. John W Newstrom& Keith Davis: Organisational Behaviour – Tata McGraw Hill
6. Johns, Gary – Organisational Behaviour.
7. Reddy, Appannaiah & Kavitha – Organisational Behaviour, Himalaya Publishing House, New Delhi.

## **MP02HA-1C3 STATISTICS OPERATION RESEARCH AND RESEARCH METHODOLOGY INCLUDING RESEARCH ETHICS**

**OBJECTIVE:** To provide and understanding to the student on basic principles of business statistics, research methods followed report writing and know their relevance and applications in healthcare.

### **Chapter1:**

Business statistics – significance and scope –application in decision making – data collection – questionnaire – classification and tabulation of data – graphical representation of data sampling and its methods

12 hours

### **Chapter 2:**

Measures of Central Tendency, Measures of Dispersion, Correlation and Regression analysis – their ascertainment and application in business and healthcare – Probability: its calculation, distribution and theorems

18 hours

### **Chapter 3:**

An Overview of PERT & CPM Techniques – Queuing Theory – Linear Programming Problems – Simulation – Decision making theories - Time series analysis – Forecasting methods – Business forecasting and time series.

10 hours

### **Chapter 4:**

Research Problem formulation – Planning research variables – Parameters – steps in research process, designing the study, sampling design, scaling techniques, pilot study, data analysis and interpretation, reporting the results and ethics in research.

10 hours



## Chapter 5:

Formulation and testing of hypothesis, tools of testing—Chi Square – ANOVA, ANOCOVA – Writing dissertation & research proposal, the steps and the process.

10 Hours

TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

### Recommended Books

1. Hamdy A Taha – Operations Research: An Introduction.
2. Kothari C R.- Research Methodology – Methods and Techniques
3. Cooper R Donald, Schindler S Pamela (2001) – Business Research Methods, Tata McGraw Hill Publications Ltd, New Delhi
4. Gupta S P (2001) Statistical Methods, Sulthan Chand & Sons New Delhi
5. Golden Biddle, Koren and Karen D Locke (1997) – Composing quantitative Research, Sage Publications, New Delhi.
6. Mike Luck – Research in Healthcare.

## MP02HA-1C4 ACCOUNTING IN HEALTHCARE

**OBJECTIVE:** To familiarize the students with the concepts, principles and techniques of financial, cost and management accounting branches and their application in managerial decision making in hospitals.

### Chapter 1:

10 Hours

Financial accounting – introduction- concepts and conventions, Basic records – Classification of expenditure – capital & Revenue- Trial Balance, Preparation of financial accounts.

10 Hours

**Chapter 2**

Disclosure of information – Fixed Assets and equipments, Depreciation Accounting, Inventory Valuation – Accounting information and its application in healthcare – human resource accounting – accounting controls – Internal Controls –Accounting systems- computerized accounting in hospitals- emerging trends in accounting in healthcare.

**Chapter 3:**

15 Hours

Cost Accounting- classification – overview costing methods and systems –Material, labour and overheads in service organizations- application of standard costing principles – activity based cost systems in service functions- cost of healthcare and health services.

**Chapter 4:**

10 Hours

Budget and Budgetary Control - Management Accounting and its role- Analysis of financial statements –Marginal Costing- Cost-Volume – Profit analysis - budget manual and administration – Mechanics of budget preparation.

**Chapter 5:**

15 Hours

Service costing – Income from Hospital services – dietary services, etc.

Pricing of Hospital services – pricing policy, demand oriented, competition oriented contribution and backward pricing systems- rate Revision, Hospital Rate setting, taxes- Pricing in charitable hospital and pricing of new equipment – Transfer pricing.

**TOTAL**

**60 Hours**

**NOTE:** Relevant case studies in healthcare should be taken up for discussion in the class.

Recommended books:

1. Kulkarni, G. R, (2003) Managerial Accounting for Hospitals, Mumbai
2. Jawaharlal (2002), Accounting for Management, Himalaya Publishing House, Mumbai.
3. Khan & Jain (2001) Cost & Management Accounting, Prentice Hall, New Delhi.
4. Pandey, I. M, (2001) Financial Management, Vikas Publishing House, New Delhi.
5. IGNOU (2005) MS-4 Accounting and Finance for Managers, IGNOU, New Delhi.
6. Bhattacharya, S K & John Deardren( 2001), Accounting for Mangament, Text & Cases, Vikas Publishing House Pvt Ltd. New Delhi.

**6.2 PAPER WISE QUESTIONS:**

**MP02HA-1C1 PRINCIPLES OF MANAGEMENT**

<b>TOPIC</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
CHAPTER 1	20%	Short Essay
CHAPTER 2	30 %	Long & Short Essay
CHAPTER 3	30%	Short Essay
CHAPTER 4	10%	Short Essay
CHAPTER 5	10%	Short Essay

**MP02HA-1C2 ORGANISATIONAL BEHAVIOUR**

<b>TOPIC</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
CHAPTER 1	10 %	Short Essay
CHAPTER 2	30 %	Long & Short Essay
CHAPTER 3	30 %	Long & Short Essay
CHAPTER 4	20 %	Long or Short Essay
CHAPTER 5	10 %	Short Essay

**MP02HA-1C3 STATISTICS OPERATION RESEARCH AND RESEARCH METHODOLOGY INCLUDING RESEARCH ETHICS**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
CHAPTER 1	20%	Long & Short Essay
CHAPTER 2	30%	Long & Short Essay
CHAPTER 3	20%	Long & Short Essay
CHAPTER 4	20%	Long & Short Essay
CHAPTER 5	10%	Short Essay

## MP02HA-1C4 ACCOUNTING FOR HEALTHCARE

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	15%	Short Essay
Chapter 2	15%	Short Essay
Chapter 3	30%	Long & Short Essay
Chapter 4	25%	Long Essay
Chapter 5	15%	Long or Short Essay

## SEMESTER –II

Sl. No	Type	Subject Code	Title of paper	Max Marks		Total Marks	Hours Per week	Credits
				IA	SEE			
1	Hard core	MP02HA-2C1	Material Management in healthcare	40	60	100	3	3
2	Hard core	MP02HA-2C2	Finance management in healthcare	40	60	100	3	3
3	Hard core	MP02HA-2C3	Health Economics	40	60	100	3	3
4	Soft core	MP02HA-2C4	Epidemiology, public health administration	40	60	100	3	3
5	Soft core	MP02HA-2O1	Open Elective	40	60	100	3	3
6	Hard core	MP02HA-2C5	Practical training					
			Practical – I	20	30	150	6	3
			Practical – II	20	30		6	3
			Practical – III	20	30		6	3
<b>Total</b>				260	390	650	33	24

IA: Internal Assessment, SEE: Semester End Examination

Total No of theory hours in a week = 15

Total No of practical hours in a week = 18

Practical Training

Practical I:

- Diagnostic Laboratory
- Radiology & Imaging

Practical II:

- Pharmacy
- Biomedical Engineering department CSSD

Practical III:

- Laundry
- Dietary services

### 6.3 SYLLABUS

#### **MP02HA-2C1 EPIDEMIOLOGY, PUBLIC HEALTH ADMINISTRATION & MEDICAL ETHICS**

**OBJECTIVE:** To create understanding about health environment of the country, the development of health services in India, and other essential health issues faced and their effect on formation of health policies for the country.

##### **Chapter 1:**

Introduction, History of medicine - Modern Medicines - Changing concepts in public health – Medical evolution – healthcare revolution – Concept of health and disease – Principles of disease transmission & disease control.

4 hours

##### **Chapter 2:**

Vital Statistics – Principles of epidemiological studies and epidemiological methods – Types of epidemiological studies, interpreting epidemiological data, surveillance, monitoring, notifiable diseases, International classification of Diseases (ICD), Death certification.

8 hours

##### **Chapter 3:**

Need & demand for healthcare – Role of different healthcare institutions from grass root levels to specialty levels, Indigenous system of medicine – Role of healthcare institutions, primary healthcare, healthcare organization – National Health Programmes

8 hours

**Chapter 4:**

Community involvement & participation, community Health Programmes, Community diagnosis – Allocation of resources in Five Year Plans and other health programmes – Maternal & Child Health, Family welfare – Occupational Health – Environmental Health – Genetics – Geriatric Health – Nutrition and health – Mental Health.

10 hours

**Chapter 5:**

Health Education – Principles: Methods, Materials – Communication for health education: Mass Media, Mass Communication – Health Planning and management – Health Policy – Health Committees.

10 hours

**Chapter 6:**

Healthcare System – International Health Problems.

04 hours

**Chapter 7:**

Medical Ethics- basic issues, importance, process of developing and implementing ethics and values in an institution – Learning Medical Ethics – Codes of Conduct: Hippocrates Oath & Declaration of Geneva – MCI Regulations (Professional conduct etiquette and ethics)

05 hours

**Chapter 8:**

Confidentiality and professional secrecy – Irrational drug therapy – defensive medicine – Ethics of trust vs ethics of rights- autonomy and informed consent – Understanding of patient rights – Universal accessibility – Equity and Social justice – human dignity.

05 hours

**Chapter 9:**

Care of terminally ill: Euthanasia – Distributive justice in health care - Alternate medicine: Spiritual dimensions of healthcare, Holistic approaches to healthcare – ethics in organ transplantation, HIV/AIDS, Genetics, Human Experimentation, Clinical Trials.

6 hours



TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

**Books recommended:**

1. J E Park & K Park – Text Book of Preventive and Social Medicine, Banarisdas Bhanot,
2. J H Helberg – Community Health
3. Stephen E Gray – Community Health
4. Gill Watt – Health Policy
5. Sathe & Sathe Epidemiology & Management for Healthcare for all Popular Books.
6. Francis C M – Medical Ethics – Jaypee Brothers, New Delhi

**MP02HA-2C2 FINANCIAL MANAGEMENT IN HEALTH CARE**

**OBJECTIVE:** It is to equip the students with the issues and scope of FM and its utility as an indispensable part of administration and quality control in healthcare.

**Chapter 1:**

Financial Management- nature, scope, functions, goals – Organizing Finance Functions-Risk and Return-Trade off – Time Value of Money

10 Hours

**Chapter 2:**

Financial and profit planning- objectives- essentials – cost of capital – Ratio Analysis – Cash flow – Fund flow – capital structure and Capital Budgeting – Investment Decisions and Evaluations – Capital budgeting techniques (NPV, IRR, etc.).

15 Hours

### **Chapter 3: Management of working capital**

Management of working capital – Cash Management – Cash forecasting- cash budgets – investing surplus cash – accounts receivables management – credit policy – credit evaluation – control of receivables – inventory management – payables management

15 Hours

### **Chapter 4: Types of financing**

Short term and long term financing – issue of shares, debentures and bonds – Lease financing – Other modes of financing like Venture capital financing, Angel financing, International funding – Financial Information System

10 Hours

### **Chapter 5:**

Strategic Financing decisions – Management of earnings – Financial Engineering – Investors selection – financial restructuring – Emerging trends in Health care Finance.

10 Hours

## **MP02HA-2C3 HEALTH ECONOMICS**

**OBJECTIVE:** to provide understanding of basic economic concepts, theories and its application to healthcare

### **Chapter 1: Introduction of Economics**

**10 hours**

Overview- Nature of Economics – Positive and Normative Economics- functioning of Economic systems – Micro and Macro Economic Principles- Circular flow and interdependence of Economic activity- Basic Economic concepts - scarcity –Production Possibility curves and trade offs- Opportunity cost – Discounting principle – Utility approach to consumer behaviour- utility maximization- indifference curve- Concepts of marginal Utility

## **Chapter 2: Demand and Supply Analysis**

**7 hours**

Concept of Demand and Supply- Market equilibrium-- Individual and Market Demand, their Determinants- Elasticity of Demand, their Types and Usefulness- Demand forecasting- Elasticity of supply-factors affecting supply.

Revenue Concepts - Total Revenue- Marginal Revenue- Average Revenue and their relationship

## **Chapter 3: Cost analysis and Market Structures**

**10 hours**

Cost Concepts and Cost Analysis.- Economic Costs- Short Run Cost Analysis –Long run cost analysis- Fixed, Variable, Total Cost Curves, Average and Marginal Costs.  
Economies of scales.

Market Structure- Perfect competition- Monopoly-Duopoly-Oligopol-Monopolistic Competition- Pricing determination Different Market Structures – Price-Fixation- Price Discrimination - Degrees of Price Discrimination.

## **Chapter 4: Concepts of Health Economics**

**10 hours**

Introduction to Health Economics-Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care -Aging Population and Long-term Care- Demand For Healthcare-Supply Of Healthcare-Asymmetric Information- Imperfect Agency and Supplier Induced Demand  
Nature and characteristics of Healthcare Markets.

## **Chapter 5: National Income, Health policies and Health care Finances**

**12 hours**

Concepts of National Income at factor price and market price-GDP-NNP-GNP-PI. Its Relationship between economic development, welfare and health.

Concept of Health policy- Health policy planning, need assessment, prioritization, peoples participation, decentralization- Formulation and implementation of health policy at the centre and state governments.

Health care expenditure- Equity in health care– Financing of Health care- Allocations under 5 year plans- Health finance indicators-- National rural Health Mission (NRHM) – Human Development indices- Health Insurance (Types- Scope and growth of health insurance sector)

**Chapter 6: Economic Evaluation and Trends in Healthcare**

**11 hours**

Cost Benefit Analysis (CBA)- Cost-minimization Analysis (CMA)- Cost – Effectiveness Analysis (CEA), Cost-Utility Analysis (CUA): Utility, value, preference; Quality Adjusted Life Years (QALY), Disability Adjusted Life Years (DALY) Healthy Years Equivalent (HYE), C/U Ratio

Trends in Healthcare – Changing demography – Medical Technology and Escalating Health costs – Public Private Partnership -effects of Globalization.

**Total**

**60 hours**

**List of References:**

- |  |               |
|--|---------------|
| 1. Public Economics                    | - B P Tyagi   |
| 2. Advanced Macro economic Theory      | - M L Jhingan |
| 3. Principles of Economics             | - D N Dwivedi |
| 4. A Primer Of Health System Economics | - V Raman Kut |

**MP02HA-2C4 MATERIALS MANAGEMENT IN HEALTHCARE**

**OBJECTIVES:** To get students acquainted with the principles, policies and procedures for material management, also to understand the nature & scope of materials management.

**Chapter 1:**

Introduction to material management & stores management: definition, basic scope and importance of Materials Management – Materials Planning

**8 Hours**

**Chapter 2:**

Procurement Procedure- Registration of firms – Tender System – Vendor analysis -Purchasing & Purchase Cycle, functions of purchase department, Committee: Purchase, selection and Audit – Receipt & Inspection of Stores – Asset Accounting.

16 Hours

**Chapter 3:**

Inventory control: meaning, scope & definition, inventory control techniques – EOQ, safety stock, Lead Time, ABC analysis, VED Analysis - Distribution, codification & classification – standardization and simplification & variety reduction – Quality Control – Value Analysis

16 Hours

**Chapter 4:**

Condemnation & Disposal, Condemning board, Stock outs of Hospital stores, pilferage, preservation of stores – Stores documentation – Role of computers in stores management – stock verification- perpetual inventory system

10 Hours

**Chapter 5:**

Hospital equipment planning and selection – purchasing capital equipment – feasibility study – import of goods and equipments- documentation & clearance – letter of credit – hospital equipment repair and maintenance- recent trends in hospital stores management.

10 Hours

**TOTAL**

**60 Hours**

**NOTE:** Relevant case studies in healthcare should be taken up for discussion in the class.

**Books recommended:**

1. Gupta Shakti & Kant Sunil, (2004) - Hospital Stores Management- An Integrated Approach, JP Brothers New Delhi.
2. Nair N K – Purchasing and Materials Management
3. Dutta A K \_ Integrated Materials Management  
Hyman Stanley- Supplies Management in Healthcare

**6.4 PAPER WISE QUESTIONS****MP02HA-2C1 EPIDEMIOLOGY, PUBLIC HEALTH ADMINISTRATION & MEDICAL ETHICS**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	5%	Short Essay
Chapter 2	10%	Long Essay
Chapter 3	15%	Long or Short Essay
Chapter 4	25%	Long & Short Essay
Chapter 5	25%	Long & Short Essay
Chapter 6	5%	Short Essay
Chapter 7	5%	Short Essay
Chapter 8	5%	Short Essay
Chapter 9	5%	Short Essay

**MP02HA-2C2 FINANCIAL MANAGEMENT IN HEALTHCARE**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	30 %	Long & Short Essay
Chapter 2	30%	Long & Short Essay
Chapter 3	20%	Long or Short Essay
Chapter 4	10%	Short Essay
Chapter 5	10%	Short Essay

**MP02HA-2C3 HEALTH ECONOMICS**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Short Essay
Chapter 2	20%	Long Essay
Chapter 3	30%	Long & Short Essay
Chapter 4	15%	Long Essay
Chapter 5	10%	Short Essay
Chapter 6	15%	Long or Short Essay

## MP02HA-2C4 MATERIALS MANAGEMENT IN HEALTHCARE

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Short Essay
Chapter 2	30 %	Long & Short Essay
Chapter 3	30 %	Long & Short Essay
Chapter 4	10 %	Short Essay
Chapter 5	20 %	Long Essay



### SEMESTER -III

Sl. No	Type	Subject Code	Title of paper	Max Marks		Total Marks	Hours Per week	Credits
				IA	Un Exam			
1	Hard core	MP02HA-3C1	Human Resource management in healthcare	40	60	100	3	3
2	Hard core	MP02HA-3C2	Marketing management in healthcare	40	60	100	3	3
3	Hard core	MP02HA-3C3	Legal issues in healthcare	40	60	100	3	3
4	Soft Core	MP02HA-3O2	Open Elective	40	60	100	3	3
5	Soft core	MP02HA-3C4	Short Study (External Posting)*	40	60	100	15 days	3
6	Hard core	MP02HA-3C5	Practical training					
			Practical – I	20	30	150	8	4
			Practical – II	20	30		8	4
Practical – III	20	30	8	4				
<b>Total</b>				260	390	650	34	27

IA: Internal Assessment, SEE: Semester End Examination

Total No of theory hours in a week = 12

Total No of practical Hours in a week = 22

\* Short study to be completed during the semester break

Practical Training:

Practical I:

- Operation Theatres
- Intensive Care Units

Practical II:

- Inpatient wards
- Super specialty services
- Physiotherapy

Practical III:

- Human Resource Department
- Purchase and Stores
- Accounts & Billing

## 6.5 SYLLABUS

### MP02HA-3C1 HUMAN RESOURCE MANAGEMENT IN HEALTHCARE

**OBJECTIVE:** To provide understanding of the concepts, principles & practices of human resource management & to appreciate the need for systematic approach to people management.

#### Chapter 1:

Introduction to Human Resource Management, changing environment of Human Resource Management – Organization of Human Resource Department, image & qualities of Human Resource/ Personnel Manager, Personnel Policies & Principles- Human Resource Development: Interventions- managerial Effectiveness

05 Hours

#### Chapter 2:

Human Resource Planning: Meaning & definition, importance, factors affecting, barriers, forecasting – Job Analysis & Design: nature, methods of collecting information, job description, job specification, factors affecting job design, techniques of job design – Recruitment & Selection; Meaning, definition, purpose and importance, factors governing, process, barriers, sources of recruitment, selection techniques, testing and interviews.

10 Hours

### Chapter 3:

Orientation: Orientation programme, problems in orientation, need, socialization - Training: Nature, analyzing training need, Need for Training, Training Process, Impediments to effective training, evaluating the training effort, training methods, Development.

10 Hours

### Chapter 4:

Performance Appraisal: Definition, Importance, Need to appraise, Process, Appraisal Methods: Past Oriented and Future Oriented, Appraisal Interview, Errors in Appraisal, Competency Mapping, Job Evaluation – Employee & Executive remuneration & Compensation: Components of remuneration, Influences on pay determination, Devising a remuneration plan, challenges affecting remuneration, Wage policy in India- Incentives, developing effective incentive plans, Types of incentive schemes – Benefits & Services: Meaning & definition, types, principles of fringe benefits, insurance, medical, retirement benefits.

15 Hours

### Chapter 5:

Employee Welfare: Meanings & Definitions, Merits & demerits, Types of welfare activities, Approaches – Safety & Health: types of accidents, what causes accidents, how to prevent accidents, Need for safety, Employee Health (physical & mental) - Problem & Remedies, Job Stress – Promotions Transfers and Separations.

10 Hours

### Chapter 6:

Participative Management: Concept, Determinants, schemes – Discipline; Process, issue of charge sheet, consideration of explanation, Notice of enquiry, Suspension, Enquiry, Punishment - Collective Bargaining: Concept & Meaning, Prerequisites, Process, Types, Advantages & Disadvantages – Grievance Settlement: Nature, Process, Causes of Grievance.

10 Hours

TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

Recommended books:

1. Srivastava S C (2001), Industrial Relations & Labour Laws, Vikas Publishing House Pvt Ltd., New Delhi.
2. Beardwell. Ian, & Holden. Len (1996) - Human Resource Management, MacMillan India Ltd, New Delhi.
3. Ashwathappa K.,(2006), Human Resource & Personnel Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
4. Monappa, Arun,(2000), Industrial Relations, Tata McGraw- Hill Publishing Company Limited, New Delhi.
5. Dessler, Gary(1998) – Human Resource Management, Prentice Hall of India, New Delhi

## **MP02HA-3C2 Marketing Management in Healthcare Industry**

**OBJECTIVE:** To introduce marketing and public relations concepts and their relevance to health administrators and to sensitize health administrators regarding the application of marketing and public relations.

### **Chapter 1:**

Introduction to Marketing: Meaning, approaches to marketing, functions and concepts – Components of Marketing

10 Hours

### **Chapter 2:**

Marketing Mix: Meaning and dimensions of product mix, promotion mix, price mix and place mix - Market Measurement & Forecasting. Marketing Planning and Control - Marketing strategies - Packaging of Services with comprehensive payment.

20 Hours

### Chapter 3:

Marketing Management: Meaning, process, customer satisfaction and delight. Customer Relationship Management (CRM) Health Insurance Schemes and Third Party Administrators (TPA's) – Medical Tourism.

10 Hours

### Chapter 4:

Marketing of Services: Characteristics of services, goods and services, service quality and delivery, expectations management.

15Hours

### Chapter 5:

Application of Marketing in Health care: Relevance and Application - difference between health care and other services as regards marketing - Public Relations: Introduction, Definition of Public Relations, Public- internal & external- theory and concept of Public Relation - Role of Public Relation staff - Training and development of frontline staff – Public Private Partnerships.

15Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

### References:

1. Organisations, Prentice Hall, New Jersey.
2. Ramaswamy V S & Namkumari S – Marketing Management –Planning, Implementation and Control- Macmillan India Ltd New Delhi
3. Kotler, Phillip & Gary Armstrong – Principles of Marketing Prentice Hall of India Pvt Ltd, New Delhi.
4. Kotler, Phillip & Clarke Roberta – Marketing for Healthcare
5. Sommers & Barnes – Fundamentals of Marketing.
6. Center, Allan H & Jackson Patrick – Public Relations Practices: Managerial case Studies & Problems.

## **MP02HA-3C3 LEGAL ISSUES IN HEALTHCARE & BUSINESS ETHICS**

**OBJECTIVE:** To expose the students to the various legal aspects concerning business, service and healthcare and create awareness on the relevance and their application

### **Chapter 1:**

Introduction – Overview of laws in business and healthcare – Sources of law – interpretation of law – impact of Indian Constitution on Law – judicial Decisions by Supreme Courts and High Courts – Important Provision of Indian Contracts Act – Sale of Goods Act – Trade Union Act – Trust Act – Societies Registration Act.

8 Hours

### **Chapter 2:**

Medico Legal Procedures – Medical Jurisprudence – Patient confidentiality – Law of Torts – Law on Communicable diseases – Notifiable diseases – WHO – International Health Regulations

8 Hours

### **Chapter 3:**

Environment Protection Act: Salient Features Occupational Hazards, Safety and Health Measures – Food and Drugs Laws – Drugs and Cosmetics Act – Mental Health Act – Birth & Death Registrations Act – Biomedical Waste Management Act and their applications and relevance in healthcare.

10 Hours

### **Chapter 4:**

An overview of MCI Act, Pre Natal Diagnostic Test Act, Medical Termination of Pregnancy Act, Organ Transplantation Act – Medical Negligence – Consumer Protection Act – Patient Rights –

6 Hours

**Chapter 5:**

Significant provisions from Income Tax Act- Contract Labour and Casual Labour Acts- an over view of Shops and Establishment Act, Minimum Wages Act, Payment of Wages Act, Employees State Insurance Act, Provident Fund Act, Payment of Gratuity and Equal Remuneration Act.

10 hours

**Chapter 6:**

Introduction to ethics; nature, scope and purpose – Importance of ethics and moral standards - Values, Norms, Beliefs and Standards – Normative ethics in management – ethics and morals.

3 hours

**Chapter 7:**

Managing ethics – ethics and the organization – Myths about business ethics – Ethical dilemma – Ethics and the Environment – Ethical decision making – Moral Reasoning; Psychological perspectives – Moral Reasoning and Organisation Culture: Cultures based on fear, punishment and exchange.

7hours

**Chapter 8:**

Ethics in Management – Ethics in HRM – Ethics in Marketing – Ethics in Finance – Corporate Social responsibility: Pyramid of corporate social responsibility, domains of corporate social responsibility- Ethical codes of conduct – Protection of employees: guarding against sexual harassment.

8 hours

**TOTAL**

**60 Hours**

**NOTE:** Relevant case studies in healthcare should be taken up for discussion in the class.

## **Recommended Books**

1. Biswanath Ghosh – Ethics in Management and the Indian Ethos, Vikas Publishing House Pvt Ltd, New Delhi.
2. Bhatia S K – Business ethics and Managerial Values, Deep & Deep Publications Pvt Ltd, New Delhi
3. Saravanel & Others – Labour laws- Himalaya Publishing House, Bangalore
4. Kuchhal M C (2001) – Business Laws, Vikas Publishing House Pvt Ltd, New Delhi
5. Goswani V G (1999) – Labour & Industrial Laws, Central Law Agency, Allahabad.
6. Kapur N D, (2005) A Handbook of Industrial Law, Sultan Chand and Sons New Delhi.
7. Rajkumar – Acts applicable to hospitals in India
8. Murthy C S V – Business Ethics: text & cases, Himalaya Publishing House, Bangalore
9. Knight Bernard – Legal Aspects of Medical Practice.

## **6.6 PAPER WISE QUESTIONS - III SEMESTER**

### **MP02HA-3C1 HUMAN RESOURCE MANAGEMENT IN HEALTHCARE**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	5%	Short Essay
Chapter 2	25%	Long & Short Essay
Chapter 3	25%	Long & Short Essay
Chapter 4	30%	Long & Short Essay
Chapter 5	5%	Short Essay
Chapter 6	10%	Long or short Essay



## **MP02HA-3C2 Marketing Management in Healthcare Industry**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Short Essay
Chapter 2	25 %	Long & Short Essays
Chapter 3	25%	Long & Short Essays
Chapter 4	15 %	Long Essay
Chapter 5	25%	Long & Short Essays

## **MP02HA-3C3 LEGAL ISSUES IN HEALTHCARE & BUSINESS ETHICS**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Short Essay
Chapter 2	15%	Short Essay
Chapter 3	20 %	Long & Short Essay
Chapter 4	20%	Long & Short Essay
Chapter 5	20%	Long & Short Essay
Chapter 6	5%	Short Essay
Chapter 7	5%	Short Essay
Chapter 8	5%	Short Essay

### SEMESTER –IV

Sl. No	Type	Subject Code	Title of paper	Max Marks		Total Marks	Hours Per week	Credits
				IA	Un Exam			
1	Hard core	MP02H A-4C1	Hospital planning and organisation	40	60	100	3	3
2	Hard core	MP02H A-4C2	Management of hospital services	40	60	100	3	3
3	Hard core	MP02H A-4C3	Quality management in healthcare	40	60	100	3	3
4	Hard core	MP02H A-4C4	Dissertation	50 (D)	50 (Viva)	100		4
5	Hard core	MP02H A-4C5	Practical training as administrative trainee in any two departments	20	30	150	8	4
			Practical – I	20	30		8	4
			Practical –II	20	30		8	4
			Practical - III					
<b>Total</b>				240	360	500	33	25

IA: Internal Assessment, SEE: Semester End Examination

## 6.7 SYLLABUS

### MP02HA-4C1 HOSPITAL PLANNING & ORGANISATION

**OBJECTIVES:** To give an idea about hospital, its role, the delivery of healthcare system, the changing requirements of health services vis-a vis hospital design, planning and operational aspects of Hospital organization.

#### Chapter 1:

History & development of Hospitals – definition, classification, role & functions – hospitals in India today – hospital as a system.

4 Hours

#### Chapter 2:

Hospital Organisation- Governing board- Hospital Administrator; role and functions – Architects: role & functions in planning – Architects brief – Choosing a site - Site survey - Process of hospital planning – Hospital Design- Guiding principles in planning & design – Long range plans and facility master plan – Circulation pattern - Planning of different types of hospitals: 50 beds,100 beds, 500 beds and above – Operational and functional planning - equipment planning – operations planning – hospital building – Space requirement- Hospital project management.

15 Hours

#### Chapter 3:

Planning & designing Clinical Services: OPD, Inpatient department, Emergency & Critical Services, Surgical and Medical Departments, specialty & super specialty services – Planning and Designing of Supportive Services: Diagnostic Services, Blood Bank, Pharmacy, CSSD , Dietary, Laundry, etc – Planning and Designing Utility services: Housekeeping, Hospital Engineering & maintenance dept, central stores, MRD, Entrance and Lobby area, Administrative services

18 Hours

#### Chapter 4:

Standards for designing hospital facilities: General standards, mechanical, electrical, centralized medical gas system - Safety & security considerations while planning – fire hazard-disaster management – maintenance department - occupational safety.

12 Hours

#### Chapter 5:

Biomedical Waste Management; Introduction, Segregation, Collection, Transportation - Disposal of waste: Methods and benefits of disposal.

5 hours

#### Chapter 6:

Hospital statistics – hospital management information system (HMIS) – Application of computer in hospital administration – evaluation of hospital services

6 hours

TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

#### Recommended Books

1. Kunders, G D.(2002) - Designing for Total Quality in Healthcare, Prism Books PvtLtd,Bangalore
2. Kunders, G D (2004) – Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd, Bangalore.
3. Davies Llewellyn R & Macaulay H M C(1995) – Hospital Planning and Administration, Jaypee Brothers, New Delhi
4. CharneyWilliam(1999)- Handbook of Modern Hospital Safety -Lewis Publishers Pvt Ltd, London.
5. Sakharkar B M(1998)- Principles of Hospital Admisnitration& Planning – Jaypee Publishers New Delhi

## **MP02HA-4C2 MANAGEMENT OF HOSPITAL SERVICES**

**OBJECTIVE:** To enable the students gain insights in to various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and non clinical services in a hospital.

### **Chapter 1:**

Outpatient department, Daycare, Accident and emergency services, Physical medicine and rehabilitation, Occupational therapy unit, Physiotherapy department.

8 hours

### **Chapter 2:**

Inpatient services: ward design (general & Specialised) Critical Care Services- ICU CCU, NICU- Medical Services- Surgical services- Operation Theater – Nuclear Medicine Department - Burns Unit- Nursing services and administration.

14 hours

### **Chapter 3:**

Specialty Services: Pediatrics, OBG & GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental – Super-specialty: Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services.

12 hours

### **Chapter 4:**

Supportive services: Diagnostic - Radiology & Imaging services, Hospital Laboratory etc- Blood bank & Transfusion services, Ambulance services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Medical Social Worker, Marketing and Public Relation, Finance and Administrative departments- Outsourcing.

12 hours

## Chapter 5:

Utility Services: Housekeeping, Hospital Engineering and maintenance, Biomedical Department , Central Stores and purchase department, Medical Records- confidentiality of records, reception, enquiry, registration and admission, central billing and accounts, Cafeteria/canteen, Mortuary.

10 Hours

## Chapter 6:

Hospital Acquired Infection: source and control, Modern trends in Hospital administration - Disaster Management - Information systems: Telemedicine

4 Hours

TOTAL

60 Hours

NOTE: Relevant case studies in healthcare should be taken up for discussion in the class.

## Recommended Books

1. Davies Llewellyn R & Macaulay H M C(1995) – Hospital Planning and Administration, Jaypee Brothers, New Delhi
2. Sakharkar B M(1998)- Principles of Hospital Admisnitration& Planning – Jaypee Publishers New Delhi
3. Kunders, G D.(2002) - Designing for Total Quality in Healthcare, Prism Books PvtLtd,Bangalore
4. Srinivasan A V(2002) – Managing a modern hospital, Response Books New Delhi
5. Sarma K R, Sharma Yashpal (2003) – A handbook on hospital Administration,Durga Printers, Jammu.
6. Sharma, Madhuri(2003) – Essentials for Hospital Supportive Services,Jaypee Brothers, New Delhi Kunders, G D (2004) – Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd, Bangalore.
7. Goel, S.L,(2001 Vol 1-4) – Healthcare Systems and Management, Deep And Deep Publications, New Delhi.

## **MP02HA-4C3 QUALITY MANAGEMENT IN HEALTHCARE**

**OBJECTIVE:** To make the student conversant with the importance of total quality in healthcare, evolution of quality management, strategy for quality management, continuous quality improvement, co ordination of activities, assessment of quality, quality techniques.

### **Chapter 1:**

Concepts of quality and total quality, Rationale for Quality improvement in health care, Concepts of quality assurance, Quality Management Philosophies- Deming Philosophy, Steps for quality improvement, commitment and involvement in service delivery, Taguchi's principles, Feigenbaum's philosophy, Patient focus and involvement.

6 Hours

### **Chapter 2:**

Quality Control- tools and techniques: TQM Models, Quality standards, ISO and its implementation, Brainstorming, Benchmarking, Statistical Quality Control, Statistical process control, Process Charts, Fish Bone Diagram, six sigma concept, Poka Yoke and & Quality control tools - Continuous Quality Improvement – Quality Circles

12 hours

### **Chapter 3:**

Concurrent, Terminal and Cyclic Evaluation, Audit in health care- Medical audit, Nursing audit, Pharmacy audit, Antibiotic audit, Tissue Committee, Reviews - Clinical audit; Defining audit protocol, audit team-duties & responsibilities - Patient Satisfaction Survey -Use of clinical practice guidelines, Integration of the health care system

15hours

### **Chapter 4:**

Mortality review -Retrospective process review - Concurrent process review – Review of infection, births, premature, underweight babies – Post operative, post delivery, post anesthesia review – Discharge status, Leave against Medical advise – Average length of stay, average waiting time.

15 hour

**Chapter 5:**

Accreditation: Understanding the process of getting started on the road to accreditation , National & International Accreditation bodies - Overview of standards, Raising the quality of care for the patient-, Lessons learned from local organizations: patient focused standards. Quality improvement and patient safety.

12 Hours

Total

60 Hours

**Suggested Readings:**

1. Quality Management in Health Care, Principles and Methods, Donald Lighter and Douglas C Fair, Jones and Bartlett Publishers, 2004
2. Total Quality Management James R Evans- South Western Publishers 2<sup>nd</sup> edition, 2000
3. Pena, Jesus – Hospital Quality Assurance
4. Hugh C H Koch – Total Quality Management in healthcare.

**6.8 PAPER WISE QUESTIONS****MP02HA-4C1 HOSPITAL PLANNING & ORGANISATION**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	5 %	Short Essay
Chapter 2	25 %	Long & Short Essays
Chapter 3	35 %	Long & Short Essays
Chapter 4	15 %	Long or Short Essays
Chapter 5	10 %	Long Essay
Chapter 6	10 %	Short Essay



**MP02HA-4C2 MANAGEMENT OF HOSPITAL SERVICES.**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Long or Short Essay
Chapter 2	25%	Long & Short Essay
Chapter 3	25%	Long & Short Essay
Chapter 4	25%	Long & Short Essay
Chapter 5	10%	Long or Short Essay
Chapter 6	5%	Short Essay

**MP02HA-4C3 QUALITY MANAGEMENT IN HEALTHCARE**

<b>TOPIC/ NUMBER</b>	<b>PERCENTAGE/ WEIGHTAGE</b>	<b>Section</b>
Chapter 1	10 %	Short Essay
Chapter 2	15%	Long Essay
Chapter 3	25%	Long & Short Essay
Chapter 4	25 %	Long & Short Essay
Chapter 5	25%	Long & Short Essay

## **7. Scheme of examination & assessment of a Course**

### **7.1 Internal Assessment:**

#### **i. Objectives :**

- Continuous evaluation ,
- To Develop skills of literature review & to learn advances in the field of Hospital Management
- To increase the analytical ability , problem solving capacity & writing /communication skills

#### **ii Area of Evaluation**

- 2 Internal Assessment examination shall be conducted for each course , Average shall be computed & shall be reduced to 10 marks
- Journal Club presentation - 10 marks
- Seminars /Assignments – 10 marks
- Development of a case study – 10 marks

### **7.2 Dissertation:**

Each candidate is required to carry out dissertation on a selected topic under the guidance of a recognized post graduate teacher after the submission of the synopsis.

The topic for the Dissertation should be chosen based on an area of interest and should be done in a hospital. The student should choose the hospital for the dissertation in the place of study itself under the constant supervision of the guide allotted. The aim of the dissertation is to enable the student to gain an in-depth insight into a particular department or topic chosen for study.

The synopsis shall be presented to the Board of Studies for acceptance. If found suitable shall register the dissertation topic. No change in the dissertation topic or guide shall be made without prior approval of the University.

Every candidate shall submit the synopsis containing particulars of proposed dissertation within nine months from the date of commencement of the course.

The dissertation shall be written under the following headings:

- Introduction
- Objectives of study
- Review of literature
- Materials and Methods
- Results
- Discussion
- Conclusion
- Recommendation
- Summary
- Bibliography
- Annexure

The written text of Dissertation should be neatly typed in double line spacing on one side of paper (A4 size) and should be bound, Spiral binding should be avoided.

A declaration by the candidate that the work was done by him/her shall be included. The co-guide (where ever applicable), guide, head of the department and head of the institution shall certify the bonafide of the dissertation.

Two copies of the dissertation shall be submitted to the university through proper channel along with a soft copy (CD), three months before the final examinations. It shall be assessed by two examiners appointed by the university, one internal and one external.100 marks shall be awarded for the Dissertation.

Acceptance of the dissertation is a pre-requisite for a candidate to be eligible to appear in the final examination.

**Guide:** The academic qualification and teaching experience required for recognition of guide shall be as given under:

Qualification:

Masters in Hospital Administration – MHA

M.Sc. in Hospital Administration / Hospital Management

M.B.A. in Hospital Administration / Hospital Management

(All the above degrees should have been granted by a UGC recognized University)

Experience: 5 years teaching / administrative experience after Masters programme

Or

M.D.in Hospital Administration or equivalent as prescribed by the MCI for recruitment of teachers for M.D. in Hospital Administration from an institution recognized by Medical Council of India.

3 years teaching or administrative experience after a post graduate medical degree from an institution recognized by Medical Council of India.

Student guide ratio: A recognized guide shall supervise dissertation work of not more than five students per academic year. The age of guide shall not exceed 68 years.

Co-Guide may be included provided the work requires substantial contribution from a sister department or from another institution recognized for teaching Yenepoya University or any other State level University.

Change of Guide: In the event of registered guide leaving the Institute/ college due to any reason or in the event of death of the guide or any other valid reasons, guide may be changed with prior permission from the university only.

### **7.3 Semester End Examination**

- i. University shall conduct SEE examinations in a year at an interval of not less than four to six months.
- ii. Number of examiners for theory and viva voce shall be, comprising of one internal and one external examiner appointed by the university.
- iii. Qualification and teaching experience required for appointment as an examiner for viva shall be the same as that prescribed for guide.
- iv. Theory papers will be evaluated by subject experts who are on the approved panel of examiners in Yenepoya University.
- v. Eligibility to appear in university examination: A candidate shall be eligible to appear for first semester university examination at the end of six months from the commencement of the course and for subsequent semester university examination at an interval of six months provided he/she has satisfactorily completed the prescribed course and fulfilled the prescribed attendance at the end of each semester.

### **8. Attendance:**

8.1 Every candidate shall have attended at least 80% of the total number of theory and hospital/practical training classes conducted from the date of commencement of the semester to the last working day as notified by university in each of the courses prescribed for that semester separately. Only such candidates are eligible to appear for the university examination in their first attempt.

8.2 A candidate lacking the prescribed percentage of attendance in any course either in theory or hospital/practical training in the first appearance will not be eligible to appear for the University Examination in that particular course.

8.3 A candidate who fails to satisfy the attendance requirements in a particular course of a semester shall repeat the course in the next semester.

8.4 The HOD/course coordinator through the Dean of Faculties shall announce the names of the students who will not be eligible to take the Semester End-examinations in the various

courses and send a copy of the same to the COE's office. Registrations of such students for those courses shall be treated as cancelled.

## **9. Scheme of examination and Assessment of a Course**

Evaluation of a course shall be done on a continuous basis followed by one semester end university examination (SEE) for each course.

The components of CIA may include, sessional tests, Seminar/ Journal Club/other related activities, Review/Assignment/Social involvement and other activities relevant to the course.

- i. The CIA shall be 40% and SEE shall be 60%.
- ii. There shall be no minimum marks for CIA however, the aggregate of CIA and SEE shall be 50% for qualifying in the examination.
- iii. There shall be examinations at the end of each semester ordinarily during December/January for odd semesters and during June/July for even semesters
- iv. The SEE duration shall be three hours.
- v. The question paper pattern shall be decided by the respective BOS.

### **9.1 Valuation of answer scripts**

- i. Each theory examination shall be evaluated by one internal and one external examiner. There shall be a third evaluation if the difference is more than 15%.
- ii. Practical examination shall be jointly conducted and evaluated by one internal examiner and one external examiner.

### **9.2. Evaluation of Dissertation**

- i. Dissertation shall be evaluated by two examiners, one external and one internal from the panel of examiners prepared by the BoS and approved by the University.
- ii. The criteria for the evaluation of the dissertation shall be prescribed by the respective BoS.

## 10. Letter Grades and Grade Points

- i. The results of successful candidates at the end of each semester shall be declared in terms of Grade Point Average (GPA) and letter grades as given below shall be followed:

<b>Letter Grade</b>	<b>Grade Point</b>	<b>Range of marks</b>
A+(Outstanding)	10	95-100
A ( Excellent)	9	85-94
B+ (Very Good)	8	75-84
B (Good)	7	65-74
C (Average)	6	55-64
P (pass)	5	50-54
F (Fail)	<5	Less than 50

### 10.1. Letter grade for Cumulative Grade point average (CGPA)

The results at the end of the fourth semester shall be classified on the basis of the Cumulative Grade Point Average (CGPA) obtained in all the four semesters and the corresponding overall letter grade. The letter grade as described below shall be adopted.

<b>CGPA Range</b>	<b>Letter Grade</b>
9.0-10.0	A+(Outstanding)
8.0 – 8.99	A ( Excellent)
7.0 - 7.99	B+ (Very Good)
6.0 - 6.99	B (Good)
5.5 - 5.99	C (Average)
5.0 – 5.49	P (pass)
<5.0	F (Fail)

## **11. Carry over**

- i. A candidate who passes the semester examinations in parts is eligible for only CGPA and letter Grade but not for ranking.
- ii. Carry over shall be allowed for candidate who failed in not more than two courses in a semester.
- iii. The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- iv. A Candidate who fails in any of the project work/Project Report/ dissertation shall reappear for the same within the nearest semester end examination schedule.
- v. Re-Entry after Break of the study
  - a. Students admitted to a program abstaining for more than 3 months must seek readmission into the appropriate semester.
  - b. The student shall follow the syllabus in vogue (currently approved/is being followed) for the program
  - c. All re admissions of students are subject to the approval of the Vice Chancellor.

## **12. Maximum period for completion of the Programme**

A candidate shall complete the four semesters (two years) programme within five years from the date of admission.

## **13. MONITORING LEARNING PROGRESS**

It is essential to monitor the learning progress of each candidate through continuous appraisal and regular assessment. It not only also helps teachers to evaluate students, but also students to evaluate themselves. The monitoring be done by the staff of the department based on participation of students in various teaching / learning activities. It may be structured and assessment be done using checklists that assess various aspects. Model Checklists are given in this Chapter which may be copied and used.

The learning out comes to be assessed should include:



**Acquisition of Knowledge:** The methods used comprise of 'Log Book' which records participation in various teaching / learning activities by the students. The number of activities attended and the number in which presentations are made are to be recorded. The log book should periodically be validated by the supervisors.

**Log book:** The log book is a record of the important activities of the candidates during his training; internal assessment should be based on the evaluation of the log book. Collectively, log books are a tool for the evaluation of the training programme of the institution by external agencies. The record includes academic activities as well as the presentations and assignments carried out by the candidate.

**Journal Review Meeting (Journal Club):** The ability to do literature search, in depth study, presentation skills, and use of audio- visual aids are to be assessed. The assessment is made by faculty members and peers attending the meeting using a checklist (refer annexure for the Checklist – I)

**Seminars / Symposia:** The topics will be assigned to the student well in advance to facilitate in depth study. The ability to do literature search, in depth study, presentation skills and use of audio- visual aids are to be assessed using a checklist (refer annexure for the Checklist-II)

**Procedure for defaulters:** The department of Hospital administration should have a committee to review such situations. The defaulting candidate is counseled by the guide and head of the department. In extreme cases of default the departmental committee may recommend that defaulting candidate be withheld from appearing the examination, if she/he fails to fulfill the requirements in spite of being given adequate chances to set himself or herself right.

## **14.MINIMUM REQUIREMENTS OF INFRASTRUCTURE AND TEACHING**

### **STAFF:**

**14.1 The Masters in Hospital Administration course shall be conducted only in those Institutions which are conducting Medical courses recognized by MCI/GOI and universities recognized by UGC.**

### **14.2 Minimum Facilities and Staff**

### **14.3 Minimum staff required:**

For an annual intake of 20 students minimum teaching staff required will be five, viz two Professors or Associate Professor and three Assistant Professors or 1 Assistant professor and two Lecturers. Four teaching staff out of four shall have requisite qualification and experience to be recognized as guides i.e. for an annual intake of five students there shall be one University recognized guide.

**14.4 Visiting and part time faculty:** Hospital Administration being multi disciplinary subject, will always need contribution from visiting and part time faculty with post graduate qualification and five years of teaching experience in a university recognized Institution. Following are the suggested areas that could be covered by the visiting faculty.

1. Epidemiology, Medical Ethics and Public Health Administration in India.
2. Business statistics, Operations Research and Research Methodology.
3. Financial Management and Basic Accounting.

**14.5 Hospital:** A multi specialty teaching hospital with not less than 200 beds having in addition to the usual patient care facilities, various supportive departments/facilities like Medical Records Department, CSSD, Pharmacy, Kitchen, Laundry, Stores, Accounts etc.

### **14.6 Class Room:**

Two standard class rooms with a capacity for 25 students. Conference hall for seminars with a capacity to seat 50 to 100. Seminar room for discussion one and group work

### **14.7 Teaching equipment:**

Display board, White Board, Projection board.

Slide projector, Overhead projector and LCD projector

Computers with DVD ROM

### **14.8 Library:**

**A well stocked library with latest edition books and journals on the following subjects.**

- Hospital Administration
- General Management

- Organizational Behavior
- Biostatistics, Operations Research and Research Methodology
- Epidemiology, Public Health, Medical Ethics and Health Administration in India
- Basic Accounting and Cost Accounting
- Financial Management in Healthcare
- Health Economics, Principles and practice of Economics
- Legal Issues in Healthcare & Business Ethics
- Human Resources Management in Healthcare
- Industrial relations in Healthcare
- Marketing Management in Healthcare
- Materials Management in Healthcare
- Hospital Planning and Organization
- Quality Management in Healthcare

**14.9 The Digital library provides an access to Internet facilities and online publications to students for their reference in the library.**

**Recommended Journals:**

WHO Technical series (Health care and hospital Administration related)

Relevant NIHAIE and NIHFWS Technical series & Publications

Journal of Academy of Hospital Administration JAHA

World Hospitals and Health Services

Hospital Administration

Health Administrator

Indian Journal of Public Health

Express Healthcare

Modern Medicare

Journal of Healthcare Management

Frontiers of Health Services Management

Healthcare Financial Management

Healthcare Management Review

Marketing Healthcare Services

Health Estate Journal

Organizational Dynamics

Global Healthcare

Hospital Management International

Indian Management

Indian Journal of Medical Ethics

Medical Law Reporter

Effective Executive

HRM Review

## **15.0 ANNEXURES**

## Format of Model Checklists

### Checklist-I:

#### CHECKLIST FOR EVALUATION OF JOURNAL REVIEW PRESENTATIONS

Name of the student:

Date:

Name of the faculty/ Observer:

<b>1</b>	<b>Items for observation during presentation</b>	<b>Poor 0</b>	<b>Below average 1</b>	<b>Average 2</b>	<b>Good 3</b>	<b>Very Good 4</b>
1	Article chosen was					
2	Extent of understanding of scope & objectives of the paper by the candidate					
3	Whether cross-references have been consulted					
4	Whether other relevant references have been consulted					
5	Ability to respond to questions on the paper /subject					
6	Audio-visuals aids used					
7	Ability to defend the paper					
8	Clarity of presentation					
9	Any other observation					
	Total score					

**Checklist-II: CHECK LIST FOR THE EVALUATION OF THE SEMINAR PRESENTATIONS**

Name of the student:

Date:

Name of the faculty/ Observer:

SI No.	Items for observation during presentation	Poor 0	Below average 1	Average 2	Good 3	Very Good 4
1	Article chosen was					
2	Extent of understanding of scope & objectives of the paper by the candidate					
3	Whether cross-references have been consulted					
4	Whether other relevant references have been consulted					
5	Ability to respond to questions on the paper /subject					
6	Audio-visuals aids used					
7	Ability to defend the paper					
8	Clarity of presentation					
9	Any other observation					
	Total score					

### Checklist - III: CHECK LIST FOR PROJECT WORK PRESENTATIONS

Name of the student:

Date:

Name of the faculty/ Observer:

<b>Sl No.</b>	<b>Points to be considered</b>	<b>Poor 0</b>	<b>Below average 1</b>	<b>Average 2</b>	<b>Good 3</b>	<b>Very Good 4</b>
1	Interest shown in selecting topic					
2	Appropriate review					
3	Discussion with guide and other faculty					
4	Quality of protocol					
5	Preparation of proforma					
	<b>Total score</b>					

**CHECKLIST - IV: CONTINUOUS EVALUATION OF PROJECT WORK BY GUIDE/ CO-GUIDE**

Name of the student:

Date:

Name of the faculty/ Observer:

Sl No.	Items for observation during presentation	Poor 0	Below average 1	Average 2	Good 3	Very Good 4
1	Periodic consultation with guide/ co-guide					
2	Depth of Analysis/ Discussion					
3	Department presentation of findings					
4	Quality of final output					
5	Others					
	<b>Total score</b>					

**CHECKLIST- V: OVERALL ASSESSMENT SHEET**

Date:

Check list No.	Name of the students			
	A	B	C	D
1				
2				
3				