



**YENEPOYA UNIVERSITY**

**Deralakatte, Mangaluru -575018**

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

**(CURRICULUM - EFFECTIVE FROM 2010-11)**

ATTESTED  


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YU/NOT/AC4/003/2010

21.09.2010

**NOTIFICATION**

Sub: Curriculum of Masters in Hospital Administration program- reg.

Ref: Proceedings of the meetings of Academic Council and Board of Management.

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The revised curriculum and regulation of Masters of Hospital Administration program of Yenepoya Medical College as approved by the Academic Council and Board of Management at the meetings held on 02.07.2010 is hereby notified for implementation from the academic year 2010-11, as per the direction of the Hon'ble Vice-Chancellor.

*J. S. S. S. S.*  
REGISTRAR

Copy to:

1. Principal, YMC
2. Medical Superintendent, YMCH
3. Controller of Examinations
4. Finance Officer

Office of the Registrar  
Despatch No: 458  
Date: 24-09-2010

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## **MISSION**

To lead in Advancing Human Health Through - Modern, Evidence Based and Technology Driven Education of Tomorrow's leaders in Bio Medicine.

## **VISION**

### Patient Care

- Strive to provide outstanding clinical care, which is comprehensive, affordable and delivered compassionately, appropriately, responsibly and efficiently.
- The patient care provided will be done in a manner that supports and advances education and research.

### Education

To be one of the premier medical institutions in the country based on our education, scientific investigation and health care delivery by 2015.

- 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



## **SECTION: I**

### **REGULATIONS**

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 or 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%.

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

Duration of study: The duration of the course shall be on full time basis for a period of two years consisting of four semesters from the commencement of the academic term. Each semester would be of minimum twenty weeks.

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

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.

## Subjects:

The subjects to be perused during the four semesters are shown in Table I

Table – I. Subjects prescribed for the four semesters

Semesters		Subjects
<b>First</b>	Main Subjects	Principles of Management
		Organizational Behavior
		Statistics Operation Research & Research Methodology including Research Ethics
		Accounting in Healthcare
<b>Second</b>	Main Subjects	Epidemiology, Public Health Administration in India & Medical Ethics
		Financial Management in Healthcare
		Health Economics
		Materials Management in Healthcare
<b>Third</b>	Main Subjects	Human Resources Management in Healthcare
		Marketing Management in Healthcare
		Legal Issues in Healthcare
<b>Fourth</b>	Main Subjects	Hospital Planning and Organization
		Management of Hospital Services
		Quality Management in Healthcare

## Teaching hours

The teaching hours for first to fourth semesters are shown in Table – II.

Table II

### Distribution of Teaching hours for Theory, Hospital / Practical training and Field Visit.

Semester	Theory	Hospital training	Special Visits	Total
First	240	360	Hospital orientation- 120 hours	720
Second	240	360	**Field or Hospital visit- 120 hours	720
Third	180	360	**Field or Hospital visit- 180 hours	720
Fourth	180	360	**Field or Hospital visit- 180 hours	720
Total	840	1460		2880

\*\* Field /hospital visit shall include study tours/visits to other specialized hospitals or laboratories, organizations e.g.: Directorate of Health & Family welfare Services, Employee State Insurance, NGO's etc), corporate and private and public hospitals, specialized hospitals, hospitals of defense forces, and international, national, state level organizations and institutions e.g: ICMR, WHO, UNICEF, Drug Control Authority, Pollution Control Board, IIM, Water treatment plant, Sewerage treatment plant, etc) and Dissertation work.

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

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

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

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.

### **Monitoring Progress of Studies**

Work Diary/Log Book- Every candidate shall attend symposia, seminars, conferences, journal review meetings and lectures during each semester as prescribed by the department and not absent himself/herself from work without valid reasons. Every candidate shall maintain a work diary/Log Book of his/her participation in the training programme. Special mention may be made of the presentations by the candidate as well as details of Hospital /practical training work conducted by the candidate. The work diary and record shall be scrutinized and certified by the concerned faculty members to whom student has been assigned.

### **Dissertation:**

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

Every candidate shall submit to the Registrar of the University in the prescribed preformed, two hard copies of synopsis along containing particulars of proposed dissertation within nine months from the date of commencement of the course.

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.

The dissertation shall be written under the following headings:

- Introduction
- Objectives of study
- Review of literature
- Materials and Methods
- Observations
- Discussion
- Conclusion
- Summary
- Bibliography
- Tables
- 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.

### **Scheme of examinations**

**Internal Assessment: (See Table III).**

Theory: 20 marks per subject

Institutions running the course shall conduct two tests for each subject in each semester for Internal Assessment. The second test shall be conducted one month prior to the

university examination so that it also serves as preparatory examination. Average of the marks obtained in the two tests shall be computed for internal assessment and shall be sent to the university as per the notification issued by Controller of Examinations before each university examination.

Hospital / Practical training: 10 marks are allotted for assignment during each *departmental posting and every candidate shall prepare a brief report on the assignment which forms part of the records.* Records and marks obtained in tests will be maintained by the college and made available to the university. Marks of periodic tests shall be displayed on the notice board by the Principals without fail.

If a candidate is absent from a test due to genuine and satisfactory reason, such a candidate may be given a re-test within a period of 2 to 3 weeks.

**Table- III.**  
**Distribution of Internal Assessment marks for Main and Subsidiary subjects from First to Fourth Semester:**

Semester	Main Subjects	Internal Assessment Marks	Total marks
First	1. Principles of Management	20	130
	2. Organizational Behavior	20	
	3. Operation Research & Research Methodology including Research Ethics	20	
	4. Accounting in Healthcare	20	
	Hospital / Practical training in 05 departments at 10 marks for each department.	10x5= 50	
Second	1. Epidemiology, Public Health Administration in India & Medical Ethics	20	130
	2. Financial Management in Healthcare	20	
	3. Health Economics	20	
	4. Materials Management in Healthcare	20	
	Hospital / Practical training Five departments at 10 marks for each department.	10x5= 50	
	1. Human Resources Management in Healthcare	20	
	2. Marketing Management in Healthcare	20	

Third	3. Legal Issues in Healthcare & Business Ethics	20	110
	Hospital / Practical training Five departments at 10 marks for each department.	10x5= 50	
Fourth	1. Hospital Planning and Organization	20	110
	2. Management of hospital services	20	
	3. Quality Management in Healthcare	20	
	Hospital / Practical training in Five departments at 10 marks for each department.	10x5= 50	

To be eligible to appear for the university examination the student should get minimum 50% marks in internal assessment in both theory and practical assessments in each subject/department.

### University examination

- i. University shall conduct two 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 two internal (one HOD and second among the guides by rotation)(one HOD and second among the guides by rotation) 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.



**Theory (Written) examination:** Theory examination in first and second semester shall consist four theory papers and in third & fourth semester three theory papers, each of three hours duration. Each paper shall carry 80 marks. The question paper pattern shall be as follows:  
Long essays – 01 question of 20 marks each and Short essay – 6 questions of 10 marks each.

**Practical/ Spots/ Problem solving exercises and Viva- voce:** (100 marks). This shall aim at assessing depth of knowledge, logical reasoning, confidence and oral communication skills. Both internal and external examiners shall conduct the viva- voce. A detailed viva voce examination comprising of syllabi of all the four semesters and discussion on the project work shall be conducted after the fourth semester theory examinations by a panel of three university appointed examiners, of who two will be internal (one HOD and second among the guides by rotation) and the other external examiner.

The particulars of subjects for University examination and distribution of marks are shown in the Table –IV

**Table- IV. Subject wise Distribution of Marks for Theory and Viva Voce Examinations.**

Semester	Number of Theory papers	Subjects	Theory Marks + IA	Viva Marks	Total marks
First	Paper -I	Principles of Management	100	Nil	400
	Paper-II	Organizational Behavior	100		
	Paper –III	Statistics Operation Research and Research Methodology including Research Ethics	100		
	Paper –IV	Accounting in Healthcare	100		
Second	Paper -I	Epidemiology, Public Health Administration in India & Medical Ethics	100	Nil	400
	Paper-11	Financial Management in Healthcare	100		
	Paper-III	Health Economics	100		
	Paper-IV	Materials Management in Healthcare	100		

Third	Paper –I	Human Resources Management in Healthcare	100	Nil	300
	Paper II	Marketing Management in Healthcare	100		
	Paper III	Legal Issues in Healthcare & Business Ethics	100		
Fourth	Paper-I	Hospital Planning and Organization	100	100	400
	Paper- II	Management of hospital services	100		
	Paper - III	Quality Management in Healthcare	100		
<b>Grand Total</b>			<b>1400</b>	<b>100</b>	<b>1500</b>

Declaration of pass: For I, II and III semester a candidate shall secure a minimum of 50% marks in each paper in university examination to be declared as pass. In case of IV semester a candidate shall secure a minimum of 50% marks in each paper and 50% of marks in Practical and viva voce to be declared as pass. A candidate securing less than 50% of marks as described above shall be declared to have failed in the examination. Failed candidate may appear in subsequent examination after paying fresh fee to the university.

Carry over: A candidate failing in any one subject in a semester shall be permitted to carry over to next semester. Failed candidate shall be permitted to appear in the failed subject in the following semester examination along with other subjects. However, he/she shall clear all failed subjects to become eligible to appear for the final semester examination.

Declaration of distinction: A candidate securing total aggregate marks of 75% or more in the first attempt shall be declared as passed with distinction. Distinction will not be awarded for candidates passing the examination in more than one attempt. Distinction 75% and above, First class 65%-75% and Second 55%-65%.

Maximum duration for completion of course:

A candidate shall complete the course within four years from date of admission failing which the candidate will be discharged.

Eligibility for award of degree

A candidate shall have passed all the subjects of the four semesters to be eligible for award of degree.

Qualification and Experience required for appointment as teachers on full time basis for MHA course.

Lecturer: A pass in either Masters program in Hospital Administration/ Management or M.Sc. in Hospital Administration /Hospital Management or M.B.A. in Hospital Administration /Hospital Management from an institution affiliated to University established under law.

Or

MD -- Hospital Administration/Community Health administration or Health Administration or Health service administration degree from an institution recognized by Medical Council of India.

Assistant professors:

For non medical teachers: qualification and experience: three years of teaching experience as a lecturer in an institution conducting full time bachelors and masters course in hospital management/ administration or equivalent affiliated to an university established under law or 05 years of administrative experience as an administrator in a multi specialty hospital having minimum of 200 beds and approved by Yenepoya University or by any state level university for that purpose.

Teachers having post graduate medical qualification such as MD in Hospital Administration / Community Health administration or Health Administration or Health service administration degree from an institution recognized by Medical Council of India, may be appointed as Assistant Professor. With minimum of two years teaching experience or three years of administrative experience in a senior grade in a multi specialty hospital having minimum of 200 or more beds approved by Yenepoya University or by any state level university for that purpose.

Associate Professor:

Three years of teaching experience as Asst Professor or eight years of administrative experience as an administrator in senior grade in a multi specialty hospital having minimum of 200 or more beds and approved by Yenepoya University or by any state level university for that purpose, with qualification such as masters course in hospital management/ administration or equivalent affiliated to an university established under law .

Persons with post graduate medical qualification MD in Hospital Administration / Community Health administration or Health Administration or Health service administration degree or equivalent, from an institution recognized by Medical Council of India be appointed as Associate Professor with minimum of three years of teaching experience as Assistant Professor or 5 years of administrative experience in senior

grade in a multi specialty hospital having minimum of 200 beds approved by Yenepoya University or by any state level university for that purpose.

Professor: four years of teaching experience as Associate Professor or eight years of administrative experience as an administrator in senior grade in a multi specialty hospital having minimum of 200 or more beds and approved by Yenepoya University or by any state level university for that purpose, with qualification such as masters course in hospital management/ administration or equivalent affiliated to an university established under law .

Principal: A person having qualification and teaching experience required for professor and having minimum of 03 years experience as professor and with minimum of 03 papers published in indexed journals shall hold the post of Principal.

Guide: Qualification as required by the faculty and minimum of 05 years of teaching experience out of which 03 years as faculty member and 08 years of administrative experience out of which 05 years must be after obtaining the post graduation shall be recognized as a guide to supervise dissertation work.

**SECTION: II**  
**MASTERS IN HOSPITAL ADMINISTRATION – (MHA)**

**AIMS & OBJECTIVES**

The program aim's 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
5. 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, finance, marketing, and information systems
7. be able to take an integrated approach to managing health care professionals and facility operations.

## SECTION III

### Course Content First Semester

#### MHA-101 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.

6Hours 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 -

20Hours

##### Chapter 3:

Functions of Management

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

20Hours

##### 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

##### Chapter5:

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 Franciscin 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.

## **MHA 102-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; OrganisationalBehaviour – Himalaya Publishing House.
2. V S P Rao – OrganisationalBehaviour
3. Fred Luthans: OrganisationalBehaviour – Mcgraw Hill
4. Stephen Robbins: OrganisationalBehaviour – Prentice Hall of India
5. John W Newstrom& Keith Davis: OrganisationalBehaviour – Tata McGraw Hill
6. Johns, Gary – OrganisationalBehaviour.
7. Reddy, Appannaiah&Kavitha – OrganisationalBehaviour , Himalaya Publishing House, New Delhi.

#### MHA 103.

#### 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.

10hours

**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.

## **MHA 104- 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.

**Chapter 2:** 10 Hours

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.

## SCHEME OF EXAMINATION

Distribution of Marks: Max Marks: 100

Internal Assessment- 20

Final examination- 80

Theory: - There shall be four papers of 3 hrs duration, carrying 80 marks each.

MHA First semester

### THEORY EXAMINATION

Duration: 3 Hrs

Max Marks: 80

Distribution of Marks

Type of questions	No of questions for each subject	No. of questions and marks for each question	Total Marks
Long Essay	01	20	20
Short Essay	06	06x10	60

### Internal assessment marks distribution

Area of Evaluation	Credit points
Any Add on relevant course conducted by the departments under the University	5
One paper presentation in conference/Publication of one paper	3
Development of one Case study	2
Internal Assessment	10
<b>Total</b>	<b>20</b>

### PAPER WISE QUESTIONS:

#### MHA-101 PRINCIPLES OF MANAGEMENT

TOPIC	PERCENTAGE/ WEIGHTAGE	Section
Introduction to Management	20%	Short Essay
Functions of Management	30 %	Long & Short Essay
Functions of Management 1	30%	Short Essay
Functional Areas of Management	10%	Short Essay
Application of Management in Health care	10%	Short Essay

### MHA- 102-ORGANISATIONAL BEHAVIOUR

TOPIC	PERCENTAGE/ WEIGHTAGE	Section
Foundation of Organizational Behavior	10 %	Short Essay
Individual behavior, Personality, Perception, Motivation, Quality of Work Life , Work stress	30 %	Long & Short Essay
Groups, Leadership, Communication	30 %	Long & Short Essay
Organisation Theory & Design, Organisation culture, Organisational change, Conflict	20 %	Long or Short Essay
Power & Politics, Emerging challenges,Organizational Effectiveness	10 %	Short Essay

### MHA-103 QUANTITATIVE TECHNIQUES AND RESEARCH METHODOLOGY

TOPIC/ NUMBER	PERCENTAGE/ WEIGHTAGE	Section
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

### HA 104- ACCOUNTING FOR HEALTHCARE

TOPIC/ NUMBER	PERCENTAGE/ WEIGHTAGE	Section
Chapter 1	10%	Short Essay
Chapter 2	10%	Short Essay
Chapter 3	30%	Long & Short Essay
Chapter 4	25%	Long Essay
Chapter 5	15%	Long or Short Essay
Chapter 6	10%	Short Essay

## **Second Semester**

### **MHA-201 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) 5 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. 5 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, BanarisdasBhanot,
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

**MHA-202**  
**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 hour

**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

**MHA 203- 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

**MHA 204: 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
4. Hyman Stanley- Supplies Management in Healthcare

**SCHEME OF EXAMINATION**

Distribution of Marks: Max Marks: 100

Internal Assessment- 20

Final examination- 80

Theory: - There shall be four papers of 3 hrs duration, carrying 80 marks each.

MHA Second semester

**THEORY EXAMINATION**

Duration: 3 Hrs

Max Marks: 80

Distribution of Marks

Type of questions	No of questions for each subject	No. of questions and marks for each question	Total Marks
Long Essay	01	20	20
Short Essay	06	06x10	60

### Internal assessment marks distribution

Area of Evaluation	Credit points
Any Add on relevant course conducted by the departments under the University	5
One paper presentation in conference/Publication of one paper	3
Development of one Case study	2
Internal Assessment	10
<b>Total</b>	<b>20</b>

### Paper wise questions

#### MHA-201 EPIDEMIOLOGY, PUBLIC HEALTH ADMINISTRATION & MEDICAL ETHICS

TOPIC/ NUMBER	PERCENTAGE/ WEIGHTAGE	Section
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

#### MHA 202- FINANCIAL MANAGEMENT IN HEALTHCARE

TOPIC/ NUMBER	PERCENTAGE/ WEIGHTAGE	Section
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

## MHA-203 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

## HA-204 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

### **Third Semester**

#### **MHA- 301 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 – Organisation 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

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

## **MHA - 302 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.

20Hours

### **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.

## **MHA- 303 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:

#### MODULE 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.

7 hours

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.

## SCHEME OF EXAMINATION

Distribution of Marks: Max Marks: 100

Internal Assessment- 20

Final examination- 80

Theory: - There shall be three papers of 3 hrs duration, carrying 80 marks each.

MHA Third semester

### THEORY EXAMINATION

Duration: 3 Hrs

Max Marks: 80

Distribution of Marks

Type of questions	No of questions for each subject	No. of questions and marks for each question	Total Marks
Long Essay	01	20	20
Short Essay	06	06x10	60

#### Internal assessment marks distribution

Area of Evaluation	Credit points
Any Add on relevant course conducted by the departments under the University	5
One paper presentation in conference/Publication of one paper	3
Development of one Case study	2
Internal Assessment	10
<b>Total</b>	<b>20</b>

#### Paper wise questions

### III SEMESTER

#### MHA- 301 HUMAN RESOURCE MANAGEMENT IN HEALTHCARE

TOPIC/ NUMBER	PERCENTAGE/ WEIGHTAGE	Section
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

### **MHA 302 - 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

### **HA- 303 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

## Fourth Semester

### MHA-401 HOSPITAL PLANNING & ORGANISATION

**OBJECTIVES:** To give an idea about hospital, its role the delivery of healthcare delivery system, the changing requirements of health services vis-a vishospital 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

TOTAL

6 hours  
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

## MHA- 402 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:

Speciality 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

## **MHA -403QUALITY 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



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

### **SCHEME OF EXAMINATION**

Distribution of Marks: Max Marks: 100

Internal Assessment- 20

Final examination- 80

Theory: - There shall be three papers of 3 hrs duration, carrying 80 marks each.

MHA Fourth semester

### THEORY EXAMINATION

Duration: 3 Hrs

Max Marks: 80

Distribution of Marks

Type of questions	No of questions for each subject	No. of questions and marks for each question	Total Marks
Long Essay	01	20	20
Short Essay	06	06x10	60

### **Internal assessment marks distribution**

Area of Evaluation	Credit points
Any Add on relevant course conducted by the departments under the University	5
One paper presentation in conference/Publication of one paper	3
Development of one Case study	2
Internal Assessment	10
<b>Total</b>	<b>20</b>

**Paper wise questions**  
**HA-401 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

**MHA- 402 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

**MHA-403**

**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
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## SECTION-IV

### 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. Some of the activities are listed. The list is not complete. Institutions may include additional activities, if so, desired.

**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 Model Checklist – I, Section IV)

**Seminars / Symposia:** The topics should 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 (see Model Checklist-II, Section IV)

**Teaching skills:** Candidates should be encouraged to teach undergraduate medical students, paramedical students and nursing students. This performance should be based on assessment by the faculty members of the department and from feedback from the undergraduate students (See Model checklist III, Section IV)

**Dissertation:** Please see checklist IV and V in Section IV.

**Log Book:** Every candidate shall maintain a log book and record his/her participation in the training programmes conducted by the department such as journal reviews, seminars, etc. Special mention may be made of the presentations by the candidate as well as details of experiments or laboratory procedures, if any conducted by the candidate.

**Records:** Records, log books and marks obtained in tests will be maintained by the Head of the Department and will be made available to the University.

#### 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.

Format for the log book for the different activities is given in Tables 1 and 2 of Section IV.

**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.

## Format of Model Checklists

### Checklist-I :

#### MODEL CHECKLIST FOR EVALUATION OF JOURNAL REVIEW 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-II :MODEL 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 :MODEL CHECK LIST FOR EVALUATION OF TEACHING SKILL**

Name of the student:

Date:

Name of the faculty/ Observer:

SL. No.		Strong Point	Weak point
1	Communication of the purpose of the talk		
2	Evokes audience interest in the subject		
3	The introduction		
4	The sequence of ideas		
5	The use of practical examples and /or illustrations		
6	Speaking style (enjoyable, monotonous, etc., specify)		
7	Summary of the main points at the end		
8	Ask questions		
9	Answer questions asked by the audience		
10	Rapport of speaker with his audience		
11	Effectiveness of the talk		
12	Uses of AV aids appropriately		

#### Checklist - IV : MODEL CHECK LIST FOR PROJECT WORK PRESENTATIONS

Name of the student:

Date:

Name of the faculty/ Observer:

SI No.	Points to be considered	Poor 0	Below average 1	Average 2	Good 3	Very Good 4
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 - V : CONTINUOUS EVALUATION OF PROJECT WORK BY GUIDE/ CO-GUIDE

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	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>					

### OVERALL ASSESSMENT SHEET

Date:

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

**Signature of the HOD**

**Signature of the Principal**

The above overall assessment sheet used along with logbook should form the basis for certifying satisfactory completion of course of study, in addition to the attendance requirement.

#### KEY:

Mean score: **Is the sum all the scores of checklists 1 to 5**

A, B, C: **Name of the students**



## **LOG BOOK**

**Table 1: Academic activities attended:**

Name:

Admission Year:

College:

<b>Date</b>	<b>Type of activity: Specific Seminar, Journal club, presentation, UG teaching</b>	<b>Particulars</b>

**Table 2: Academic presentations made by the student**

Name:

Admission Year:

College:

<b>Date</b>	<b>Topic</b>	<b>Type of activity, Specific Seminar, Journal club, presentation, UG teaching</b>

## **SECTION-V**

### **ETHICS IN MHA**

With the advances in science and technology and the increasing needs of the patient, their families and community, there is a concern for the health of the community as a whole. There is a shift to greater accountability to the society. It is therefore absolutely necessary for each and every one involved in the health care delivery to prepare them to deal with these problems. Hospital administrators like the other professionals are confronted with many ethical problems.

Standards of professional conduct for Hospital administrators are necessary in the public interest to ensure an efficient hospital service. Every Hospital administrators should not only be willingly to play his part in giving such a service, but should also avoid any act or omission which would prejudice the giving of the services or impair confidence, in respect, for Hospital administrators as a body.

To accomplish this and develop human values, it is desired that all the students under go ethical sensitization by lectures or discussion on ethical issues.

#### **Introduction to ethics:**

##### **What is ethics?**

General introduction to Code of Medical and Business Ethics

How to form a value system in one's personal and professional life?

International code of ethics.

##### **Ethics of the individual:**

Hospital administrator's relation to his job

Hospital administrators in relation to his trade

Hospital administrators in relation to medical profession

Hospital administrators in relation to his profession

Professional Ethics-

Code of conduct

Confidentiality

Fair trade practice

Handling of prescription

Mal practice and Negligence

Professional vigilance

##### **Research Ethics:**

Experimental research/ humanness

Human volunteer research - informed consent  
Gathering all scientific factors  
Gathering all value factors  
Identifying areas of value – conflict, setting priorities  
Working out criteria towards decision  
ICMR/ CPCSEA/ INSA Guidelines for human / animal experimentation

### Recommended reading

Ethical Guidelines for Biomedical Research on Human Subjects, 2000, ICMR, New Delhi.  
Good Clinical Practices: GOI Guidelines for clinical trials on Pharmaceutical ICMR Guidelines on animal use 2001, ICMR, New Delhi.  
Francis C.M., Medical Ethics, I Edition, 1993, Jay pee Brothers, New Delhi p189.  
Products in India ([www.cdscsco.nic.in](http://www.cdscsco.nic.in))  
INSA Guidelines for care and use of Animals in Research – 2000.  
CPCSEA Guidelines 2001([www.cpcsea.org](http://www.cpcsea.org)).

## SECTION-VI

### Minimum Requirements of infrastructure and Teaching Staff

**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.**

#### **2. Minimum Facilities and Staff:**

##### **2.1. 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.

**2.2. 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, Operations Research and Research Methodology.
3. Financial Management and Basic Accounting.
4. Health Economics, Principles and Practice of Economics.

5. Legal Issues in Healthcare and Business Ethics by an eminent Lawyer.
6. A MBBS graduate with good command on Anatomy, Physiology, Biochemistry Microbiology and Pharmacology to teach Human Body and Function.

**2.3. 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.

**2.4. 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

**2.5. Teaching equipment:**

Display board, White Board, Projection board.  
Slide projector, Overhead projector and LCD projector  
TV with DVD Player for demonstration  
Computers with DVD ROM

**2.6. 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

**Access to Internet facilities and online publications should be made available to students**

## **Recommended Journals:**

WHO Technical series (Health care and hospital Administration related)  
Relevant NIHAIE and NIHFV 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

## **Annexure:**

### **DEPARTMENTAL POSTINGS:**

- ✓ Out Patient Department
- ✓ Inpatient Department (Department wise)
- ✓ ICU, CCU, NICU,
- ✓ Emergency
- ✓ Laboratory
- ✓ Radiology
- ✓ Endoscopy, Cardiology, EEG
- ✓ Nursing Department
- ✓ Medical Records Department
- ✓ Accounts, Billing & Finance
- ✓ OT
- ✓ Front Office, Administration & EPABX
- ✓ Stores
- ✓ Pharmacy
- ✓ Blood Bank
- ✓ Human Resource Department
- ✓ Cafeteria
- ✓ CSSD
- ✓ Mortuary and Autopsy services
- ✓ Housekeeping, Incineration & Maintenance (Civil , Water, Mechanical, Air -conditioning & Electricity)
- ✓ Medical gas and Manifold
- ✓ Laundry & Linen
- ✓ Computer, IT
- ✓ Marketing & Public Relations
- ✓ Transport & Ambulance , etc.