MHA – 101: PRINCIPLES AND PRACTICES OF MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To help students develop an understanding of the functions and responsibilities of a manager and to provide them with the tools and techniques to be used in the performance of a managerial job.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Concept of Direction and its Techniques, Concept and Process of Control, Types of Control, Essentials of Effective Control Systems, Limitations of Control, Technique of Managerial Control, Management By Exception, Management of Change, New Challenges for Managers.

Suggested Readings:

- Stoner, Management, PHI Learning, New Delhi.
- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
Robert C. Appleby: Modern Business Administration, McMillan India Ltd., New Delhi.
MHA-102: HOSPITAL ADMINISTRATION AND MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the areas and concepts of hospital administration and management in order to address the needs of beneficiaries at one end and hospital as a corporate organization at the other end.

UNIT I
Definition of Hospital, Philosophy and Objectives of the Hospital, Types and Classification of Hospitals, Hospital Organizational Structure, Hospital as a System and its peculiarities, Hospital as a social system, Intramural and Extramural functions of hospital, Hospital Community Relationship, Distinction between a Hospital and an Industrial Organisation.

UNIT II
Overview of Hospital Administrative Services, Medical and Ancillary Services, Nursing Services, Supportive Services, Utility Services, Safety and Security in Hospital.

UNIT III
Meaning and Nature of Administration, Philosophy of Administration, Principles of Administration, Behavioural Concept in Administration, Administration vs. Management, Meaning of Hospital Administration, Roles of Hospital Administrators, Skills of Hospital Administrators, Managerial Activities of Hospital Administrators, Rationale of Hospital Administration, Types of Hospital Administrators, Professional Bodies of Hospital Administrators, Code of Ethics for Hospital Administrators.

UNIT IV
Hospital Organization and Management Model, Two Lines of Authority in the Hospital, Management Approach in Hospital vs. Industries, Problem Solving in Hospital.

UNIT V
Evaluation of Hospital Services, Management Techniques in Hospitals, Recent Advances in Hospital Administration, Understanding the Counseling and Time Management Skills, Concept of Corporate Social Responsibility.

Suggested Readings:

- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- SK Joshi, Law and the Practice of Medicine, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- BT Basavanthappa, Nursing Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-103: HEALTH CARE ENVIRONMENT

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the modern health care and health care delivery system in India.

UNIT I
History of Hospitals, Hospitals in India, Emergence of Health Care Delivery System and Hospitals in Independent India, Changing Roles of Hospitals, Role of Hospitals in New Millennium, Globalization of Health Care, Future of Health Care.

UNIT II
Health Care Systems in India, Types of Health Care Services, Health Care Regulation and Competition, Health Services Pyramid, Issues in Health Care Delivery, Patterns of Old Health Care and New Health Care, Factors Influencing Change in Health Care Delivery System.

UNIT III
Administration of Health Services in India, Health Committees Appointed by the Government and their Influence, International Health Agencies.

UNIT IV
Economics of Health Care, Financial Resources for Health Care Services, Price Sensitivity in Health Care, Role of Health Insurance – Government and Voluntary Health Agencies in India, Western Economics of Health Care – Concept of Medicare and Medicaid.

UNIT V
Emerging Approaches in Health Care and Recent Trends, Related Ethical and Legal Issues, Contracting in Health Care, Health Care Financing, Effective Media Communication, Robotic Surgery, Telemedicine, Medical Tourism.

Suggested Readings:

- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- Potter.Perry, Fundamentals of Nursing, Reed Elsevier India Pvt. Ltd., Noida, NCR, India.
- BT Basavanthappa, Nursing Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
- SK Joshi, Law and the Practice of Medicine, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA – 104: FUNDAMENTALS OF COMMUNICATION

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the art and science of interpersonal communication and corporate communication in order to communicate effectively with the hospital stakeholders.

UNIT I

UNIT II

UNIT III
Negotiation Skills, Meeting, Agenda and Minutes, Conferences, Business Letters, Letters of Enquiries and Replies, Orders and Replies, Circulars, Notices and Memos.

UNIT IV

UNIT V

Suggested Readings:
- Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press, New Delhi
- Rizvi M. Ashraf, Effective Technical Communication, Tata Mc Graw Hill Cos, New Delhi
- Mukherjee, Sampat & Basu and Sanjib Kumar, Organisation & Management and Business Communication, New Age International Publishers, New Delhi

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-105: INFORMATION TECHNOLOGY AND HOSPITALS

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To help students understand the basics of information technology and the use of advanced technological innovations in delivering efficient services to internal and external customers.

UNIT I
Introduction to Computer, Configuration, Input Devices, Memory Types, Central Processor and CPU, Operating Systems, I-O Devices, Hardware and Software, Working Knowledge of the Most Commonly Used Application Software in Office, Discussion on Recent IT Trends.

UNIT II

UNIT III

UNIT IV
Introduction and Evolution of Hospital Information System (HIS), Organization of HIS, Scope of Information System in a Hospital, Data Modeling, Graphical Notations for E-R Diagram, Data Flow Diagrams.

UNIT V

Suggested Readings:
- Gupta A K, Management Information Systems, S. Chand & Co. Ltd; New Delhi.
MHA-106: BIOSTATISTICS

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To equip students with the mathematical and statistical techniques and their application to business problems. The emphasis is on the concepts and application rather than derivations.

UNIT I

UNIT II
Correlation: Karl Pearson and Spearman Rank Correlation.
Regression: Regression Equations and their Applications, Partial and Multiple Correlation & Regression

UNIT III
Binomial; Poisson and Normal Distributions

UNIT IV
Hypothesis Testing: Sampling Theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test.

Suggested Readings:

- Bharadwaj R.S.; Business Statistics, Excel Books, New Delhi

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-107: HEALTH EDUCATION AND EPIDEMIOLOGY

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the concept of health and disease and the need of health education to promote and attain positive health.

UNIT I
Definition of Health, Models of Health and Illness, Levels of Preventive Care, Concept of Health & Disease And Well Being, Aims & Principles and Practice of Health Education, Methods of Health Education, Areas of Health Education, Need of Health Education to Attain Positive Health.

UNIT II

UNIT III

UNIT IV
Concept of Health Indicators and Selected Health and Socio-economic Indicators in India, National Health Policy and revised National Health Policy- 2002 , Health Services Organization, National Planning and Five Year Plans, Social Welfare Services, Special Community Health Services.

UNIT V
Principles of Epidemiology, Hospital –Associated Infections, Epidemiology of Hospital – Associated Infections, Control of Hospital- Associated Infections, Prevention of Hospital Infections, Nosocomial Infection Surveillance, Infection Control Responsibilities.

Suggested Readings:

- Poornima Tiwari and Shashank Tiwari, Epidemiology Made Easy, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- Potter.Perry, Fundamentals of Nursing, Reed Elsevier India Pvt. Ltd., Noida, NCR, India.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-108: PROJECT REPORT ON PRACTICAL TRAINING AND VIVA-VOCE

Learning Objective: To gain knowledge about hospital as an organization, its functional departments and basic administrative functions through survey and practical training sessions in a hospital.

The practical training would consist the understanding of:

1. Process of Registration and Admission of Patients at Reception
2. Functioning of Various Departments Within Hospital
3. OPD Services
4. Pharmacy Services
5. Wards
6. Personnel / H R Dept. & Public Relations
7. Library in Hospital
8. Marketing
9. Laboratory Services (Investigation)
10. Billing and Discharge

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA – 201: ORGANIZATIONAL BEHAVIOR

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To gain insight into why human behavior influences organizational dynamics and how the knowledge of organization behavior may be applied to improve managerial effectiveness.

UNIT I

UNIT II

UNIT III
Emerging Perspective of Motivation, Concepts and Types of Motivation, Theories of Motivation- Maslow’s Hierarchy of Needs, Herzberg’s Two Factor Theory, ERG Theory, Vroom’s Expectancy Theory, Equity Theory, Reinforcement Theory and Behavior Modification.

UNIT IV
Nature and Significance of Leadership, Leadership in Different Cultures, Leadership Theories: Trait Theories, Behavioral Theories - Ohio State Studies, Michigan Studies, Managerial Grid, Fiedler’s Contingency Model, Hersey and Blanchard’s Situational Theory, Path Goal Theory, Leadership Styles and Transformational Leadership.

UNIT V

Suggested Readings:


Syllabus and Examination Scheme: MBA (I.A.) (Under CBCS)
• Steven L Mc Shane, Mary Ann Von Glinow and Radha S. Sharma, Organisation Behaviour, Tata Mc. Graw Hill Co, New Delhi.
MHA – 202: MARKETING OF HEALTH CARE SERVICES

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To develop an insight into the marketing aspects of service industry with special reference to the health care services.

UNIT I
Introduction to Services, Three Waves, Theodore Levitt's Total Product Concept, Service Environment, Service Models, Classification of Service Industry.

UNIT II
Introduction to Service Marketing, Managing the Relationship in Service Marketing, Marketing Planning

UNIT III

UNIT IV

UNIT V
Impact of Technology on Service Marketing, Measuring Service Quality, Customer Retention through CRM.

Suggested Readings:

C Bhattacharjee, Service Marketing, Excel Books, New Delhi
P g Ramanujam, Marketing of Health Care Services, Excel Books, New Delhi

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA – 203: HUMAN VALUES- ELEMENTS OF INDIAN CULTURE

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I
Indian Culture and Value System- Aspects and Specialty, Importance of Values in Indian Culture, Civilization in India.
Qualities of Indian Culture- Dharma, Artha, Kama, Moksha.
Ancient Education Methodologies in India.
Vedic Age, Ramayana and Mahabharata Age, Buddhism Age, Maurya and Gupta Kal-
Certain University of Ancient India-Takshila, Nalanda, Vikramshila, Varanasi-Valabhi-
Udtantapur, Kashmir.
Women Education in Ancient India.

UNIT II
Rituals (all sixteen)

UNIT III
Social Life and Imbibing Values:
Food, Clothing, Jewellery, Basic Facilities, Entertainment, Status of Women in Ancient India, Family Life.
Political Life and Preserving Values.
Home-Village, Society, Organization, Council, King, Governing Methodology in Ancient India, Parts of State, Minister-Cabinet, Administrative Management, Monarchy-
Democracy or Republic, Justice & Penance Administration, Defense Management of Ancient India.

UNIT IV
Assimilation of Indian Culture with Foreign Culture and its Promotion in Other Countries,
Sports & Entertainment (various sports activities), Festivals & Celebration, Poetry-
Amusement, Entertainment, Fine Arts and Facts Associated to Protect and Preserve Values.

UNIT V
Discussions related to cases

Suggested Readings:
- Sharma, K.S., Bhartiya Vaghmaya per Divyadrishti.
- Shardendu, Bhartiya Sanskriti ke Samajik Sopan.
- Shastri, D.S., Bhartiya Sanskriti ke Tatva.

Syllabus and Examination Scheme: MBA (I.A.) (Under CBCS)
MHA – 204: FINANCIAL MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the basic concepts of financial management and learn financial tools for financial analysis and decisions.

UNIT I
Meaning, Objectives and Scope of Accounting, Classification of Accounting, Relationship of Accounting with other Disciplines, Role of an Accountant in Hospital. Journal, Ledger, Cash Book, Trial Balance and Balance Sheet with Simple Adjustment.

UNIT II

UNIT III
Concept of Budget, Budgeting and Budgetary Control, Organisation for Budgetary Control, Classification/ Types of Budgets, Cost- Volume-Profit Analysis and Decision Making in Hospitals.

UNIT IV

UNIT V
Financial Planning-Meaning, Objectives and Steps, Sources of Finance – Short Term, Medium Term and Long Term, Concept of Cost of Capital and Optimal Capital Structure, Financial Control System in Hospitals.

Suggested Readings:

- Prasanna Chandra, Financial Management, TMH, New Delhi.
- DC Joshi and Manta Joshi, Hospital Administration: Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- Banerjee, Subhir Kumar: Financial Management, S.Chand & Co. Ltd, New Delhi

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA – 205: MATERIALS MANAGEMENT IN HOSPITALS

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To equip students with updated knowledge of modern materials management concepts and to develop their functional expertise in store and purchase management discipline.

UNIT I

UNIT II

UNIT III

UNIT IV
Inventory Control: Aims & Objectives, Scope of Inventory Control, Classification of Inventory, Techniques of Inventory Control: ABC Analysis, Stock Levels, Economic Order Quantity, Inventory Turnover Ratio and Stock Verification, Medical Stores: Functions, Storage Condition/Monitoring, Expiry Dates & Action, Cold Chain, Role of Drug Review Committee, Hospital Formulary, Obsolescence.

UNIT V

Suggested Readings:

✦ DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA – 206: RESEARCH METHODOLOGY

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To equip the students with the concept and methods of business research. The students should be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s).

UNIT I


UNIT II

Meaning of Research Design, Need for Research Design, Features of a Good Research Design, Types of Research Designs—Exploratory, Descriptive, Experimental And Diagnostic, Hypothesis Concept, Sources and Types, Formulation of Hypothesis

UNIT III

Concept of Sources of Primary and Secondary Data and its Uses in Research, Questionnaires, Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales.

UNIT IV

Data Analysis Using Statistical Packages, Hypothesis Testing - Parametric and Non-Parametric Tests, Analysis of Differences Between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of Relationships, Statistical Inferences for One or Two Samples.

UNIT V


Suggested Readings:

- Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw – Hill Company Limited, Noida.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-207: LEGAL FRAMEWORK FOR HEALTHCARE-I

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To explain the laws and regulations applicable to hospitals and hospital employees and to study the medico-legal aspects of practice of medicine in hospital setting.

UNIT I
Indian Medical Council (Professional Conduct, Etiquette and Ethics) Regulations 2002, Doctor Patient Relationship: Ethical/Legal Aspects, Standards of Conduct, Performance and Ethics for Nurses and Midwives.

UNIT II
Laws Governing the Management of Patients, Issues Related to Management of HIV/AIDS Cases in Hospitals, Regulations for Treatment of Foreign Nationals in Indian Hospitals, Discharge of Patients and Settlement of Bills, LAMA Cases

UNIT III

UNIT IV
Registration of Hospitals/ Nursing Homes, Free Treatment of EWS Cases, Hospital Code of Ethics, Overview of Drugs and Cosmetics Act, 1940, Drugs Control Act, 1950, Understanding of Rules Related to Pharmacy Service in a Hospital, Blood Banks, Purchase of Medical Equipment.

UNIT V
Importance of Environment (Protection) Act and Rules, 1986 for Hospitals, Laws Governing the Safety of Patients, Staff and Public, Rights and Responsibilities of Patients.

Suggested Readings:

- CM Francis, Medical Ethics, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- SK Joshi, Law and the Practice of Medicine, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-208: PROJECT REPORT ON PRACTICAL TRAINING AND VIVA-VOCE

Learning Objective: To gain hands-on experience about basic administrative and management aspects of various functions in a hospital.

The practical trainings would consist the understanding of:

1. Emergency
2. Critical Care Unit
3. Operation Theatre
4. Imaging Services
5. House Keeping & Stores
6. Central Sterile Supply Dept
7. Laundry & Linen Services
8. Kitchen & Dietary Services
9. Security Services
10. Transportation Services
MHA – 301: HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

UNIT I

UNIT II

UNIT III

UNIT IV
Industrial Relations: Importance and Objectives, Managing Industrial Relations in Hospitals
Trade Union and Associations: Functions and Objectives, Structure
Industrial Conflicts: Causes, Types, Prevention, Settlement
Workers Participation in Management, Functions and Methods of Collective Bargaining
Laws Governing Human Resources: Documented Service Rules, Safety of Employees, Health of Employees, Prevention and Management of Occupational Hazards

UNIT V

Suggested Readings:
MHA-302: DISASTER AND HAZARD MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objectives: To learn to identify and assess major types of hospital hazards and disasters and to set forth the policies and procedures for disaster and hazard management.

UNIT I
Basics of Disaster Management and Mass Casualties, Types of Disasters, Aims and Objectives of Disaster Preparedness, Components of Disaster Plan: Pre-Hospital and Hospital, Disaster Alertness in Hospital.

UNIT II
Disaster Preparedness Measures, Planning and Implementation, Severity of Illness amongst Disaster Victims and Risk Assessment, Mock Exercise on Disaster Management in Hospital.

UNIT III
Role of Various Agencies in Disaster Management, Telemedicine- Role in EMS and Disaster Management, Improvisation of Operation Theaters, Hospital Networking and Public Health Issues in Disaster Management.

UNIT IV
Emergency Medical Services- Planning and Management, Emergency Care, Pre-Hospital Care, Ambulance Care, Air Medical Transport, Emergency Nursing and Medicine, Legal and Ethical Issues.

UNIT V
Concept of Hospital Hazards, General Safety, Fire Safety, Hospital Hygiene, Hospital Acquired Infection, Occupational Safety in Hospitals.

Suggested Readings:

- SK Joshi, Quality Management in Hospitals, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-303: EQUIPMENT PLANNING AND MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objectives: To learn to establish equipment management procedure for a hospital.

UNIT I
Concept of Hospital Equipment, List of Common Medical Equipments Used in Hospital, Justification of Purchase Proposal, Hospital Need Assessment.

UNIT II

UNIT III
Replacement of Old Equipments and Buyback Policy, Estimation of Breakeven Point and Profit – Projection in Hospital Budget.

UNIT IV
Medical Equipment Maintenance (in-House and AMC), Local, National and International Availability of Medical Equipments.

UNIT V

Suggested Readings:

- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- Shakti Gupta and Sunil Kant, Hospital Stores Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- SK Joshi, Quality Management in Hospitals, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-304: PLANNING AND ORGANISATION OF UTILITY SERVICES

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the planning and organization of hospital utility services.

UNIT I
Introduction of Utility Services, Factors Affecting Utility Services, Major Utility Services Required in Hospital.
Engineering Services- Overview, Functions, Location, Design, Organization and Problem Situations.

UNIT II

UNIT III
Electrical System- Overview, Design, Planning, Emergency Generators, UPS
Air- Conditioning System- Overview, Design Criteria, Supply to Critical Areas
Water Supply and Sanitary System.

UNIT IV
Centralized Medical Gas System- Overview, Central Supply Room, Advantages of Central Gas System, Oxygen and Nitrous Oxide, Vacuum Compressed Air Pipes, Preoccupation and Control, Alarm System, Safe Handling of Gases

UNIT V
Hospital Environment Control- Infection Control, General Environment Control, Radiological Health, Accidental Injury Prevention, Occupation Health.
Transportation- Overview, Elevator, Lift and Dumbvator, Stairways and Ramp, Hospital Stores, Cafeteria Services, Welfare Services, Mortuary and Autopsy Management.

Suggested Readings:

- Shakti Gupta and Sunil Kant, Hospital Stores Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
MHA-305: PLANNING AND ORGANISATION OF MEDICAL AND ANCILLARY SERVICES

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the planning and organization of hospital medical and ancillary services.

UNIT I
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Outpatient Department, Operating Department, Emergency Services, Clinical Laboratories, Radiological Services.

UNIT II
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Diagnostic Radiology, Radiation Therapy Department, Nuclear Medicine, Burns, Paraplegic and Malignant, Diseases Treatment Centers, Nephrology Services - Renal Dialysis Unit, Transplantation Unit.

UNIT III
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Surgical Department, Labour and Delivery Suite, Physical Medicine and Rehabilitation, Blood Transfusion Services, Oxygen Manifold/Concentrator.

UNIT IV
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Physical Therapy, Occupational Therapy, Recreational Therapy, Speech And Hearing Therapy.

UNIT V
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Pulmonary Medicine, Cardiac Catheterization Laboratory (CATH Lab), Ward Designing- General & Specialized.

Suggested Readings:

MHA-306: HOSPITAL SUPPORTIVE SERVICES

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the planning and organization of hospital supportive services.

UNIT I
Introduction of Supportive Services, Need and Significance, Types and Functions.
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Admitting Department, Medical Records Organization and Management, Medical Audit.

UNIT II
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Central Sterilization and Supply Department (CSSD), Medical Records Organization and Management, Medical Audit.

UNIT III
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Pharmacy, Materials Management with special reference to Hospital Supportive Services.

UNIT IV
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Food Service Department, Dietary services, Laundry and Linen Service.

UNIT V
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Housekeeping, Volunteer Department, Ambulance Services, Hospital Laboratory Services.

Suggested Readings:
- SK Joshi, Quality Management in Hospitals, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
- Sangeetha Natarajan, Hospital Supportive Services, Excel Books, New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)

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MHA-307: NURSING SERVICES

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To understand the planning and organization of hospital nursing services.

UNIT I
Theoretical Foundation of Nursing Practices- Domain of Nursing, Interdisciplinary Theories, Selected Nursing Theories, Caring in Nursing Practice, Discipline in Nursing, Need for Discipline.

UNIT II
Nurse as a Manager- Introduction, Nursing Management System.
Introduction of Leadership in Nursing, Theories/ Styles of Nursing Leadership.
Concept of Self and its Development, Current Views on Leadership in Nursing.

UNIT III
Current Issues in Nursing- Introduction, Nursing, Services, Nursing Education, Nursing Administration, Future Nursing and its Implications, Nursing Economics.

UNIT IV
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of General Nursing Unit, Pediatric Nursing Unit and Obstetric Nursing Unit.

UNIT V
Overview, Functions, Locations, Designs, Facilities, Organization, Space Requirements and Other Considerations of Psychiatric Unit, Isolation Rooms, Intensive Care Units-General & Specialized, Coronary Care Units and Newborn Nurseries.

Suggested Readings:

MHA-308: PROJECT REPORT ON PRACTICAL TRAINING AND VIVA-VOCE

Learning Objective: To gain hands-on experience about basic administrative and management aspects of various functions in a hospital.

The practical trainings would consist the understanding of:

1. Maintenance Department
2. Bio-Medical Department
3. Diagnostic Imaging
4. Dialysis Unit
5. Burn Units
6. Blood Bank
7. Mortuary
8. Telemedicine
9. Medical transcription
10. Medical Record Keeping (Computerised and Manual)
MHA-401: STRATEGIC MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To learn how to develop and implement effective in an organizational context in order to compete for maximum customer satisfaction.

UNIT I

UNIT II
Evaluating Company Resources and Competitive Strengths: SWOT Analysis, Situational Analysis in Health Sector, Michael Porters Value Chain Approach to Operational Analysis; HRM; Difference Between Traditional Cost Accounting & Activity Based Cost Accounting, Internal Growth Strategies; External Acquisition Growth; Disinvestments; Grand Strategies of Disinvestments; Retrenchment.

UNIT III
Positioning of the Business Portfolio: Strategic Business Units; Product Life Cycles; The Experience Effect; A Matrix Representation for the Business Portfolio, The BCG Method; Evaluating the Strategies of Diversified Companies; Using Nine Cell Matrix to Simultaneously Portray Industry Attractiveness and Competitive Strength; Strategic Fit Analysis; Resource Fit Analysis.

UNIT IV

UNIT V
Strategic Evaluation and Control: Importance of Strategic Evaluation; Barriers in Evaluation; Designing Strategic Control Systems; Using a Balanced Scorecard Approach to Measure Performance.

Suggested Readings:
MHA- 402: LEGAL FRAMEWORK FOR HEALTHCARE-II

3 Credits, 1 Credit = 1 Lecture per Week
Learning Objective: To explain the laws and regulations applicable to hospitals and hospital employees and to study the medico-legal aspects of practice of medicine in hospital setting.

UNIT I

UNIT II

UNIT III

UNIT IV
Evolution and Meaning of Insurance, Classification of Insurance, Insurance Distribution in India, Health Insurance- IRDA, TPA, Problems Faced by Hospitals, Measures to Minimize the Problems.

UNIT V
Emerging Ethical/ Legal Issues, Unethical / Criminal Activities.

Suggested Readings:

✧ CM Francis, Medical Ethics, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
✧ DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
✧ Kuchhal, M.C., Merchantile Law, Vikas Publishing House, New Delhi.
✧ SK Joshi, Law and the Practice of Medicine, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (I.A.) (Under CBCS)
MHA-403: QUALITY MANAGEMENT IN HOSPITALS

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the concept of quality in relation to health care services and its importance in delivering total customer satisfaction.

UNIT I

UNIT II
Concept of Quality Assurance in Health Care, Four Tenets of Quality Assurance, Quality Assurance Process, Purpose and Methods, Concept and Aims of Quality Improvement, Quality Control, Hospital Quality Manual.

UNIT III
Concept of ISO – Meaning, Benefits and Membership, ISO 9000 & ISO 14000 for Hospitals and Health Care Professionals, Definition & Concept of TQM and CQI, Model for Improvement, PDSA Cycle.

UNIT IV

UNIT V
Management of Social Services, Assessment of Client Satisfaction, Quality Circle of India, Quality Management in Health Care: Quality Control, ISO, ISO Standards, Hospital Accreditation, Role of Quality Council of India (QCI), National Accreditation Board of Hospitals (NABH).

Suggested Readings:

- SK Joshi, Quality Management in Hospitals, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-404: NURSING ADMINISTRATION AND DRUG MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To gain insight into the Nursing profession and to understand the fundamentals of drug management.

UNIT I
Introduction to Nursing Profession, Nursing Functions, Nursing Organization Structure, Nurses and Doctors Relationship, Nurses and Patient Relationship, Nurse as a Social and Professional Entity.

UNIT II
Staffing Norms in Various Types of Hospitals and Different Departments, Recent Trends in Nursing Profession and Nursing Practices, Nursing Service and Computers, Legal Implications in Nursing Practice.

UNIT III
Drug Management- Present Scenario, Hospital Pharmacy Licenses, Drug Licenses, Narcotics Drugs, Purchase of Drugs and Other Consumable Materials. Drug Storage.

UNIT IV

UNIT V
Inventory Control – ABC, VED, SDE, FSN Analysis, Methods of Ordering – a) Two bin System (Lead Time, Buffer stock, Reorder Level) b) Cyclic System.
Important IPC Sections: 274 (Adulteration of Drugs), 275 (Sales of Adulterated Drugs), 276 (Sales of Drug as Different Drug or Preparation), 284 (Negligent Conduct with respect to Poisonous Substances)

Suggested Readings:

- Potter.Perry, Fundamentals of Nursing, Reed Elsevier India Pvt. Ltd., Noida, NCR, India.
- BT Basavanthappa, Nursing Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-405: HOSPITAL WASTE MANAGEMENT

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the significance of nosocomial infections, biomedical waste and its proper disposal.

UNIT I
Definition of Biomedical Waste, Classification of Hospital Waste, Categories of Biomedical Waste, Importance of Hospital Waste, Definition and Importance of Hospital Waste Management Program.

UNIT II
Hospital Waste Management Program- Generation and Segregation, Collection and Storage, Transportation, Treatment, Disposal of Waste, Managerial and Ethical Issues related to Waste Management Program.

UNIT III

UNIT IV
BMW from Administrative Point (Budget, Health check-up, Insurance), Awareness and Education, Environment Friendly Hospitals, Water Harvesting and Plantations, National Guidelines for Hospital Waste Management, Monitoring Proforma for Hospital Waste Management.

UNIT V

Suggested Readings:

- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-406: PATIENT CARE SERVICES AND HOSPITALS

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand the fundamentals and importance of patient care services and hospitality.

UNIT I
Meaning of Patient and Patient Care, Significance of Patient Care Services, Scope of Patient Care, Functional Areas of Patient Care Services.

UNIT II
Proper and Respectful Disposal of Deceased Person, To Visualize into Future- The Needs and Expectation of the Community from Hospitals.

UNIT III

UNIT IV
Treating Guest, Changing Mind Set of Patients Necessitate Hospitality Management, Aims and Objectives of Hospitality Management (Commercial Point).

UNIT V
Methods of Hospitality Management in a Hospital Set-Up, Role of Hospitality Management in Hospital Set-Up, Etiquette and Manners.

Suggested Readings:

- S Porkodi, Patient Care Services and Hospitals, Excel Books, New Delhi.
- SK Joshi, Quality Management in Hospitals, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (H.A.) (Under CBCS)
MHA-407: HOSPITAL PLANNING

3 Credits, 1 Credit = 1 Lecture per Week

Learning Objective: To understand all aspects of planning and commissioning of different types of hospital including specialty hospitals and project management.

UNIT-I
Planning the hospital, Planning for a new hospital, Guiding principles in planning hospital facilities and services, Preliminary survey, Financing planning, Equipment planning, Permanent hospital organization, Planning: Early considerations, Operational plan and functional plan, Facility master plan, The design team, Design development stage, Hospital building- General principles and features, Building contract and contract documents, Furnishing and equipping the hospital, Purchase of capital equipment, Ready to operate stage, Before opening the hospital, Commissioning and inauguration.

UNIT-II
Planning and designing the hospital: The correct way, Examples and Models: Profiles of some super specialty Hospitals.

UNIT-III
Planning and designing administrative services: Introduction, Executive suite, Professional service unit, Financial management Unit, Hospital Information system (HIS), Nursing Service Administration unit, Human resource management, Public relations department and Marketing.

UNIT-IV
Planning and designing public areas and staff facilities, Safety and security in the hospital.

UNIT-V

Suggested Readings:

- DC Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.

Syllabus and Examination Scheme: MBA (I.A.) (Under CBCS)
Learning Objective: To develop an in-depth understanding of hospital issues and approach to solving and suggesting parameters for improvement.

In fourth Semester, candidate will have to take up a dissertation. The students will carry out a detailed study on any issue/functional area of a hospital and submit a typed report in two copies for evaluation in the office of the coordinator, MBA (HA) Programme. The internal and external expert both will evaluate the dissertation followed by Viva-Voce examination.