

MASTER OF HOSPITAL ADMINISTRATION (MHA) PROGRAMME CURRICULUM & SYLLABUS



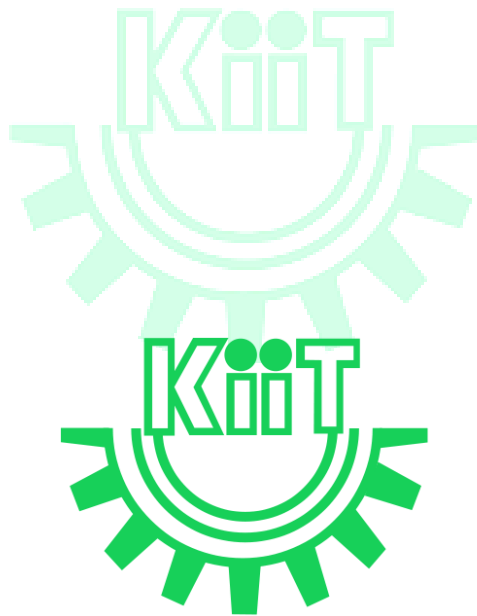
School of Public Health
KIIT Deemed to be University
(Declared U/S 3 of UGC Act, 1956)
Bhubaneswar, Odisha, India



KIIT Deemed to be University

Declared U/S 3 of UGC Act 1956

Master of Hospital Administration (MHA) Curriculum and Syllabus



School of Public Health KIIT Deemed to be University

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Background:

KIIT Deemed to be University is a Deemed University, recognized in A - Category status by the Ministry of HRD, Govt. of India, placing it among the most elite universities of the country. It is accredited by NAAC of UGC in "A" Grade. Further it has received Tier 1(Washington Accord) accreditation by NBA of AICTE.

KIIT Deemed to be University sprawls over 25 sq.km area with one million square meters of aesthetically constructed built up area. Its cosmopolitan campus is proud to have 25, 000 students from all corners of India and more than 20 countries. There are 24 constituent schools, contiguously located in impeccably landscaped and modern -technology-enabled campuses offering world class graduate, post-graduate, doctoral and post-doctoral programs in a wide range of disciplines with adequate and well qualified faculty, scientists and researchers. The university has its own entrance examination (KIITEE) for admission into most of the academic programmes and has excellent track record of nearly 100% placements. There exists academic partnership with several world class universities from across the world and industry- Institute interaction with more than 15 corporate giants. Other facilities include excellent convention centre complexes, accommodation and other facilities such as Wi-Fi Multimedia Classrooms & ERP, Large Open Air Theatre, Library, Ultramodern laboratory, close circuit cameras, Auditorium, Seminar Hall (50 to 500 capacity), Sports and athletic facilities and Cafeteria, 24x7 Internet and Intranet access.

About KIIT School of Public Health (KSPH)

Public health is a multidisciplinary field that involves a range of disciplines such as medicine, social and behavioral sciences, epidemiology and biostatistics, environmental science, management and information technology.

Based on a situational analysis of (i) the needs and demands for competent public health professionals and health work force, and (ii) the need for evidence based research for advocacy and to influence public health policy in the country, KIIT Deemed to be University has established a KIIT School of Public Health (KSPH) in

Vision:

Our vision is to strengthen India's public health systems through institutional approach and provide in-depth knowledge and skills in various domains of public health to achieve better health outcomes for all.

Mission:

- Develop competent public health workforce and setting standards in various domains of public health
- Inculcating interventional approaches to public health research and technology
- Strengthening knowledge based application and evidence informed public health practice and policy through collaboration at local, national and international level

Core Values:

Commitments to excellence following ethics, addressing equity and integrity, innovating, respecting human dignity, cultural and gender sensitivity and special attention to vulnerable and deprived people are our core values.

KIIT School of Public Health is “not a stand-alone” institution. It is truly multidisciplinary and draws its strength by pooling resources and support from KIMS Hospital and various schools of KIIT Deemed to be University such as medical science (KIMS), Biotechnology (KSBT), social science (KISS), management (KSRM, KSoM), engineering (SOT) and law (KSL). KIIT School of Public Health also receives support from well-established laboratories of KIMS, KSBT and other schools for training, research and practice. All public Health Domain expertise and excellent research opportunities/facilities are available at KSPH and the other constituent schools of KIIT Deemed to be University.

KIIT School of Public Health’s mandate is to (i) provide student centric and world class quality teaching for the in service candidates and fresher,(ii) undertake evidence based research, and (iii) facilitate service provision to the community through local, national and international collaboration. Currently KSPH is implementing multiple projects on contemporary public health topics in collaboration with several agencies national and international.

KIIT School of Public Health (KSPH) is also in the process of establishing collaboration with the Universities/ Institutions/ Schools of Public Health in Asia-Pacific region and other regions for innovations, joint-research and student-faculty exchange program.

In addition to its MPH Program, KIIT School of Public Health (KSPH) is launching its Master of Hospital Administration (MHA) program from the academic year 2017-2018 and onwards, in order to prepare the next generation of Hospital Administrators. Student centered MHA program is aimed at providing knowledge and skill in core subjects of Hospital Administration as well as encourages students to undertake project work in their field of interest in Hospital Administration. This course is offered by KIIT Deemed to be University.

Continuing the tradition of nearly cent percent placement of KIIT Deemed to be University, KSPH is also exploring collaboration with national, state and international agencies for facilitating placement.

Training at KSPH emphasizes learning by practice and solving problems not only at the classroom, but also at the community, health facility and health system level. KSPH provides a platform to identify and design the solution for Public Health Problem by joining the hands with different subject experts.

KSPH envisages preparing Hospital Administrators who can help in smooth management of hospitals ensuring quality services keeping in view the changing needs and demands for hospital services and technological developments in medical care aiming at maximum patient satisfaction.

About Pradyumna Bal Memorial Hospital (1500 bedded Multi-specialty Hospital):

Delivering affordable and quality healthcare presents enormous challenges and opportunities in India. KIIT and its benevolent Founder has made an attempt to address these challenges by establishing three Schools, in the name and style of Kalinga Institute of Medical Sciences (KIMS), Kalinga Institute of Dental Sciences (KIDS) and Kalinga Institute of Nursing Sciences (KINS) along with **Pradyumna Bal Memorial Hospital (PBMH)**, a 1500 bedded multi-specialty hospital attached to Kalinga Institute of Medical Sciences (KIMS) to provide quality and affordable healthcare services to the poor people of the state of Odisha and other states in and around Odisha. With diligent efforts for the last seven years, Pradyumna Bal Memorial Hospital has achieved the distinction of being an excellent and impeccable affordable healthcare service provider in the state of Odisha.

Key highlights

<ul style="list-style-type: none"> • 1500 bedded Multi-specialty Hospital • 400 beds reserved for poor (BPL) patients • 100 air-conditioned cabins • 50 air-conditioned sharing cabins • 14 Modern Operation Theatres • 100 ICU Beds (including Pediatric and Neonatal ICU with ultra modern ventilator facility) • 24x7 Emergency (Casualty) • CT scan (Multi-slice), and Digital X-ray (800 ma with image intensifier), 1.5 Tesla MRI, Mammography and Bone Densitometry. • 24x7 Ambulance Services • 8 Computerized Dialysis Machines • Phaco Emulsification • Digital Fundus Cameras • Sophisticated Central Laboratory Services with state-of-the-art machineries • Auto-analyzers for simultaneous measurements of several hematological and biochemical parameters • Automated blood gas and electrolyte analyzers • Computerized Tomography scans facilities • Computerized Treadmill testing (stress testing) • 2D echo (real time), color Doppler and diagnostic ultrasound • Pulmonary function laboratory • Head and neck surgery (micro debrider procedures, nasopharyngoscopy) • Speech Therapy • Electroencephalography (EEG), brain atlas and base of skull surgery • 24x7 Blood Bank with HIV, HbsAg, HCV and VDRL screening & component separation facility • Audiology laboratory. • Rheumatology Clinic • Cochlear implant for the profoundly deaf • Computerized gait analysis laboratory, total hip and knee replacement and Arthroscopic surgery • Ultra modern immunization center • 24x7 Pharmacy • Exclusive multi departmental dental clinics 	<ul style="list-style-type: none"> • Physiotherapy and occupational therapy • Pain clinic for relief of acute and chronic pain and pain associated with terminal stages of cancer • Alternative systems of medicine like Homoeopathy, Ayurveda and Yoga • Specialist services include: Surgery (General, laparoscopic, Minimal Access), Obstetrics & Gynaecology, Orthopaedic, Paediatrics, Ophthalmology, ENT, Dermatology with Cosmetic care, Anesthesiology, Psychiatry, Medicine, Fully modern Dental department with enamel surgical procedures • Super-Specialized Facilities include: Oncosurgery Facilities, Gastroenterology, Pediatric Surgery, • Intensive Care Units (ICUs) and Neonatal Intensive Care Unit (NICU) • 8 Computerized Dialysis Centre equipped to provide services to patients with kidney failure. The centre functions under the leadership of experienced nephrologists from AIIMS. • Diagnostic Gastrointestinal Endoscopies, • PCNL procedures for urological problems • Orthopedics: Capability to perform advanced orthopedic surgeries such as total knee replacement and total hip replacement, arthroscopy, spinal surgery & ligament repair. • Cosmetic and Reconstructive, Micro vascular and early burn surgery • Intraocular Lens (IOL) Implantation and fluorescence Angiography, retinal surgeries. It is one of the few centers in Odisha where facility of retinal surgery is available. • Electroencephalography (EEG), brain atlas and base of skull surgery, EMG study
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The hospital aims to provide modern medical treatment at an affordable price. It has attracted highly educated and experienced specialists and super-specialists from different medical colleges and research institutes of national and International repute. The PBM Hospital is very well equipped and provides an ideal platform to provide hands on training for doctors, nurses, hospital managers and other paramedical and support personnel.

Master of Hospital Administration (MHA) Program

Healthcare sector has become one of India's largest and fast growing sectors - both in terms of revenue and employment. Population growth, advances in science and medical care technology, increasing need and customer expectation for quality and timely medical care, Government health care policies, the concept of universal access to health care services and coverage, medical tourism have all contributed to the rapid growth of health care facilities in the country.

Indian healthcare delivery system is categorised into two major components - public and private. The Government, i.e. public healthcare system comprises limited secondary and tertiary care institutions in key cities, district hospitals, community health centres/Rural hospitals. Basic healthcare facilities are provided through primary health centres (PHCs) and Sub-centres in rural areas. The private sector owns majority of secondary, tertiary care hospitals with a major concentration in metros, tier I and tier II cities and urban areas. Private sector medical facilities are growing faster than the public sector.

Hospitals form an integral part of the health care delivery system both in public and private sectors and are becoming increasingly complex and competitive. To manage these complex hospital set up for a better output by utilizing inputs optimally, and to meet the increasing customer expectations, there is a need for professionally trained, competent and competitive hospital managers with a flair blend of technical and administrative excellence.

With this background, School of Public Health in collaboration with KIMS and its Pradyumna Bal Memorial Hospital is offering a 2 year Masters Degree in Hospital administration from the academic year 2017-18 onwards. The Master of Hospital Administration program (MHA) aims to develop a cadre of professional hospital administrator to assume the responsibilities of managing the hospitals in a government, private, corporate or other hospitals.

The MHA program at KSPH is a competency based teaching program that prepares students to stand out among future public health professionals. The MHA (Hospital) Degree is designed to be completed in 4 semesters (80 credits) spanning over two years; but has a provision to complete over a maximum period of 5 years from the date of registration. The candidates have to complete all the 16 compulsory modules during four semesters. Fourth semester includes 1 modules, project work and internship. The students have to start preparing their project topic during second semester and submit study protocol with necessary approval in 3rd semester.

This document outlines the curriculum of MHA offered by KIIT Deemed to be University. The curriculum has been prepared by a consultation process with subject experts both within and outside the KIIT Deemed to be University.

Objective(s):

Overall objective of the MHA Program is to prepare competent hospital administrators who can assess the needs and problems of a hospital, find solutions to the problems and develop effective & efficient strategy for implementation, lead, implement and evaluate the services

of the hospitals in India and other countries, through evidence based practice of the profession, and to ensure maximum client satisfaction.

Programme Educational Objectives (PEOs):

The Master of Hospital Administration (MHA) program aims to prepare the graduates with the following objectives:

PEO1. Graduates shall be able to provide solutions to hospital administration issues and allied areas, involving clinical, support services, administrative, and management issues.

PEO2. Graduates shall be able to perceive the limitation and impact of various hospital management related solutions in social, cultural, legal, environmental, economical and multidisciplinary contexts.

PEO3. Graduates shall demonstrate professional and ethical responsibilities and thrive to reinforce their knowledge being a part of higher educational programmes.

Programme Outcomes (PO):

Hospital administration graduates will be able to:

PO1. Education: Provide hospital administration education that equips students for a hospital administration career.

PO2. Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

PO3. Research: Undertake evidence-based research and application of knowledge into hospital sector so to evaluate the services of the hospitals through evidence-based practice of the profession, and to ensure delivery of quality health services and positive health outcome.

PO4. Leadership: Apply principles of leadership, management and governance for fostering collaboration, problem solving and decision making in hospital administration arena.

PO5. The Hospital Administration Professional and Society: Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional hospital administration practices.

PO6. Environment and sustainability: Understand the impact of the professional hospital administration solutions in societal and environmental contexts of hospital settings, and demonstrate the knowledge of, and need for sustainable development.

PO7. Ethics: Apply ethical principles; adhere to professional ethics, responsibilities and norms of the hospital administration practice.

PO8. Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO9. Communication: Communicate effectively on complex hospital administration activities with the hospital administration community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

PO10. Project Management and Finance: Demonstrate knowledge and understanding of the hospital administration and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

PO11. Lifelong Learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change in hospital settings.

Programme Specific Outcomes (PSO):

PSO1. Understand fundamentals of hospital administration and apply these competencies in hospital management in a creative, innovative and entrepreneurial outlook.

PSO2. Apply concepts of Management Principles, Financial Aspects, Quality Standards, Statistical implications, Human Resource Management, Marketing Management and Healthcare Laws to Hospital and Health Systems Management.

PSO3. Apply the advance practical knowledge in the field of hospital administration for improving the health service provisions to the people and contribute in nation building while upholding ethical practices.

PSO4. Perform managerial leadership in healthcare industry.

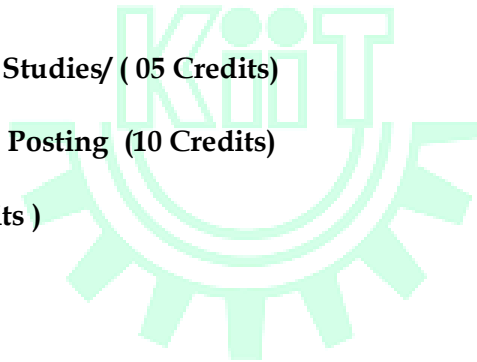
Uniqueness of MHA Program at School of Public Health, KIIT Deemed to be University:

<ol style="list-style-type: none"> 1. A competency based teaching program that prepares students to stand out among future hospital managers and administrators. 2. Combination of Conventional and Modern Pedagogy: Lectures, small group discussions, independent class and home work assignments, simulations, debates, case studies, role playing, demonstrations, experimental learning activities, instructional technologies using slides, videos, case presentations, use of ICT methods and collaborative learning work to enable students to participate and apply what they have learned. 3. Interdisciplinary teaching. 4. Analytical skills, Practicum and hands-on-training opportunities in hospitals. 	<ol style="list-style-type: none"> 5. Faculty guide assigned to each student to guide in project work 6. Mentorship: Each faculty will be responsible for at least 3-5 students. The mentorship includes close interaction with the students and solving their education related problems 7. Building of soft skills like writing, presentations, group discussions. 8. Seminars, journal clubs, case studies. 9. Leadership and communication training. 10. Opportunity to do research work & publication 11. Reputed guest faculty 12. Encouragement for participation and presentation of papers in national and international training workshops/seminars/conferences.
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Features of MHA Curriculum (Total 80 Credits)

A. The 16 compulsory modules are (47 credits)

1. Concept of Health, Disease & Healthcare Services
2. Hospital as an Organization
3. Epidemiology, Biostatistics & Research Methods
4. Management of Clinical Services
5. Management of Diagnostic & Support Services
6. Communication in Hospital
7. Principles of Hospital Planning
8. Material & Supply Chain Management
9. Human Resource Management
10. Health Economics & Financial Management
11. Hospital Infection Control & Waste Management
12. Medical Records Management & MIS
13. Medico legal Issues in Hospital
14. Marketing & Strategic Management in Hospital
15. Quality Management
16. Newer Developments in Hospital Administration

B. Practicum (02 Credits)**C. Seminars/JC/GD/Case Studies/ (05 Credits)****D. Hospital Departmental Posting (10 Credits)****E. Project Work (10 Credits)****F. Internship (6 Credits)**

Semester wise break up

SEMESTER - I

Theory							
Sl. No.	Course code	Subject	Contact Hours per week				Credit
			L	T	P	Total	
1	HA6001	Concept of Health, Disease & Healthcare Services	2	1	0	3	3
2	HA6003	Hospital as an Organization	2	1	0	3	3
3	HA6005	Epidemiology, Biostatistics & Research Methods	2	1	0	3	3
4	HA6007	Management of Clinical Services	2	1	0	3	3
5	HA6009	Management of Diagnostic & Support Services	2	1	0	3	3
Total Theory						15	15
Practical							
1	HA6091	Epidemiology, Biostatistics & Research Methods	0	0	3	3	2
Total Practical						3	2
Sessional							
1.	HA6081	Seminar/JC/GD/Case Studies	0	0	2	2	1
2.	HA6083	Hospital/Dept. Posting	0	0	3	3	2
Total Sessional						5	3
Total Practical & Sessional						8	5
Semester Total						23	20

L=Lecture, T=Tutorial, P=Practical, JC = Journal Club, GD = Group Discussion

SEMESTER - II

Theory							
Sl. No.	Course code	Subject	Contact Hours per week				Credit
			L	T	P	Total	
1	HA6002	Communication in Hospital	2	1	0	3	3
2	HA6004	Principles of Hospital Planning	2	1	0	3	3
3	HA6006	Material & Supply Chain Management	2	1	0	3	3
4	HA6008	Human Resource Management	2	1	0	3	3
5	HA6010	Health Economics & Financial Management	2	1	0	3	3
Total Theory						15	15
Sessional							
1.	HA6082	Seminar/JC/GD/Case Studies	0	0	2	2	1
2.	HA6084	Hospital/Dept. Posting	0	0	6	6	4
Total Sessional						8	5
Semester Total						23	20

Note: Students can undergo study tour or summer training (optional) at the end of Semester-II

N.B.: Theory: 1credit = 1 contact hour per week

Practical/ Field work (Sessional): 1 credit = 2 contact hours per week

: 2 credit = 3 contact hours per week

L=Lecture, T=Tutorial, P=Practical, JC = Journal Club, GD = Group Discussion

SEMESTER - III

Theory							
Sl. No.	Course code	Subject	Contact Hours per week				Credit
			L	T	P	Total	
1	HA7001	Hospital Infection Control & Waste Management	1	1	0	2	2
2	HA7003	Medical Records Management & MIS	2	1	0	3	3
3	HA7005	Medico legal Issues in Hospital	2	1	0	3	3
4	HA7007	Marketing & Strategic Management in Hospital	2	1	0	3	3
5	HA7009	Quality Management	2	1	0	3	3
Total Theory						14	14
Sessional							
1.	HA7081	Seminar/JC/GD/Case Studies	0	0	4	4	2
2.	HA7083	Hospital/Dept. Posting	0	0	6	6	4
Total Sessional						10	6
Semester Total						24	20

N.B.: Theory: 1credit = 1 contact hour per week

Practical/ Field work (Sessional) : 1 credit = 2 contact hours per week

: 2 credit = 3 contact hours per week

L=Lecture, T=Tutorial, P=Practical, JC = Journal Club, GD = Group Discussion

SEMESTER - IV

A. Theory							
Sl. No.	Course code	Subject	L	T	P	Total	Credit
1	HA7002	Newer Developments in Hospital Administration	2	1	0	3	3
Theory Total						3	3
Sessional							
1.	HA7082	Seminar/JC/GD/Case Studies	0	0	2	2	1
Total Sessional						2	1

B. Project Work							
Sl. No.	Course code	Subject	L	T	PW	Total	Credit
1	HA7084	Project Work	0	0	10	10	10
Project Work Total						10	10

C. Internship							
Sl. No.	Course code	Subject	L	T	DW	Total	Credit
1	HA7086	Internship	0	0	0	0	6
Internship Total						0	6
Semester Total						15	20

L=Lecture, T=Tutorial, P=Practical, JC = Journal Club, GD = Group Discussion

PW = Project Work

Note:

- Total MHA course credits = 80 credits in 4 semesters.
- **Project Work:** Students shall select an acceptable type of projects (Case study, descriptive study, cost-effective analysis, cost-benefit analysis, patient & staff satisfaction assessment, innovative approaches in hospital management, etc.) during early part of their 2nd semester in consultation with the assigned Guide, get it approved by the departmental project approval committee, and start the study in the beginning of 2nd month of the 4th semester for a period of 3 months. Project work will be in addition to one module taught in the 1st month of 4th Semester. The student shall follow the project work guidelines, stick to the time line, follow a standard format and submit before the given deadline. Student can also do the project work, along with internship.
- **Internship:** Students shall undergo three months internship at any reputed public or private hospital of their choice to acquire practical experience in Hospital Administration during 4th semester. They have to maintain the internship diary. After completion of the internship, students shall submit the internship diary duly certified by the respective supervisor of the organization where they did the internship. Students also shall appear in an interview with assigned Faculty of KIIT School of Public Health regarding the work done during the internship.
- **Hospital or Departmental Posting:** In each semester students will be assigned hospital or departmental posting for observation and hands-on training. Specific hours for Hospital or Departmental Posting will be mentioned in the timetable.
- **Mentorship:** Each faculty will be responsible for at least five students. The mentorship includes close interaction with the students and solving their education related problems.

Examination, Evaluation & Grading

1. Rules of Examination:

1.1. The MHA programme shall consist of the following items:

- Theory
- Practical or Sessional

1.2. At the end of each semester, there shall be an examination called End-Semester Examination

1.3. If a student fails in a subject in 1st or 2nd semester, a Supplementary Examination will be conducted in the early part of next academic session. However, if a student fails in 3rd semester, a back paper examination will be conducted for him/her during the end of 4th semester. If a student fails in the project work, he/she shall be evaluated after 6 months of time.

2. **Evaluation of Course Items:** The evaluation of course items listed in Section 1.1 shall be done as per the following guidelines:

2.1. **Theory:** Each item under this classification shall be evaluated on the basis of 100 percentage points, subdivided in to the following categories:

2.1.1. End Semester Examination – 60 points

2.1.2. Internal Assessment: 40 points

Internal Assessment (of 40 points) comprises of:

- Mid Semester Examination : 25 points,
- Quizzes and Home Assignments: 15 points.

At least 2(Two) quizzes and a number of home assignments shall be given by the course teacher. The pattern of evaluation under each category and the distribution of marks in the quizzes and assignments will be announced by the course teacher in consultation with the Head of the School at the beginning of each semester.

2.2. Practical:

Every item under this category shall be evaluated out of 100 percentage points divided under two broad categories:

2.2.1. End semester examination - 40 percentage points.

The evaluation shall be done based on:

- Organization of the experiment/ epidemiological/ statistical exercises/ Case studies - 10 points
- Actual data generated in the experiment/ epidemiological/ statistical exercises/ Case study - 10 points
- Data analysis/ synthesis, interpretation and conclusion etc. - 10 points
- A comprehensive viva-voce about the experiment/ epidemiological/ statistical exercises/ Case studies - 10 points.
- Viva-voce will consist of a jury of faculty members (including subject teachers + 1 external Non - subject teacher). 10 points will be distributed as Fundamentals -5 points, Analysis and interpretation - 5 points)

2.2.2. Practical Sessional : 60 percentage points

The distribution of the points will be done on the basis of the following:

- Attendance and conduct while performing the test/ exercise/case study - 10 points
- Record File - 10 points
- Basics - 10 points
- Application of Techniques/execution - 10 points
- Analysis and interpretation - 20 points.

2.3. Sessional (out of 100 percentage points) - Items include Field visits/surveys/ quantitative and qualitative data collection, field practice and training/ Seminars/ Journal Club / presentation of papers at conferences etc. There will be no formal end semester examination of the written kind.

The evaluation shall be done internally through a Departmental Committee appointed by the Head of the School.

2.3.1. For Items conducted outside the School of Public Health:

Assessment will be made by the Supervisor's assessment of the report submitted by the student, participation and attendance and viva-voce conducted by the committee constituted by the Head of the School of Public Health.

2.3.2. For items conducted in the School of Public Health: Items such as Seminars, Journal Clubs shall be evaluated as below:

- (i) Evaluation of seminar: Student will choose a Seminar topic of public health importance in a given semester. They have to make the manuscript, PPT and seminar should be presented in front of two internal evaluators. The marks will be distributed based on chosen topic, preparation of slides, presentation skills,

content, response to questions and attendance in the seminar presented by fellow students.

- (ii) Evaluation of Journal Club: Students will choose a recently published journal article from a high impact journal in relation to the modules covered in a given semester. They have to make PPT and it should be presented in front of two internal evaluators. The marks will be equally distributed across the domains such as abstracting skill, presentation skill, discussion and critical appraisal.
- (iii) Evaluation of Case Studies: Students will be assigned a case study in relation to the modules covered in a given semester. They have to make PPT and it should be presented in front of two internal evaluators. The marks will be equally distributed across the domains such as abstracting skill, presentation skill, discussion and critical appraisal.
- (iv) Evaluation of Group Discussion: Students will choose a burning topic in relation to the modules covered in a given semester. Their Group Discussion will be observed by two internal evaluators. Students will be evaluated for their leadership, communication and interpersonal skills.

2.4. Evaluation of Project Work:

Project work write up as well as viva-voce will be evaluated by internal as well as external examiners. Distribution of points will be: 60 points for work done (Background, literature review, research question/hypotheses, objectives, Methods, quality of data, data analysis and interpretation, discussion and conclusion), 20 points for report writing skills, and 20 points for defense and viva-voce.

2.5. Evaluation of Internship:

Work done during the Internship will be evaluated on the basis of the Internship diary (log book) submitted by the students and the interview for the work done by the faculty assigned to the student by the Head of the School of Public Health.

3. Grading & Performance Index:

Grading System: A seven point grading system (GS) on a base of 10 is followed for grading in the examination categorization of these grades and their correlation shall be as below

Qualification	Grade	Score on 100	Point
Outstanding	'O'	100 to 90	10
Excellent	'E'	89 to 80	9
Very good	'A'	79 to 70	8
Good	'B'	69 to 60	7
Fair	'C'	59 to 50	6
Below average (Pass)	'D'	49 to 40	5
Failed	'F'	Below 40	2

CREDIT POINT = CREDIT X POINT for each Course item.

CREDIT INDEX (CI) = \sum CREDIT POINT of all course item in a semester.

SGPA : Semester Grade Point Average (**SGPA**)= CI / \sum CREDITS (for a semester) is the credit weighted average of grade points earned in all the subject items in a Semester. It indicates the performance level of a student in a particular semester.

CGPA: Cumulative Grade Point Average (**CGPA**)= $[\sum CI \text{ of all previous semesters up to current semester }] / [\sum \text{ CREDITS of all previous semester up to current semester }]$. It indicates the current performance level of a student.

The medium of the instruction of the university is English.

4. Attendance:

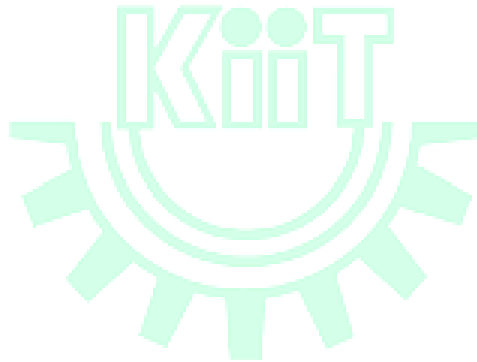
If a student's attendance in a subject item falls below 75%, he/she will be debarred from appearing in the end-semester examination in that subject item.

5. Pass / Fail in an individual course:

- 'D' will be the minimum pass grade. Below that would be the Fail, i.e. 'F' grade.

6. Degree Requirement:

For award of the degree the student has to secure minimum CGPA of 6 and should have secured minimal grade 'D' in all the subjects.



COMPREHENSIVE SYLLABUS

In order to generate competent hospital managers and administrators, KSPH primarily focuses on imparting knowledge, skill and attitudes among students. KSPH envisages each module in the MHA programme should be able to meet core competencies required for a hospital manager or administrator to effectively deliver the job responsibilities shouldered by him/her .

KSPH offers 16 compulsory over four semesters. In 4th semester students have to do project work and internship along with completion of one module.

SEMESTER-I

HA6001 Concept of Health, Disease & Healthcare Services

Course Outcome:

By the end of this course, students should be able to:

1. Appreciate the definitions of health, disease and wellbeing
2. Enumerate commonly used medical terminologies
3. Appreciate healthcare service provisions in India
4. Differentiate different types of healthcare systems in India
5. Appreciate the role of hospitals in healthcare delivery system

Unit 1: Concept of Health, Disease and Wellbeing

- Definition of health, disease and wellbeing, Dimensions & determinants of health, Natural history of disease & disease dynamics, Concepts of disease control, elimination and eradication, Prevention of diseases & Promotion of health, Changing pattern of diseases, Health indicators, Common health conditions in India, Newer concepts in health –global health, planetary health, Role of hospitals in disease control.

Unit 2: Familiarization with Medical terminologies

- Human body and organ systems – structure & Function ; Immunology & Vaccinology; Applied pathology, microbiology & pharmacology - Common microbial agents, Patho-physiology of common diseases;
- Common bio-chemical tests & its interpretation, Common pathological & microbiological investigations and its interpretation;
- Commonly used Medicine in a hospital, essential medicines list, life-saving drugs, drug abuse, and ideal medical prescription
- Introduction to human genetics, Human genetic engineering, Genetic counseling, Genetic laboratory in hospitals

Unit 3: Health & Healthcare Services

- Health Statistics of India: health & healthcare service indicators, current scenario
- State role in health care – constitutional & other provisions, health as a right, National health policy, Universal Health Coverage, National Health Programme, MDGs & SDGs

Unit 4: Health Care System

- Evolution of Health Services in India, Classification of healthcare system, comparison between developed and developing healthcare systems,
- India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing
- Privatization in Healthcare service provision - Role of private sector in health service provision, Comparison between public and private health care provision, Public-private partnership in health care provision, Scope & future of private health care in India

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion - 1; Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 11-12 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Oxford Textbook of Public Health by Roger Detels, Robert Beaglehole, Mary Ann Lansang, Martin Gulliford. 5th Edition. Oxford Medical Publications
2. Concepts in Health and Wellness by James Robinson, III & Deborah J. McCormick. (2011). Delmar Cengage Learning.
3. Essentials of Public Health Biology: A Guide for the Study of Pathophysiology By Constance U. Battle. Jones and Bartlett Publishers, Inc; 2nd Edition (2009)
4. Park's Textbook of Preventive and Social Medicine, 23rd Edition, (2017). K.Park. Banarsidas Bhanot publishers.
5. Management in Health Care Practice – A handbook for teachers, researchers and health professionals. Forum for Public Health in South Eastern Europe(2008)

Other Reference Books:

6. Genes and Disease. Bethesda (MD): National Library of Medicine (US), NCBI.
7. Robbin's Textbook of Pathology by Robbin, Cotran, Kumar
8. Textbook of Microbiology by Ananantanarayan & Paniker
9. Cancer Medicine. 6th ed. Kufe, Donald W.; Pollock, Raphael E.; Weichselbaum, Ralph R.; Bast, Robert C., Jr.; Gansler, Ted S.; Holland, James F.; Frei III, Emil, editors. Hamilton (Canada): BC Decker Inc.; 2003.
10. Biochemistry. Berg, Jeremy M.; Tymoczko, John L.; and Stryer, Lubert. New York: W. H. Freeman and Co.; 2002.
11. India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing by Lawton R. Burns (Editor) by Cambridge University Press.
12. National Health Programs of India: National policies and legislation related to health, by Jugal Kishore. Century Publications, 11th Edition (2014)

Journals

13. Indian Journal of Public Health
14. Indian Journal of Community Medicine
15. Journal of Hospital Administration (JAHA)

Semester I

HA6003 Hospital as an Organization

Course Outcome:

At the end of the course, the students will be able to:

1. Describe the hospital as an organization, and its role in healthcare
2. Appreciate the organizational structure of hospital
3. Apply administrative principles in management of public and private hospitals
4. Appreciate the concept and apply the theories of organizational behaviour in hospital settings
5. Apply the management competencies in problem solving

Unit 1: Overview of Hospital

- Evolution of hospital services: Indian & Global Scenario, Concept of Modern Hospital & Privatization in Health Sector, Changing Role of Hospitals in a Globalized Society

Unit 2: Organizational Structure of Hospital

- Types of Hospital according to ownership, specialization (General, specialist, super specialist), bed-strength, level of expertise, academic activity (Profit, Corporate, Non-profit hospitals; General, Specialty, Chronic Care, Teaching Hospital; Category - A, B, C, D, E);
- Various functional units of hospital, Structure & layout of an ideal corporate hospital; Functions of Hospitals (care of sick & injured, education of physicians, nurses, other, disease prevention & health promotion, waste disposal, education, training & research)

Unit 3: Hospital as an Organization

- Hospital as a complex organization,
- Systems approach to hospitals (Input, process, output, outcome)
- Management structure of a Hospital (Governing Body, Hospital Committees, Medical Director, Medical Superintendent, Hospital Administrator, Nursing Superintendent, Departmental Heads)
- Patient centric health care and concepts of patient satisfaction
- Duties, functions & responsibility of a hospital administrator
- Competencies required for an efficient and effective hospital administrator – planning, information system, communication, delegation, decision, M&E, managing time and meetings, negotiations, innovations & leadership

Unit 4: Organizational Behavior

- Introduction, Components of organizational behavior,
- Sociology and Anthropology, Basics of Psychology
- Behavior of people of their work place, Team building & team work, Characteristics of workgroups & Dynamics of organizational behavior
- Motivation and Leadership, Conflict management, Transactional analysis
- Theories of Organizational Behaviour & its application in hospital setting
- Organizational changes & development

Unit 5: Principles of Hospital Management

- Managerial activities in a hospital, Hospital management process, Roles & functions of Hospital Managers, Qualities of effective Managers, Managerial tools in hospital

setting, Effective inter and intra departmental co-ordination, Principles of Hospital Administration

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion - 1; Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 11-12 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Principles of Hospital Administration by S. A. Tabish
2. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.
3. Text book of Organizational Behavior by Fred Luthans. McGraw Hill Publications

Journals:

4. Journal of Hospital Administration (JAHA)
5. Journal of Organizational Behavior Management

Semester I

HA6005 Epidemiology, Biostatistics & Research Methods

Course Outcome:

At the end of this course, the student will able to:

1. Define epidemiology and appreciate its importance in hospital settings
2. Measure disease burden in the hospital settings using epidemiological methods
3. Design appropriate epidemiological study in a given scenario
4. Apply basic principles and methods of epidemiology in analysing hospital data
5. Appreciate key bio statistical concepts and reasoning
6. Apply appropriate statistical methods for collection, compilation, analysis, interpretation and reporting of hospital data
7. Use statistical software for data entry, data processing and data analysis

Unit I: General Epidemiology

- Definition, objective & scope of epidemiology, History and Evolution of epidemiology, achievements in epidemiology, Epidemiological Triangle, Distribution and determinants of disease; Disease transmission dynamics,
- Measurements in Epidemiology (morbidity, mortality, disability) - Incidence and prevalence, Usage of rates, ratios and proportions, quality of life; Concept of risk - absolute risk, relative risk, odds ratio, attributable risk, population attributable risk
- Association and causal relationship, Bias, Confounder & Interaction; Validity & reliability

Unit II: Epidemiologic methods & approaches

- Epidemiology and Clinical Practice, Epidemiological approach (asking questions and making comparisons)
- Quantitative (Observational, analytical & experimental studies) & Qualitative methods;
- Screening, Surveillance & Evaluation of health services and Public Policy;

- Sources & use of hospital statistics
- Use of epidemiological approaches & methods in evaluating functioning & services of hospital
- Ethical and Professional Issues in Epidemiology

Unit III: Basic Biostatistics

- Meaning of Statistics, Statistical methodology, Branches of Statistics-Bio-Statistics, Vital Statistics, Health Statistics, Application of Statistical Methodologies in Healthcare Management Basic Concepts in Biostatistics:
- Data - its presentation & measurement
 - Data: Definition and Types of data, Different scales of data measurement, Different methods of data collection, Merits and demerits of data collection methods under different situations, Classification of morbidity, mortality and socio-economic data
 - Presentation of Data: Tabulation of data, Graphical presentation of data (Need and uses, Types of diagrams, bars, pie chart, line diagram, histogram, frequency polygon, frequency curve, Ogives)
- Measuring variation/dispersion of data: Mean, Median and Mode for raw data, Merits and Demerits, Calculation of Measures of Central tendency-ungrouped and grouped data (Calculation and interpretation of Range, Percentiles, Quartiles, Standard deviation and Co-efficient of variation- both ungrouped and grouped data)
- Probability: Concept of probability, Probability distributions and their applications in Public health management, Normal distribution, Binomial distribution, Poisson distribution, Standard error of mean, difference of means, proportion and difference to two proportions
- Sample and sampling techniques: Types of surveys, their role in Public health management, Planning of surveys, Concept of sampling, Use of random number tables for selection of samples, Different Sampling designs, Calculation of sample size for field surveys
- Testing of hypothesis: Concept of Sampling variation, Tests of significance Z-test, t-tests, Chi square test and Important Non-parametric tests, Pearsonian Correlation and Regression as prediction techniques, Introduction to Multivariate Correlation and Regression, Logistic Regression, Odds ratio and their applications in Public Health, Life table technique and Survival analysis, Introduction to Planning of Research studies
- Introduction to Statistical Software
 - Data entry into software (Excel, Epi-Data, SPSS, Epi-Info)
 - Data Analysis using software SPSS, R

Unit IV: Application of research methods in hospital settings

- Various Research methods, Research communication, Ethical & professional issues in Research
- Marketing research in health care settings
- Operations Research in relation to hospital management : OR techniques and its applications in hospital, Linear Programming, Decision tree Analysis, Queuing theory, PERT, CPM, Assignment Model, Management by objective & by result
- Clinical Trials – stages of clinical trial, role of hospital in clinical trial & ethical issues

Practical:

- **Epidemiological Exercise** : epidemiological data analysis – distribution & determinants, study design, Risk estimation, outbreak investigation, analysis & interpretation of routine surveillance data like MIS
- **Statistical exercises** : Core exercises ,Software based(excel, SPSS)

Text Books:

1. Leon Gordis (5th Edition, 2014) , Epidemiology, Saunders (Elsevier Inc) Publication
2. Mahajan B.K: Methods of biostatistics for Medical Students and Research Workers, 8th Edition, Revised and edited by Arun Bhadra Khanal, The Health Science Publisher, New Delhi
3. Park's Textbook of Preventive and Social Medicine, 23rd Edition, (2017). K.Park.
4. Hill A.B : Principles of medical statistics, Oxford University press, New York

Reference Books:

5. Textbook of Modern Epidemiology by Rothman

Journals:

6. Indian Journal of Public Health
7. Indian Journal of Community Medicine
8. International Journal of Epidemiology

Semester-I

HA6007 Management of Clinical Services

Course Outcome

At the end of course students should able to:

1. Appreciate their role in managing outpatient care services of the hospital.
2. Appreciate their role in managing inpatient care services of the hospital.
3. Appreciate their role in managing critical care services of the hospital.
4. Use the appropriate tools and techniques for problem solving of OPD of hospital
5. Use the appropriate tools and techniques for problem solving of IPD of hospital
6. Use the appropriate tools and techniques for problem solving of critical care units of hospital

Unit 1: Out Patient Management

- Introduction, OPD Organization, Function, Workload, Overcrowding, Location & Physical facilities, Space Requirements, Types of OPD – Centralized & decentralized , Importance of OPD
- Physical facilities – Patient area, Public Area, Clinical area, Administrative area, circulation area, Grievances redressal, performance evaluation of OPD services – SWOT analysis,
- Clinical Areas: Clinics of various medical discipline, medical clinic, surgical clinic, orthopedic clinic, Eye Clinics, ENT Clinic, Dental Clinic, OG Clinic, Family Planning Clinic, Pediatrics Clinic, Skin & STD clinic, Psychiatric Clinic; Ancillary Facilities – Injection room, pharmacy; Auxiliary Facilities - Lab, Radiology, Blood Bank, health

education, counselling, social service, Screening Clinic, Preventive & Social Medicine - Immunization, executive checkup

- Administrative Area: Administrators' office, business office, housekeeping office,
- Storage facility – Drug, linen, general stores
- Public Areas (Traffic, Main entrance, reception & information, registration & record area, non-clinical areas, - entrance hall, waiting area, public toilets & washrooms, snack bar, consultation room, specific examination room – ECG, audiometry, EEG etc, treatment & dressing room)
- Administration of OPD – Customer service management, Managerial Issues & Challenges, Delays & wastage of time, inadequate lab facility resulting in unnecessary harassment of patient, lack of coordination between different specialties, non-availability of medicine and inferior quality of medicines, lack of faith, restricted role of doctors, lack of leadership among hospital managers, dull & awful atmospheres outside the OPDs, great rush of patients, poor record management)

Unit 2: Inpatient Services

- Planning – location, area, type of patients, staff requirement, components of wards, types & Shape of ward, Health care information system, Use of design & colors, nursing station, treatment room, pantry, day room, stores, clean utility room, dirty utility room, isolation room,
- Inpatient Ward: Classification General, Specialty, ICU; Open vs Risk Ward, Ward design, Nightingale ward, L ward, T wards, circular ward, Bath rooms & toilet, Janitor's rooms; Duty room, seminar room, side-lab room, locker room, wheelchair & trolley bay, nursing station, attendant room
- Physical Facilities – location of area, size & shape, design, supply of water, electricity, Auxiliary accommodation, Bath rooms & toilet, Janitor's rooms, Duty room, seminar room, side-lab room, locker room, wheelchair & trolley bay, nursing station, attendant room
- Staffs- Medical, Nursing & Support staffs
- Inpatient service administration – barriers to effective management, defective construction of wards, big size of the wall, lack of effective interpersonal relationships, defective material management, pilferage of goods and poor maintenance of equipment, unsatisfactory nurse-patient ratio, non-nursing duties by nursing personnel, favoritism in allotment of beds in wards, non-courteous attitude of employees, corrupt practice in wards, food arrangement not satisfactory, Billing & discharge issues

Unit 3: Specialized services

- Accident & Emergency Clinical Services: Problems – Personnel, facilities & equipment, medico-legal issues, Case Studies, Hospital preparedness for victims of Disaster
- Super Specialty Services:
- Operation Theatre & ICU: Types – single discipline – decentralized, multidisciplinary-centralized; Planning & Design Consideration – location, separate isolation room, nursing station, area allocated for patient care, beds, wall installation of equipment, adequate lighting and ventilation, temperature, relative humidity, noise level, equipment, staffing, administrator committee, medical staff, nursing staff, policies & procedures of ICU

- Issues for efficient & effective management of specialized services

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion - 1; Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 11-12 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. S L Goel, R Kumar. Hospital Administration in 21st Century Hospital Core Services
2. Principles of Hospital Administration by S. A. Tabish
3. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.

Journals:

1. Journal of Hospital Administration (JAHA)
2. Indian Journal of Research Foundation of Hospital and Healthcare Administration
3. Indian Journal of Hospital Administration

Semester I

HA6007 Management of Diagnostic and Support Services

Course Outcome:

At the end of the course, the students will able to:

1. Appreciate their role in managing laboratory and imaging services of the hospital.
2. Appreciate their role in managing support services such as pharmacy, blood-bank, housekeeping, ambulance, mortuary, CSSD etc. services of the hospital.
3. Use the appropriate tools and techniques for problem solving of laboratory and imaging services of the hospital
4. Use the appropriate tools and techniques for problem solving in various support service departments in hospital settings

Unit 1: Support services

- Introduction, Global & Indian Scenario, Components of support services & their utility, Various support Services, Challenges in support services

Unit 2: Diagnostic Services

- Conventional Laboratory services: Clinical laboratory service, Hematology services, Parasitology Services, Virology Services, Immunopathology services, bedside laboratory
- Imaging Services - Radio-diagnosis & imaging services, Radiation oncology services
- Newer diagnostic services: Nuclear medicine services, Experimental medicine services, Genetic laboratory services.

Unit 3: Other Support Services

- Linen & laundry services, CSSD services, Housekeeping services, Infection control in hospital, infection control committee, challenges, outsourcing
- Dietary & nutrition services in hospital : scope; management –purchase, storage, distribution, pilferage; clinical nutrition services, diet & hospitality services, outsourcing
- Blood bank services: Role & scope of blood bank, physical infrastructure – reception, waiting room, administrative Office, Record Keeping, Servicing rooms, Bleeding Room, Storage Room, Storage equipment; Blood safety procedures, blood collection & supply, screening, record keeping, Medico-legal aspects, Staffing, Blood donations & blood donation camps, Challenges
- Pharmacy services: Background, goals of hospital pharmacy services, management of pharmacy services, Drug & Therapeutic committee, Recent advances – Clinical pharmacy, Computerized physician order entry, Bedside barcode system, national drug code, automated dispensing cabinet, challenges
- Transport Services: means of transport within hospital, staff transport, material transport, patient transport, other transport vehicles
- Ambulance services: Types, life support system, equipping ambulance, mobile medical unit, color code of ambulance, services offered, case studies.
- Security Services, Maintenance services, Mortuary services
- Strategy to link support services with core services

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion - 1; Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 11-12 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. S L Goel, R Kumar. Hospital Administration in 21st Century Hospital Core Services
2. Principles of Hospital Administration by S. A. Tabish, Jaypee Brothers Publishers
3. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.

Journals

1. Journal of Hospital Administration (JAHA)
2. Indian Journal of Research Foundation of Hospital and Healthcare Administration
3. Indian Journal of Hospital Administration

Semester II

HA6002 Communication in Hospital

Course Outcome:

At the end of the course, students will be able to:

1. Appreciate the role of information, education, and communication in healthcare and hospital settings
2. Enlist the communication steps and strategies in hospital settings
3. Apply communication skills in crisis communication in hospital settings
4. Apply communication skills in building public relations

Unit 1: Information, Education & Communication in Health Care

- IEC, Importance of IEC in health care, Effective communication, Communication as a process, Channels of health communication - Traditional, Modern; Individual/Group/Mass/ Target groups, Communication techniques and strategies communication barriers, Communication planning, tools and techniques, monitoring and evaluation, impact assessment, Communication with the media/press

Unit 2: Communication in Hospital Environment

- Communication in Hospital - Importance of communication in the hospital, purpose, Understanding communication process in hospital, need of communication manager, communication flow required, methods & types of communication practiced in the hospital, written, oral, nonverbal, reflective communication, communication network in the hospital, Interpersonal communications
- Planning, Organization, Management and Co-ordination of IEC activities in Counseling in health care & its different methods, Communication in Crisis/Emergency, breaking bad news - on critical events like death, communication strategy (who, when, what, how) in hospital
- ICT in hospitals - Introduction, challenges, ICT adoption in healthcare, measures to enhance ICT in health care settings, Cloud computing & software as a service, advantages of ICT, future prospective of ICT in healthcare

Unit 3: Public Relations

- Overview, process of public relation, public opinion, components of hospital public relation - communication methods, communicating information, media relations, press releases, press conference special public events, crisis communication, Corrective measures

Sessional:

- 1 Seminar -1; Journal Club - 1; Group Discussion/Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Text Books:

1. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.
2. Effective communication methods by Asha Kaul
3. Health Education by V. K. Mahajan
4. Textbook of PSM by K Park
5. Principles of Hospital Administration by S. A. Tabish
6. Human Resources Management and Industrial Relations by P. C. Tripathy

Reference Books:

7. Oxford Textbook of Public Health 5th edition, 2009, The Practice of Public Health, Vol. 1. Author(s): Detels, Roger; Beagle hole, Robert; Lansang, Mary Ann; Gulliford, Martin. Oxford University Press (OUP), Chapters 1 & 2.

Journals

8. Journal of Healthcare Communications
9. Journal of Health Communication

Semester-II**HA6004 Principles of Hospital Planning****Course Outcome:**

At the end of this course, students will be able to:

1. Describe the hospital planning process
2. Enumerate the general consideration for planning and designing of hospitals
3. Use the skills to plan and design the health promoting hospitals
4. Use the skills to plan and design the disable friendly hospitals

Unit 1: Concept of Hospital Planning

- Health & hospital environment
- Concept of planning and designing of hospitals: Planning Committee, Steps in Hospital Planning (feasibility report, architect report, request for proposal, project consultant appointment, detailed project report), Planning Team – financiers, architect, engineers, medical doctors, hospital administrators, finance managers.
- Stages in Planning – Resource Mapping, Area & location of Hospital, Need & Demand Assessment (catchment area, health seeking behavior), Deciding of proposed services, preparing the design, getting the design approved, starting constructions, identifying the hiring personnel's, schedule for training, purchase of equipment, commissioning of hospital
- General principles of hospital planning & design: Design must follow the function, Protection, Separation, Control, Circulation

Unit 2: Hospital Planning & Design -I

- Exterior Traffic streams (inpatients & visitors, Outpatients, emergency patients, supplies & fuels, Entrance - main, ambulance & emergency, OPD, service employees & staffs, parking),
- Interior Traffic Streams (Crucification, T-Form, double corridors), Location (Site & orientation, factors, Budgeting), architectural planning and hospital building constructions, Landscaping – Biological, artistic approach, expansion consideration
- Internal arrangements – water supply, power supply -sources, 24x7 supply & power backup, economics, priority units; sanitation, lighting, ventilation and traffic control,
- Hospital Building Planning according to bed strength: Planning of 30,100,250 bedded hospital (general/specialty), Planning of 500, 750 and above bedded hospital (teaching/ super-specialty/ non-teaching specialty hospitals); Project cost and total budget: Feasibility and viability study of Hospital; Project conceptualization, functional requirements, Implementation, quality issues in hospital building
- Zoning of department services, space requirement for various functional units of the hospital, Adequate space in each nursing unit, Privacy of pt vs. nursing personnel attention, Basic planning grid & bed-space – standards, Right building materials for right surface; Visual impact (ambience of hospital), Day light factor in hospitals, Attention to infection control in hospitals, Best practices (optimal space utilization, patient focused architecture, synergy with local climate & vernacular architecture); Impact of infrastructure on functioning of hospitals, Scope of future expandability of hospital, Hospital engineering, Fire & Safety, Maintenance imbibed in hospital planning

- Regulatory & Policy norms for hospital planning : Confirmation with the statutory and regulatory norms i.e. Plot ratio, national building code;
- Challenges in building the hospitals

Unit 3: Hospital Planning & Design -II

- Health Promoting hospital planning & design, Planning & management of Eye hospitals, Cancer Hospitals, trauma & rehabilitation services, Genetic Lab
- Designing of disabled friendly hospital (definition, magnitude, barriers & problems faced by the persons with disability, legislations , need for disable friendly health services; Making hospital disable friendly: Barriers free environment to universal design, Parking, surfacing & hard landscaping, main entrance, signage, reception & counters, doors, steps & stairs, ramps, hand rails, urinals & toilets)
- Energy efficiency in hospital planning: Classification of energy, Energy consumptions in hospitals, Various energy streams (Heat, electricity compressed air, cold stream), Energy guzzlers - Laundry & CSSD, High efficiency particulate air filters, critical care equipment's - defibrillators, multi-unit monitors, Optimum Indoor Air quality, Need for energy conservation, Conservation Act , Standards & levelling, Energy conservation building codes, Energy conservation opportunities in hospitals – lighting, boilers, & hot water system, HVAC, Difficulty in implementing energy efficient hospitals

Sessional:

- 1 Seminar -1; Journal Club - 1; Group Discussion/Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Principles of Hospital Management by S.A. Tabish, Jaypee Publishers
2. Hospitals and Nursing Homes Planning, Organizations and Management - 1st Edition by Tabish. Jaypee Brothers Medical Publishers
3. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.

Journals:

4. Journal of Hospital Administration (JAHA)
5. Indian Journal of Research Foundation of Hospital and Healthcare Administration
6. Indian Journal of Hospital Administration

Semester-II

HA6006 Material and Supply Chain Management

Course Outcome:

At the end of this course, students will able to:

1. Appreciate the process of material planning and inventory control

2. Critically apprise the equipment management process and their importance in hospital functioning Use managerial tools and techniques in ensuring effective and efficient supply chain of the hospital
3. Assess the material need and future demand for smooth hospital operations
4. Apply tools and techniques to ensure availability of safety stocks to prevent stock out situations

Unit 1: Material planning

- Introduction, scope & need of material management, importance of material management, material management cycle, Principles & economics of material management, Quality Assurance of materials, utilization indices, Do's & Don'ts in material management

Unit 2: Inventory Control

- Inventory planning, demand forecasting, procurement & storage, types of inventory control, tools for inventory control - ABC, VED, HML & FSN analysis, GOLF & SOS system, Economic Order quantity, safety stock, reorder limit, lead time, Condemnation and disposal

Unit 3: Supply Chain Management

- Definition, Development chain, Global optimization, Managing uncertainty and risk Evolution of SCM, Complexity of SCM, Why SCM?, Key Issues in SCM
- Supply chain integration, Push, pull, and push-pull systems, Demand-driven strategies, Impact of lead time, Impact of the Internet on supply chain strategies, Supply Chain IT Innovations

Unit 4: Equipment Management

- Planning of equipment, life cycle concept, Need assessment,
- Purchase & procurement system – objectives, guidelines, Types of purchase system, steps in purchase & procurement, RFPs, tender, technical & financial bidding, evaluation of proposals, Letter of credit, Import formalities
- Equipment maintenance – down time, types of maintenance, service contracts, Condemnation and disposal
- Hospital Biomedical Engineering, Quality assurance of medical equipment – calibration of equipment

Sessional:

- 1 Seminar -1; Journal Club – 1; Group Discussion/Case Study – 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Principles of Hospital Administration by S. A. Tabish, Jaypee Brothers Publishers
2. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration – A Problem-Solving Approach. New Delhi: Elsevier.
3. Materials Management by Gopala Krishnan
4. Inventory Control by A. C. Dutta

Journals

5. Journal of Hospital Administration (JAHA)
6. International Journal of Operation and Supply Chain Management

Semester-II

HA6008 Human Resource Management

Course Outcome:

At the end of this course, students should able to:

1. Enlist the functions of Human Resource Department and Personnel Development
2. Describe the recruitment process and concerned issues in hospitals
3. Apply the tools and techniques for performance appraisal of hospital staffs
4. Conduct training needs assessments and suggests appropriate trainings for the staffs
5. Appreciate the steps in designing, implementing and evaluating training programmes
6. Appreciate the rules and regulations applicable in management of hospital personnel
7. Describe the leadership theories and its applications in hospital settings
8. Enlist various labour laws as applicable to hospital settings

Unit 1: Hospital Staff Management

- Concepts & Evolution of personnel Management in Hospital, Functions of HR, recruitment, hospital staff skill development, training & retraining
- Methodology & tools of Personnel Management, performance appraisal, Performance appraisal & performance improvement tools and techniques, Office rules & regulation & discipline, suspension
- Problem solving among the hospital staff - types of problems – inter & intra rank staffs, their identification, & solutions, staff commitment, labor legislations, challenges in HR, ownership

Unit 2: Nursing Management

- Meaning & Scope of nursing management, Objectives of nursing management, Organizational structure, Functions of nursing management, Job description of nurses at various level

Unit 3: Industrial Relations

- Definition, scope and importance of industrial relations, Wage fixation and collective bargaining, labor laws - Minimum wages Act, Workman compensation Act, Contract Labor (Management & Abolition) Act, 1970, Industrial Disputes Act, Trade Unions, Industrial relations in health services industries

Sessional:

- 1 Seminar -1; Journal Club – 1; Group Discussion/Case Study – 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Hospital Core Services by SL Goel & R Kumar
2. Human Resources Management by L. M. Prasad
3. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration – A Problem-Solving Approach. New Delhi: Elsevier
4. Principles of Hospital Administration by S. A. Tabish, Jaypee Brothers Publishers

Journals

4. Journal of Hospital Administration (JAHA)
5. Indian Journal of Research Foundation of Hospital and Healthcare Administration
6. Indian Journal of Hospital Administration

Semester-II

HA6010 Health Economics & Financial Management

Course Outcome:

At the end of this course, students will able to:

1. Appreciate the basic concepts in health economics and its application in healthcare service provision
2. Enumerate the concept of health insurance and application in healthcare service provision efficient hospital business plan
3. Apply tools and techniques of financial management for hospital business planning, record business transactions, preparation of financial statement and financial auditing
4. Apply tools and techniques of management accounting in hospital planning and address the economic health of the hospital
5. Enlist the importance of economic efficiency and economic evaluation

Unit 1: Basic Health Economics

- Common economic terminologies, micro- and macro-economics, economic way of thinking about health, Health as a public good, Health care spending – Out of pocket expenses, Economic Models of Health, economic efficiency in health care, Health and socio-economic status, Health Insurance, Behavioral Economics of Health

Unit 2: Financial Accounting

- Introduction , Meaning of Accountancy, book-keeping and Accounting , Accounting Process, Objectives for accounting, Differences between book-keeping and accounting Users of accounting information, Limitations of Accounting , Accounting Concepts, Principles,
- Basic terminologies, Double Entry Accounting, Secondary Books, Trial Balance, Final Accounts, Application of financial accounting principles in hospital settings

Unit 3: Managerial Accounting

- Nature & Scope of Managerial Economics, Elements of cost, Cost behavior, Cost concepts, price elasticity, Cost estimation, Theory of constraints, Cost-volume-profit (break-even) analysis, Activity-based costing, Relevant/differential costs for decision making, Budgeting – Revenue and Capital Budgeting, Cash Budgeting, Profit Planning, Productivity, Resource mobilization, Money Market and Capital Market, Merger and acquisition, Application of Managerial Accounting in Hospital Settings

Unit 4: Financial Management

- Basics of financial management, Issues and scope of financial management, Cash flow and fund flow, Recording Business transactions, preparing a balance sheet, Financial Statement & its analysis, Fund allocation & department performance reports, Financial Audit
- Concept of business plan, project plan
- Financial information system
- Application of financial management in hospital settings

Sessional:

- 1 Seminar -1; Journal Club – 1; Group Discussion/Case Study – 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books

1. Financial Management by T. K. Maheshwari
2. Managerial Economics by S. Mukherjee
3. Accounting for Managers by Dutta
4. Health Economics in India, Himanshu Sekhar Rout, Prasant Panda, 2007
5. Health Economics and Financing by Thomas E Getzen. Wiley; 5 edition (2012)
6. Noreen, Brewer, Garrison Managerial Accounting for Managers, 3rd ed., (2014) McGraw-Hill Irwin Publishers

Journals:

7. Journal of Hospital Administration (JAHA)
8. Journal of Healthcare Financial Management
9. Indian Journal of Research Foundation of Hospital and Healthcare Administration
10. Indian Journal of Hospital Administration

Semester III

HA7001 Hospital Infection Control & Waste Management

Course Outcome:

At the end of this course, students will be able to:

1. Enumerate possible hazards and its sources in a hospital.
2. Apply tools and techniques to address occupational and injection safety issues in a hospital setup

3. Appreciate the significance of Biomedical Waste management and its safe disposal.
4. Enlist the best practices in the field of hospital infection prevention and control
5. Apply universal standards and precautions in hospital settings.

Unit 1: Hospital Associated Infection

- Overview, hand-hygiene, use of personal protection equipment, vaccination of health staffs, transmission based precautions
- Organizational structure of infection control – Hospital infection control committee, infection control team, infection control manual, role of physicians, role of microbiologists, role of nursing staffs

Unit 2: Injection safety:

- Definition & scope, current scenario – global & Indian, best practices, injection waste disposal,
- Newer technologies – auto-disable & re-use prevention syringes, pre-filled injection devices, safety syringes, vacuum based technology for drawing blood, safety needles & cannulas
- Surveillance to strengthen safe injection practices, relevance of hospital infection control committee in providing safe injections

Unit 3: Occupational safety

- Health & safety issues in healthcare settings, economic benefit & value of occupational health & safety, comprehensive approach for patient & worker safety, risk assessment, exposure of various categories of hospital staffs to hazards, prevention of hazards specific to health sector – Biological, Blood borne pathogens, other infections, sharp injury, chemical, physical, ergonomic, psychosocial, miscellaneous – fire, electrocution, radiation.
- Safety practices in hospital – Universal precautions, hygienic hand disinfection, immunization, personal protective gears, sharps management, post-exposure management, safe handling of BMW, response to injury & exposure, needle stick injury, cytotoxic chemical exposure, post exposure prophylaxis.

Unit 4: Biomedical Waste Management

- Introduction, types & composition of biomedical wastes - (Liquid BMW, Radioactive waste, Metals, Chemicals, Drug waste), health hazards & risks, Systematic BMW disposal- Segregation, collection, transportation, disposal, Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point of view (Budget, Health check-up, Insurance)

Unit 2: Radioactive waste

- Basic concepts, measuring activity of radioactive material, relative biological effectiveness, half-life of a radio-isotope, Tenth value thickness, radiation measuring & monitoring devices – well counter, dose calibrator, Film badge, TLD badge, pocket Dosimeter, etc.
- Classification of radioactive waste – according to level of activity, according to the form, according to the half-life,

- Management of radioactive wastes in hospitals - Dilute and Disperse, Delay and Decay, Concentrate & Contain (Rarely used), Incineration (Rarely used), special considerations - sealed sources, gaseous waste, disposal of patient excreta & urine treated with radio-isotopes, cadavers with radioactive material, regulatory bodies (ICRP, AERB) & record keeping, Radiation safety officer

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion -1, Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Bio-Medical Waste Act & Rules Govt. of India
2. Current Issues In BMW Waste Handling-ISHA, Bangalore
3. Khan S, Syed AT, Ahmad R, Rather TA, Ajaz M, Jan FA (2010). Radioactive waste management in a hospital. International Journal of Health Sciences, 4(1): 43-51.
4. BMW management by J Kishore, Century Publications
5. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.

Journals

6. Journal of Waste management & research (Sage Publication)
7. Journal of Hospital Infection
8. Journal of Patient Safety & Infection Control

Semester III

HA7003 Medical Records Management & MIS

Course Outcome:

At the end of the course, students will be to:

1. Appreciate the importance of medical record in patient care and associated medico legal aspects
2. Enlist the general components of medical record
3. Describe the paper based and electronic medical record (EMR)
4. Apply tools and techniques for systematic collection of information from a patient's medical record for assessment and evaluation
5. Apply tools and techniques to conduct clinical audit in the hospital

Unit 1: Essentials of MR

- Importance, contents of medical records, mechanism, characteristics of an ideal medical record, MR formats & charts - case sheets, nursing chart, etc., generation of hospital statistics from medical records
- electronic medical records - EMR/HER,
- Medical records department - structure & function

Unit 2: MR Organization

- Methods of record keeping, ICD Coding, discharge notes, referral notes, Digital record keeping, Issues & Legal aspects - confidentiality of medical records, record retention, condemnation & disposal, common problems associated with medical records, Quality Assurance of Medical Records, Audit of Medical Records

Unit 3: Clinical Audit

- Need & scope, approaches & methods, records of clinical audit

Unit 4: MIS in Hospital

- MIS - Introduction, evolution of hospital MIS, features of MIS, types of hospital MIS, real-time medical record keeping by MIS, MIS analysis, MIS as a tool for managerial control, advantages & disadvantages of hospital MIS, planning & implementation of MIS in hospitals

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion -1, Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books

1. Principles of Hospital Administration by S. A. Tabish
2. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration – A Problem-Solving Approach. New Delhi: Elsevier.

Journals

1. Medical Reports & Case Studies
2. International Journal of Medical Informatics

Semester III**HA7005 Medico legal Issues in Hospital****Course Outcome:**

At the end of this course, students will able to:

1. Enlist the Indian laws applicable to hospital establishment and its functioning
2. Enlist the ethical issues in Hospital
3. Appreciate the medico-legal implications associated with day-to-day hospital operations
4. Apply tools and techniques to fulfill the obligations of a hospital to respect the Patients' right

Unit 1: Laws applicable to hospital

- Medico - Legal Problems in relation to health administration (medical & labor laws), Medical-legal functions of hospital - Medico-legal report, Postmortem report, Medical certificate
- Medical Laws: Clinical Establishment Act, Biomedical Waste (Management & Handling) Rules, 1998, PNDT Act, 1994, Transplantation of Human Organs Act, 1994, Right to Information Act, 2005, Consumer Protection Act, 1986, Clinical Trial & Patient safety, International Health Legislations, Infectious Disease Notification, The

Epidemic Diseases Act, 1925, MTP Act, Act, Laws pertaining to establishment & licensing of diagnostic & laboratory services, Birth & Death registration, reporting of health events, etc.; Regulation of Pharmaceutical Industry – Drugs and Cosmetics Act, 1940 etc.

Unit 2: Patients' right in a hospital

- Right to health – International perspective, Role of WHO, Health as a human Right, health insurance, Constitutional perspective – National Perspective, Regulation of public Health & Private Health, Enforcement Mechanism, Provision of service during Emergency, citizen charter
- Medical Negligence: Liability of Doctors and Hospital for Medical negligence – Liability of doctors: Under Law of Torts and Consumer Protection Act, Liability for the use of Medical device, Criminal liability of Doctors, Management of Hospital and Legal Regulations.

Unit 3: Ethical Issues in Hospital

- Ethical Issues in Hospital: principles (confidentiality, autonomy, non-maleficence, beneficence, justice, fairness, truthfulness), application of ethics in healthcare, identifying and clarifying ethical dilemma, Analyzing alternative courses of action and its consequences, Resolving the dilemma by choosing best course of action, Ethics in clinical trials

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion -1, Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Law and Medical Profession by Eastern Law Book Co.
2. Robert D. Miller and Rebecca C. Hutton, problems in Health care law, [2000], Apen Publication, Maryland.
3. National Health Programs of India: National policies and legislation related to health, by Jugal Kishore. Century Publications, 11th Edition (2014)
4. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration – A Problem-Solving Approach. New Delhi: Elsevier.

Journals:

5. Indian Journal of Medical Ethics
6. JONA's Healthcare Law, Ethics, and Regulation

Semester III

HA7007 Marketing & Strategic Management in Hospital

Course Outcome:

At the end of this course, students will be able to:

1. Appreciate the concepts of marketing management
2. Enlist functional areas of marketing management and its application.

3. Appreciate the importance of marketing process for different types of products and services
4. Apply tools and techniques to identify problems and recommend solutions pertaining to marketing management.
5. Describe Business Development process and Strategic management

Unit 1: Marketing Management

- Basic concept of Marketing Management – Consumer Behaviour, Marketing, Pricing of various services, Marketing strategy, evaluation and control, Promotion of Business in Hospital, Service Marketing – Patient care and communication
- Advertisement and Branding, Hospital Image Building, Marketing promotional activities, Corporate marketing, Marketing for TPA and Cash Patients, Marketing and medical ethics, Social aspect of marketing

Unit 2: Business Development

- Concept and Scope of Business Development, components, The evolutionary pattern of business development, The pitfalls of business development, The diversity of current business development practices, Succeeding with business development, From business development to business development management (BDM)
- Managing business development - The role and responsibility of business development, Organizing business development, Competences of business development, Measuring the performance of business development
- Integrating business development - Connecting strategy and implementation, The rules of engagement, Healthcare business strategy, Leadership skills & Business Development. Entrepreneurship skill.

Unit 3: Strategic management

- Process, situation analysis, stakeholder analysis, strategy formulation & implementation, Forecasting methods, Monitoring techniques, evaluation procedures and tools

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion -1, Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books

1. Service Marketing Management - Kotler & Keller
2. Advertising Management - S. Krishnan

Journals

3. Journal of Hospital Administration (JAHA)
4. Journal of Hospital Marketing & Public Relations

Semester III

HA7009 Quality Management

Course Outcome:

At the end of this course, students will be able to:

1. Describe different quality concepts
2. Enumerate the dimensions of service quality
3. List quality Gurus, their philosophies and contributions in Quality Management
4. Apply different quality assessment tools for the assessment and evaluation of hospital services.
5. Recognize the importance of patient satisfaction
6. Apply tools and techniques to assess patient satisfaction
7. List different accrediting bodies, their standards and process of their implementation.

Unit 1: Quality Management Programme

- Overview, efficiency, effectiveness, & economics of service provision, improved clinical outcome, patient satisfaction, quality manual, quality of clinical services, Critical Pathways, International and Indian standards ISO clauses, NABL, NABH, JCI, IPHS, BIS, etc., Quality Management of diagnostic facilities
- Role of a quality manager, Quality Circle

Unit 2: Quality Assurance

- Evolution of quality assurance in India, Quality of assurance procedures, Deming's Principles, Juran Trilogy, Kaizen approach, Philip Crosby's Principles, six-sigma and its role in healthcare, LEAN thinking
- Quality assessment & management tools - Patient feedback audits
- Quality improvement - Ishikawa's cause-and-effect, Pareto analysis, Checklist, Benchmarking, affinity diagrams, failure mode & effect analysis, graphical representations, triggers of quality improvement strategy

Unit 3: Evaluation of Quality of healthcare

- Quality indicators of a hospital - Agency for Health care Research & Quality (AHRQ) indicators, Joint Commission International (JCI) standards - patient care based, Organization based standards
- Qualitative approach for patient safety & reducing medication errors in hospitals, Outcomes of change, re-audit & continuous quality improvement cycle, Challenges & solutions to implementation of quality in hospitals, Evaluation of administration & hospital services

Unit 4: Patient Satisfaction

- Overview, Factors influencing patient satisfaction, Assessment of patient satisfaction,

Sessional:

- 1 Seminar -2; Journal Club - 2; Group Discussion -1, Case Study - 1 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.
- 2 Hospital Departmental Posting 18 hours in the entire semester for this module

The list of topics will be notified at the beginning of each semester.

Suggested Text Books:

1. Principles of Hospital Administration by S. A. Tabish
2. Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration - A Problem-Solving Approach. New Delhi: Elsevier.

3. Total Quality Management by Aswathappa (Himalaya Books House)
4. Quality Management by Barnett (Pitman Publishing)

Journals:

5. Journal of Hospital Administration (JAHA)
6. Journal of Hospital Total Quality Management

Semester IV

HA7002 Newer Developments in Hospital Administration

Course Outcome:

At the end of this course, students will be able to:

1. Appreciate the concept and its applications of eHealth, m-health in the efficient delivery of hospital services.
2. Design strategy to promote Medical Tourism in hospital
3. design disaster preparedness and response plan for the hospital.
4. promote electronic health record in the hospital

Unit 1: eHealth: Telemedicine, mHealth, electronic appointment & follow up system

- Telemedicine: scope, objective & functions, Classification, Global Scenario, Indian Scenario, Challenges
- Growth of mobile phone use and potential of mobile health, mobile health & its application, calling, Short message service, Newer wireless devices & technology – Patient keeper, Hippocrates Rx for android, Motion Computing C5 Mobile Clinical Assistant, Treatment compliance monitoring,
- Electronic medical record system, EMR access & up-dation, electronic appointment & follow up

Unit 2: Hospitality Services in Hospital & Medical Tourism

- Hospitality Services in Hospital: Patient as Guest, Aims and objectives of Hospitality Management, Role of Hospitality Management, Methods of Hospitality Management in a hospital, Attractive look, Effective conversation, Multi lingual, Smart dress, Etiquette and manners
- Medical Tourism: Introduction, Health & Medical tourism, Efforts and features of the hospitals to facilitate medical tourism, Client perspective of service delivery, Implications of medical tourism

Unit 4: Accidents & Disaster management

- Accidents in Hospitals & its management, Basics of disaster management and Mass casualties, Components of disaster plan : pre-hospital and hospital, Disaster alertness in Hospital, Disaster management planning and implementation, Severity of illness amongst disaster victims and risk assessment, Mock exercise on disaster management in Hospital

Unit 5: Hospitals in a globalized World

- Direct & indirect effect of globalization on healthcare systems and services, globalization of medical services, Patients in a globalized world, Role of teaching & research hospitals in improving global health

Sessional:

- 1 Seminar - 5; Journal Club - 5; Group Discussion -2, Case Study - 2 during the semester. Each Seminar/JC/GD/Case study presentation lasts for 2 hours.

The list of topics will be notified at the beginning of each semester.

Suggested Text Books

1. Hospital Administration by S. L. Goel
2. Quality Management by Janakiraman & Gopal
3. Medical Records by Geeta Sahay
4. Ethical issue related to Medical Profession by NIHF, Monograph, Govt. of India
5. Medical Tourism: Adventures in India by Steven F. Larson (2013)

Journals

6. Journal of Telemedicine and Telecare
7. Journal of the American Association for Medical Transcription
8. International Journal of Health System and Disaster Management

SEMESTER IV**HA7084–Project Work****Course Outcome:**

At the end of the project work, students will able to:

1. Design and undertake research work
2. Apply tools and techniques to conduct research projects in hospital settings
3. Identify issues and suggest appropriate solutions in hospital settings
4. Write a scientific report on researched topic

Each candidate is required to carry out a small study or project work on hospital functioning under the guidance of a recognized postgraduate teacher of the KSPH. The work and results of such a study shall be submitted in the form of a project work (10000 words) for evaluation. A manuscript based on project work shall be submitted without fail along with project work for publication in a relevant journal. The project work is aimed at skilling postgraduate students in research methodology and techniques. It includes identification of the problem, formulation of a hypothesis, review of literature, getting acquainted with recent advances, designing of a research study, collection of data, analysis, and comparison of results and drawing conclusions. In exceptional cases, project work based on secondary data analysis may be considered for foreign students with prior approval of the Director, KSPH.

A co-guide can be opted wherever required with prior permission from the Director, KSPH. The Co-Guide should be either a post graduate teacher or an expert in the specialized area in hospital administration recognized by the School. In the event of registered Guide leaving the institute permanently for any reason, the Guide may be changed with prior permission from the Director, KIIT School of Public Health.

Each candidate has to conceptualize and finalize project topic in consultation with his/her mentor and proposed guide and submit the same to the school academic division during the early part of 2nd semester. In third semester candidates have to also to submit their research

proposal for technical as well as ethical review of respective committees of the school. In third semester seminars and journal clubs will be aligned with candidate's research area. The schedule for completion of literature review, tool development, research proposal for technical review and ethical review will be notified at the beginning of 3rd semester.

Technical review and Ethical review: Each proposing candidates have to obtain both technical and ethical clearance before registration of project work with the university and implementation of study. The technical review and IEC submission format can be obtained from the academic division of the school. IEC approval along with research proposal should be forwarded to the University for Registration of research topic. Once the research proposal is approved and registered by the university no change in the topic or Guide will be allowed without the prior approval of the University.

Submission of the Project work and Evaluation:

The project work complete in all respects and duly certified by the Guide, Co-Guide, and Director or the Authority in – charge of the course should be forwarded it to the University for Evaluation.

SEMESTER-IV

HA7086 – Internship

Course Outcome:

At the end of the internship work, students will able to:

1. Appreciate the importance of hands-on experience in the selected area of hospital administration
 2. Apply the practical experience of internship in problem solving of hospital
 3. Apply tools and techniques to write a scientific report based on internship
- Students have to undergo three months internship at any reputed local, national or international hospital of their choice to acquire practical experience in Hospital Administration
 - Students have to submit internship Diary (log book) duly signed by the respective supervisor in the organizations where they had undergone internship. The will appear for an interview with the assigned faculty of KSPH to discuss about the work during Internship.
 - The Internship carries 6 credits

Job opportunities after MHA:

In tandem with population growth, there is rapid increase in number of hospitals both in public and private sectors. Further, with increasing in demand for quality services, hospitals are employing well trained and competent hospital management professionals to ensure maximum patient satisfaction and to improve efficiency in hospital functioning. Master of Hospital Administration (MHA) course provides you the opportunity to create an enabling environment for effective, efficient and quality health care service to the needy and alleviate their sufferings, both in public and private sector hospitals.

- You may act as a health care administrator for the entire hospital or any specific unit of the hospital. There are also opportunities as hospital manager or hospital planner or hospital service evaluator, in public, private, corporate and other hospitals.
- Apart from hospitals, MHA graduates can find their job in National Health Programmes at District, State or National Level as a programme or project manager.
- There are also opportunities in the field of health insurance, quality assurance certification.
- MHA post-graduates can opt for higher studies such as PhD and pursue academic career
- There are also opportunities in international agencies.

The field of health care service is constantly evolving in response to the needs of individuals and communities around the world and so is the scope of work in the field of health care service.

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