

SYLLABUS

**for Courses affiliated to the
Kerala University of Health Sciences
Thrissur 680596**



**MASTER OF
HOSPITAL ADMINISTRATION (MHA)**

Course Code 287

(2016-17 Academic year onwards)

2016

2.COURSE CONTENT

2.1. Title of course:

MASTER OF HOSPITAL ADMINISTRATION (MHA)

2.2. Objectives of course

- To acquire knowledge in multi-disciplinary and multi-dimensional nature of health management, policies, rules regulations and scientific management approach in hospital Administration.
- To provide professional Hospital administration discipline for basic insight into the total healthcare delivery system.
- To provide knowledge in Hospital planning, human resource management, marketing and financing the hospital, managing material and quality focused health care services.
- To mould the Administrators through practical training and skill development programme.
- To Create the ability to identify the management issues, analyse and overcome the health care challenges
- To develop professional ethics and acquaint with the legislation pertaining to health care delivery system.
- To create quality committed and patient centred administrators.

2.3. Medium of instruction:

Medium of instruction shall be English

2.4. Course outline

The course of study enhances student's knowledge and skills in several major categorical areas of hospital administration. The MHA course provides advanced skills for practicing as hospital administrator. It is a two year Course professional Post Graduate Degree course comprising fourteen papers. Total course duration is 2150 hours of lecture and 60 days of project work training in reputed Hospitals. There will be three internal examinations conducted by the Institutes/Colleges and one public examination at the end of each academic year.

2.5. Duration

The duration of the **MASTER OF HOSPITAL ADMINISTRATION (M.H.A.)** shall be for a period of two years on full time basis.

No candidate shall join any other course of study or appear for any other examination in this university or any other university during the period of study

2.6. Syllabus

As given under clause “Content of each subject in each year “

The concept of health care counseling shall be incorporated in all relevant areas.

2.7. Total number of hours

Total course duration is 2150 hours of lectures and 60 days of project work in reputed Hospitals

2.8. Branches if any with definition :

As given under clause “Content of each subject in each year “

2.9. Teaching learning methods:

Classroom lectures using Blackboard and Power point presentations.

Teaching with Counselling heads, Case presentations, Seminar, Clerkships and projects and any other methods decided by the respective H.O.D's

2.10. Content of each subject in each year

PART I

PAPER I - GENERAL MANAGEMENT

Subject and Course Content

Objectives Management

This module will introduce students to the field of management. It covers the historical emergence of management as a professional field and academic enterprise. Students will be confronted with the core competence areas of

management.

Human Resource Management

This module enables the student to get a perspective on human resource. Further it familiarizes the students with various concepts, issues and practices in dealing with people in health sector organizations.

CONTENTS:

Management

Unit 1

History and growth of management concepts- Evaluations of management theories. Scientific management school - classical organization theory school - The behavioral school- Management science school - Systems approach - Contingency approach.
Management Levels and Skills-Management- Organizational Effectiveness

Unit 2

Planning- organizational planning- steps- Environment -Environmental factors
Environmental Analysis -SWOT Analysis- objective setting – Types of plans – Forecasting – Barriers in effective planning- Management by objectives

Unit 3

Decision Making – Types of decisions – steps.
Organizing – Process – Departmentalization – Delegation – Decentralization – span of control – formal and informal organization – line and staff functions – Authority – Power

Unit 4

Staffing – Manpower planning –recruitment– Selection – Training and Development Controlling – Organizational control – Control techniques

Unit 5

Directing –Orders- job satisfaction – morale- Coordinating- types-techniques-difficulties
Time management

Discipline -disciplinary proceedings. Case studies—Hospital visits.

Human Resource Management

Unit 1

Concepts : definition – Scope of human resource management – Role of personnel function

– Objectives – Advisory function – Relation to other departments – Typical organization set up of a personnel department.

Unit 2

Manpower planning – Job Analysis - Job description – Placement – Source of labor supply – Methods of selection – Tests in selection – Induction.

Training and Development – Objectives – Types – Methods.

Unit 3

Management Development – Meaning – Scope – Methods. Motivation

Performance

appraisal

Counseling

Work environment – Fatigue – Safety and accident prevention – Accident records

Unit 4

Morale – Employee attitudes- Behavior – Significance of employees productivity – Job satisfaction – Job change – Job rotation – Job enlargement – job enrichment.

Collective bargaining – Employee participation in management

Wage and salary administration – Principles and techniques of wage fixation – Job evaluation – Merit rating methods of wage payment – Incentiveschemes.

Unit 5

Trade unions – Organization structure – Policies – Joint consultation

Grievances

Organizational disputes

Organizational exit – Planning for retirement

Industrial safety

Social Security

Case

studies

References

Harold Koontz, Heinz, weimrich: Management

James A.F., Stones, R. Edward : Management

Rustom S. Daver : Priciples of Management

Tripathi P.C and Reddy P.N.: Principles of Management

ames A Willian : Hospital Management., Mac Millan Education Ltd., New Delhi.

Rao U.S., Narayanan P.S.: Management Concepts and Thoughts

Basu C.R: Business Orgaisation & Management, Tata McGraw Hill

Ivancevich, Donnelly & Gibson: Management Principles & Functions, AITBS Publishers

Chattergee NN: Management of Personnel in India Enterprises, Allied Book Agency,
Calcutta

Dale S. Beach : Personnel., Mac Millan Publishing Co.,

Finley RT: Personnel Manager and his job., American Management Association., New
York.

Mammoria C.B.: Personnel Management, Himalaya Publishers

Tripathi P.C. : Personnel Management and Industrial Relations., Sultan Chand & Co.,

J.B. Miner and M.G.Miner: Personnel and Industrial Relations – A managerial Approach.

Southwick Arthur F: Law of Hospital and Health Care Administration.

Jyothi P & Venkatesh D.N: Human Resource Management, Oxford

UNIT 1:



Health : Definition and dimensions of Health, Evolution of Modern Medicine, Review of report on Health care, Bhore Committee, Mudaliar committee, Jain Committee, Chaddha Committee, Kartarsingh committee, Srivastava committee & committee on plan & projects, Bajja committee & Rao Committee. Elements and principles of Primary Health care, Organisation network of health & family welfare services the centre ,state ,district & block level, Indian Public Health Standards for PHC, Indian health care system.

UNIT 2

Hospital: Definition, History of hospitals, changing concept of Hospitals, Types and classification of hospitals, Hospitals in India-today, ownership, utilization

UNIT 3

Hospital as an Organisation: Uniqueness of Hospital Organisation, principal types of hospital organisation, general principles of hospital organisation, Hospital organisational Functions, Governing authority, organisation and functions of governing body, Hospital organisational structure- Hospital Committee, Medical staff Organisation and the objectives. **Hospital as system:** System approach to hospital administration, Hospital as a system, hospital as a part of social system , system approach to hospital administration, Hospital and Community.

UNIT 4

Hospital Utilisation and statistics: Indices of measurement of hospital utilization, indices relating to the Hospital, daily & monthly analysis, Census - indices relating to the population at risk, Factors influencing hospital utilization,

UNIT 5

Hospital Administration as a specialty: Role and function of hospital administrator, hospital as an organization, profile of hospital administrator, Role of hospital administration, Skill of Hospital Administrator, Education and research in Hospital Administration.

UNIT 6

Health care System in Developed and Developing countries: Developed & Developing reasons, Health Systems, Levels of health care, Health team concept, Millennium Development goal.

International health: WHO, UNICEF, UNDP, ILO, SIDA, DANIDA, International Red Cross, CARE.

Hospital Planning

UNIT7:

Introduction: Hospital planning, measuring community needs, Service required – services available, external internal factors.

Planning :Principles of planning – Regionalisation – Feasibility study - Hospital planning team , Hospital consultant , Hospital architect – Planning process – Size of the hospital – Securing fund

–Site selection –site survey – land requirements – size of the site- land acquisition -

Master Plan- planning for growth and change, consideration based on climate, -- Hospital zone, Engineers – space requirements - Working drawings and documents - water requirements, electricity, sewage disposal, traction system, fire protection – approval of plan - tender –Circulation – Architect’s brief– Equipping a hospital –purchase of capital equipments - Interiors and Graphics

–taking over and Commissioning - Shake down period

UNIT 8

Planning, designing, organization and management of:

Clinical services: Outpatient department- Accidents and Emergency service department, Inpatient department, Operation Theater – Intensive care unit – Physical medicine and rehabilitation services.

Diagnostic and therapeutic services: laboratory services – Radiology services – Transfusion services - Audiology and Speech pathology service – Pharmacy – Dialysis unit - Sleep laboratory, ECG, Echo & TMT, NCV, EEG,

Unit 9

Planning and designing of Supportive and utility services: Central sterile supply department (CSSD) – Linen and laundry services – Dietary services – hospital housekeeping – Hospital engineering services –

Hospital Transportation services – Mortuary services – Central store – Medical record department – Front office and Lobby – Administrative care Unit – Hospital Information system **UNIT 10**

Standards for designing hospital facilities: General standards - Mechanical and Electrical standards – centralized medical gas system – disaster management – safety and security system

– fire hazards – Occupational safety – Bio medical waste Management including radioactive & drug waste handling – Nosocomial Infections – Heating Ventilation and air conditioning - Lighting in Hospitals – Way finding in Hospitals

References:

1. Convert Richard P & Mc Nulty Elizabeth : Management Engineering for Hospitals, Chicago., Deegum II & Arthur : Management by Objectives., Maryland, Aspen1977.
2. Desai VA: Hospital Administration Vol. 1, Madurai,1989.
3. GoelSL&KumarR:HospitalAdministrationandManagementVol.2.,NewDelhi.,Deeps.Hall T.L. & Mejia A: Health Manpower planning – principles, methods and issues., WHO 1978.
4. Huss Carol: Indian Hospitals – Planned organizational changes in their structure and functioning, VHAI, NewDelhi.
5. Kauer Antony R & Neuhauser Ducan : Health Services Management – Reading and Commentary.,Michigan
6. Parthasarathy S.K. Hospital Services Management, KJ Hospitals, Madras.

7. Sainik Ashok : Role of Hospital Administrator in India ISHA, Bangalore, 1986.
- Sakharkar, B.M. – Principles of Hospital Administration and Planning.
8. Convert Richard P & McNulty Elizabeth: Management Engineering for Hospitals, Chicago.,
9. Deegum II & Arthur: Management by Objectives., Maryland, Aspen 1977.
10. Desai VA: Hospital Administration Vol. 1, Madurai, 1989.
11. Goel SL & Kumar R: Hospital Administration and Management Vol. 2., New Delhi.,
Deeps. Hall
12. T.L. & Mejia A: Health Manpower planning – principles, methods and issues., WHO 1978.
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structure and functioning, VHAI, New Delhi.
14. Kauer Antony R & Neuhauser Duncan : Health Services Management –
Reading and Commentary., Michigan
15. Parthasarathy S.K. Hospital Services Management, KJ Hospitals, Madras. Sainik Ashok
: Role of Hospital Administrator in India, ISHA, Bangalore, 1986.
16. Kunders, G D (2004)- Facilities Planning and Arrangement in Healthcare, Prism Books
Pvt Ltd, Bangalore.
17. Davies Llewellyn R & Macaulay H M C (1995) – Hospital Planning and Administration,
Jaypee Brothers, New Delhi.
18. Sharma K R, Sharma Yashpal (2003) – A handbook on hospital Administration, Durga
Printers, Jammu.
19. Sharma, Madhurai (2003) – Essentials for Hospital Supportive Services, Jaypee
Brothers, New Delhi
20. Tabish, Syed Amin – Hospital Planning, Organisation and Management.
21. John Rea., Jeffer J. Frommelt: Buildings a Hospital – A prime for administrators.
22. James Lifton., Owen B. Hardy: Site Selection for healthcare facilities.

I Year

PAPER III – Research Methodology & Biostatistics

Objective

Research Methodology

The topic is intended to provide an adequate knowledge about research methods to help them

in research work settings wherever survey design and secondary data analysis is involved in the

health system.

Biostatistics

To assess health status and needs of the community, for planning, implementation and evaluation

of health programme for hospital/health management. It also enables to analyse the performance of the hospital.

Contents

Research Methodology

Unit 1

Research methods – Historical perspectives – meaning – types – objectives – nature – scope

Scientific research – role of theory in research – research problem – concepts – formulation

– identification – selection of research problems in management

Unit 2

Research design-types- explorative – descriptive –

experimental Unit 3

Sampling techniques: Criteria of a good sample – sampling designs – simple random sampling

–

stratified sampling – systematic sampling – multi phase & multi stage sampling – sample size

–

use of sampling – errors in sampling.

Unit - 4

Methods of data collection – classification of data – construction of frequency distribution table

– tabulation of data – general rules of tabulation – types of tabulation.– source- methods- tools –

observation – personal interviews-interview schedule - Presentation of data – diagrammatic

–

graphic – types – line-bar-pie-scatter-pictogram-spot map-histogram- frequency polygon

frequency curve -Ogive

Unit - 5

Hypothesis – testing of hypothesis(theory) – bias - Content analysis - Data processing and analysis

problems-types of analysis-inferences planning evaluation - Interpretation and report writing

meaning – techniques of report writing - Action research programmes – Practical: Project work

and seminars

Bio Statistics

Unit - 1

Statistics – definition – meaning – branches – biostatistics – health statistics – vital statistics,

Application and uses of biostatistics in health management and epidemiology. Presentation of

data – diagrammatic – graphic – types – line-bar-pie-scatter-pictogram-spot map- histogram

frequency polygon-frequency curve – Ogive

Unit - 2

Measures of central tendency – mean (calculation for individual, discrete and continuous series)

median (Calculation for individual, discrete and continuous series – mode (for individual series).

- Empirical relation connecting mean, median and mode. Merits and demerits of each type.

Unit -3

Measures of dispersion: Range and Mean deviation (for individual series) – Standard deviation

(Calculation for individual, discrete and continuous series.)

Unit - 4

Co-efficient of correlation – uses – different types of correlation – scatter diagram – correlation

coefficient – rank correlation coefficient. Regression – basic concepts – linear regression – lines

of regression – estimation using lines of regression.

Unit - 5

Probability – basic concepts. Normal distribution – binomial distribution – characteristics, importance, uses, merits & demerits – Tests of significance – uses – sampling distribution standard error – null hypothesis – levels of significance – test for large sample – normal test – test for proportion – test for small sample – simple test – paired test – unpaired t test – chi square test (for a 2 x 2 table) - Estimation – basic concepts – interval estimation – population mean and proportion.

References

Sarantakos: Social Research., Macmillan Press., Australia

Festinger and Katz: Social Research., Longman., London

Jathoda Marie et al: Research Methods in Social Relations., Free Press., New York.

Kothari C.R.: Research Methodology – Methods and Techniques., Wiley Eastern Limited.,

Delhi.

Goode and Hatt: Research Methods in Social Sciences

Krishnaswami O.R. & Ranganatham M: Methodology of Research in Social Sciences., Himalaya Publishing House

Rao NSN: Elements of Health Statistics., Text Book Agency, Varanasi

Mahajan B.K: Methods of Biostatistics. Kothari Book Depot, AD Marg., Bombay

Potti L.R: A Textbook of Statistics, Yamuna Publications. Sreekanteswaram, Trivandrum

Lancaster H.O: Introduction to Medical Statistics, John Wiley & Sons, New York

Leius A.E: Biostatistics in Medicine Little Brown & Co. Boston

Hill A.B. Principles of Medical Statistics, Oxford University Press., New York

Lwanga S.K & Cho-Yook-Tye: Teaching Health Statistics Twenty Lesson & Seminar Outlines.,

CBS Publisher

Objective Medical Records

I YEAR

PAPER IV – MEDICAL RECORDS & MEDICAL EQUIPMENTS

The main objective of this course is to provide a thorough knowledge and familiarity on the importance of medical record sciences, medical terminology. Various theoretical and practical issues in the context of the above areas are covered here.

Medical Equipments

The main objective of this course is to provide a thorough knowledge and familiarity on the importance of equipment management and maintenance in hospital.

Contents Medical Records Unit - 1

Medical Terminology - Objectives - Basic concepts - Elements of medical terms - Root/stem Prefixes - Suffixes - Colours - Numerals - Symbols - Abbreviation - General and special practices in medicine - Suffixes, words and phrases on operative terminology - Terms pertaining to body as

awhole

Unit - 2

Health Information Management - Historical Development of Medical Record - Uses and values

of medical record - Medical record forms – basic and special - Flow of medical record
- Registration - Numbering – unit, serial, serial –unit -- Deficiency checking - Assembling

Unit - 3

Coding – ICD X, ICD 9-CM, CPT – 4, ICP, ICD - 10 - Indexing – master – patient ,disease index, physician, operative - Filing – alphabetic, terminal digit, middle digit, straight numeric.

Unit - 4

Format types – source oriented (SOMR), problem oriented (POMR) integrated - Mental health record - Analysis of medical record – Qualitative, Quantitative and statistical - Committees – executive; credential; safety; infection surveillance, prevention and control; medical record; audit

Unit - 5

Legal importance of medical record: Consent, release of information, legal cases, medical record

as legal document - Electronic Medical Record (EMR)

Medical Equipments

Unit 1

Bio-medical equipments – requirements – function – allocation to various therapeutic and investigative departments.

Unit 2

Radiology: X-ray –fluoroscopy – CT – MRI-PET SCAN. /Biochemistry – Calorimeter – flame
Photometer – Spectrometer – Coulter counter – Blood gas analyser – Auto analyser.

Physiotherapy: Muscle stimulator – short wave diathermy – ultrasonic and microwave
diathermy.

Unit 3

Urology – haemodialysis – lithotripsy./ Cardiology – ultrasound scanner and Echocardiogram-
Angiogram – Tread Mill –ECG monitor and recorder. /Neurology – EEG – EMG – VEP. /ENT:
Audiometer. /Cardiac care Unit – pacemakers – defibrillator – ventilator – infusion pumps
– patient monitoring system. /Ophthalmology: Fundus camera – Nd – YAG & argon lasers
– perimeter.

Unit 4

Operation Theatre – ECG monitor – anaesthesia machine – pulse oxymeter suction apparatus
– endoscopes – electrosurgical unit – heart lung machine – oxygenerators – autoclave –
sterilisers.

Unit 5

Maintenance – preventive – breakdown. Electrical safety of medical equipments – accident
prevention – psychological effects of electrical current – diagnosis – calibration – repair of
equipments – radiation safety – effects of radiation – safety precaution – protection
methods – hospital safety. Trouble shooting biomedical equipments.

References

Hogarth .P.: Glossary of Health care terminology., WHO Regional Office., Europe.

Edna Huffman : Medical records Management Record company, Illinois., USA

Park K: Park's Text Book of Preventive and Social Medicine., M/s Banaridas, Jabalpur.

Khandpur R.S. Hand Book of Biomedical instrumentation, Tata McGraw Hill Publishing
co., Leslee Cromwell: Biomedical Instrumentation and Measurement

Park K: Park's Text Book of Preventive and Social Medicine.,M/s Banaridas, Jabalpur.

I YEAR

PAPER V – ORGANIZATIONAL BEHAVIOUR & MANAGERIAL
COMMUNICATION

Objective:-

Organisational Behavior

ur:

To familiarize the students with the behavioral patterns in various context in an organization and to develop insight into ones own self and the functioning of others.

Managerial Communication:

The topic is intended to provide knowledge and skills about various communication proceedings involved in the management process and also to acquaint them the need of effective public relations.

Contents:-

Organisational Behaviour:

Unit 1

Organizational behaviour: nature – scope – meaning – significance – importance – classification.

Organizational Goal- importance – individual goals – group goals

Unit 2

Individual behaviour: Personality – learning – attitudes- perception – motivation – job satisfaction Motivation – theories – frustration – conflict management – stress management Job satisfaction –theories – promoting job satisfaction – problems of absenteeism and turnover

Unit 3

Group behaviors: Types – formal – informal – group process – characteristics- group culture

– group formation –social influence – group dynamics – group conflict – interpersonal – inter

group – sociometry – interaction analysis.

Leadership and supervision – concepts – theories – functions – models – factors influencing

leadership role – essentials – styles – supervision – pattern of supervision.

Unit 4

Decision making – process – types – influencing factors – management techniques.

Division of labour – principles – group in organization – co-ordination – inter and intra coordination.

Team Building – need in health sector – team meeting.

Organizational dynamics and change – types – sources – change process – human elements in change.

Unit 5

Organizational development: Concept- objectives – goals – process – behavioral sciences approach to OD- power and politics – control – organizational effectiveness – organizational climate – organizational culture.

Industrial engineering – Ergonomics – Work simplification – Job enlargement – Job enrichment –

Value analysis – time study- Motion study.

Mental and Health problems in organization.

Application and cases with special reference to hospital / health administration

Practical : OB lab experiments

Managerial Communication:

Unit - 1

Communication in management process – effectiveness – Communication opportunities – Choice of media – Formal – Informal – Types – techniques - Group communication – Methods – Problems – Solutions – Meetings – Committees – Conference responsibilities

of chairman – Reporters – Participants – Reporters role - Speeches – Structure of speech –
Drafting of speech – Speeches for different occasions -

Unit - 2

Report writing – Types of report – Structure – Methods of collecting and preparing material
- Drafting of report – Preparing a press release – Press conference - Business correspondence
Drafting of letters – Circulars – Answering letters. Office orders – Office circulars – Office
notes –
Suggestions – Complaints – Office memorandums.Meeting of Board of Directors – Board
report
– Chairman’s speech - Meeting documentation – Notice of the meeting – Agenda –
Chairman’s
speech – Recording meetings – Writing minutes – Minute book – Writing meeting reports –
Assignment – Writing annualreport

Unit - 3

Organizational communication-its evaluation - Research communication - Electronic Media
and
communication - Public relations – Scope – Tools – Public relation as a catalyst for change -
Public
relations – With individual – Group organization – Press – Government departments - Press
language – News – News writing – Publicity – Media planning

Unit - 4

Group process lab: Workshop – Seminar – Media and advertising lab Self development and
assessment – Self assessment- self awareness – perception and attitudes – values and belief
system – personal goal setting – career planning – self esteem – Building self confidence
Planning, preparation, delivery, feedback and assessment of – group discussion and oral
presentations.

Unit - 5

Interview – Listening and observation skills – Body language - Managing time - Improving personal memory – rapid reading, notes taking – complex problem solving – creativity.

Case presentation and practical in the above areas.

References:

Fred Luthans: Organizational Behaviour McGraw Hills., New York

Robbins S.P.: Organizational Behaviour., Eaglewood Cliffs., New Jersey, Prentice Hall Inc.

Koreman: Organisational Behaviour at Work – Organizational Behaviour., McGraw Hill Publishing Co.,

Hilt, Miller, Colella: Organisational Behaviour (A strategic Approach)

Prasad L.M: Organisational Behaviour, Sultan Chand & Sons

Aswathappa K: Organisational Behaviour

Stephen M. Mitchell: Health Care Management – A text book in organization theory*
behaviours Colin Grant: Hospital Management

George F. Wieland: Improving health care management. Organizational development and change.

Cummings LL: Towards Organizational

Dwivedi: Human Relations and Organizational Behaviour., Macmillan India Ltd., Madras.

Dalmer Fisher: Communication in Organizations , Jaico Publishing Co., Bombay

Balan K.R. Prof: Corporate Public Relations, Sterling Publishers Pvt.Ltd., N. Delhi.

Krishna Mohan & Meera Banerji, Developing Business Communication., Mc Millan Education Ltd.

Rajendra Pai & Bhatnagar OP: Education and Communication for department

Raymond V Lesikar John., D. Pettit Jr & Lakshman C Arya: Business Communication, All India Traveller Book Seller., New Delhi.

Raman Meenakshi & Prakash Singh: Business Communication

YEAR

PAPER VI – OPERATIONS RESEARCH

UNIT 1

Evolution of Operations Research - Models - Formulation of Models - Using models for problem

solving -Techniques of Operations Research - Limitations of Operations Research - Latest advancement in O.R.- application of OR in the field of health care.

UNIT 2

Requirements of L.P. Applications of L.P. - Graphical methods and Simplex method of solving optimization problems - Duality and Sensitivity Analysis

UNIT 3

Transportation model - Balanced and Unbalanced problems - North-West Corner rule –Least cost

entry method - Vogels Approximation method – Stepping stone Method- MODI method

Assignment model - Hungarian model – Routingproblems.

UNIT 4

Inventory costs - cost of average inventory - Optimum Number of orders per year - Optimum days supply per order - Optimum rupee value per order - assumptions - Applications of EOQ in

Production process - Reorder point - Lead Time - Safety Stock – News paperboy problem –

ABC

analysis.

UNIT 5

Waiting line models-Structure of a queuing system- Definitions of waiting lines –Queue models

of(1) Single channel with infinite capacity (2)Arrival and departure following poisson distribution,

and service rate following Exponential Distribution

UNIT 6

Decision Theory – Decision making under certainty - uncertainty - conditions of risk. Game theory - Two person Zero sum Games - Pure Strategy - Mixed Strategy - Dominance - Mix N Games - Graphical solution - Games and Linear Programming.

UNIT 7

Network models- PERT-CPM – Float and slack – Analysis of CPM and PERT network - Resource allocation - Float and slack - Other network models

UNIT 8

Capital equipment replacement - Replacement of terms that fail completely - Individual vs. Group replacement.

UNIT 9

Sequencing - Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines -

UNIT 10

Simulation – concepts and applications – Monte-carlo simulation – Simple problems in inventory and queuing.

Reference

Israel Brosh : Quantitative Techniques for Managerial Decision Making., Prentice Hall Co.,

Dharani Venkatakrishnan S. Operations Research., Keerthi Publishing House., Coimbatore
Kenneth S. Brown Jack B. Revelle: Quantitative Methods for Managerial decisions
Addisons. Srivasthava. U.K. Shenoy G. V, Sharma S.C: Quantitative Techniques for
Managerial Decisions.

Handy A Taha: Operations research , Sultan Chand & Sons.

Sharma S.D: Operations Research for Management Decisions, Kedar Nath Ram Nath & Co

Sharma J.K: Operations Research theory & applications Macmillan

I YEAR

PAPER VII – BASIC MEDICAL SCIENCES & EPIDEMIOLOGY

Objectives

Basic Medical Science

The course enables the students to get a general understanding of the biological structure and basis of human biology and pathogens and to understand the spectrum of health and disease to evolve health promotion strategies in health system management. The student is not expected to have a detailed study of the subjects.

Epidemiology

To apply the tools of epidemiology for the prevention of disease, the promotion of health and formation of national policies of social relevance. To use epidemiological research to detect association between modifiable, hereditary, social and Environmental factors and specific disease prevention.

Basic Medical Science

Unit I. General Anatomy (10hrs)

Terms and Subdivisions –Cell structure and Cell division - Epithelium and glandular tissue –
Connective tissues – Cartilage – Lymphatic tissue – Nervous tissue – Vascular tissue –
Muscular tissue – Skin and appendages – Identification of microscopic slides.

Unit II. Systemic Anatomy (20hrs)

Overview of Cardio Vascular System – Respiratory – Gastro Intestinal – Lymphatic – Endocrine – Central Nervous – Autonomic Nervous – Musculoskeletal – Excretory – Reproductive – Display anatomical systems.

Unit III – Physiology of Haematology, CVS and Respiratory System (10 hrs)

Introduction of Haematology – RBC – WBC – Platelets – Coagulation of Blood – Blood Groups – Blood Volume - Functional Anatomy of CVS – Conducting System – Properties – Cardiac Cycle – Cardiac output – Blood pressure – ECG – Special Circulation – Shock - Functional Anatomy of Respiratory System – Mechanism of respiration – Pressure changes – Transport of Gases – Regulation of respiration – Applied Physiology.

Unit IV – Physiology of GIT, Renal, Endocrine, Special Sense and CNS (15 hrs)

Functional Anatomy of GIT – Secretions – Movements – Disorders- Digestion and Absorption - Functional Anatomy of Renal Physiology – Filtration- Secretion – Reabsorption – Micturition – Body temperature regulation and skin - Functional Anatomy of CNS – Synapse – Receptor – Reflex – Spinal cord with tracts – Motor system – Higher functions and disorders -Special senses – Olfaction – Taste – Audition – Vision - Functional Anatomy of Endocrine System – Pituitary hormones – Thyroid hormones – endocrine Pancreas – Adrenal hormones – Calcium Metabolism and endocrine regulation – Other endocrine glands.

Unit V – Microbiology (20hrs)

Introduction to microbiology – History – Definitions – Classification of microbes – Parasites – Vectors – Disease causes and transmission – Common pathogenic bacteria – Viruses – Fungi – Parasites – Protozoa – Helminthes – Entomology – Vector of malaria – Filaria – Plague – Rodents – Sterilization – Methods – Applications – Home – Hospital – Community – Bacteriology of water – Milk – Food – Pasteurization – Chlorination –

Watersanitation.

Epidemiology

Unit - 1

The scope and uses of health research, especially epidemiological research and its evolution to modern concepts and areas of application. Fundamental measures of disease frequency (prevalence, cumulative incidence, incidence density) and of risk factors – disease association (risk, relative risk, attributable risk, odds ratio) Applied measures of disease frequency.

Unit - 2

Guidelines for the development of a well conceived research question - Overview and detailed aspects of the most relevant types of epidemiological study design: ecological design, cross sectional design, case control design, prospective and retrospective cohort design, experimental design. - Core principles of health measurement and diagnosis (validity, reliability, sensitivity to change, feasibility). - Principles and applications of screening for disease. Source of bias in the interpretation of etiological, prognostic and diagnostic research

Unit - 3

Epidemiology of Communicable disease: Classification of communicable diseases – agents – vectors – disinfection – surveillance – investigation – containment – control – eradication.

Respiratory infections – chicken pox-measles – rubella – influenza – mumps – diphtheria – whooping cough – meningitis – tuberculosis

Intestinal infections – polio mellitus – viral hepatitis – cholera – acute diarrhea disease – typhoid fever – food poisoning – amoebiasis – ascariasis – hookworm – helminthic malaria – yellow fever – filaria – dracontiasis – dengue - encephalitis

Unit - 4

Zoonosis – Rabies – Japanese Encephalitis –KFD – Brucellosis – Plague – Human Salmonellosis – Teaniasis – Hydatid Disease – Leishmaniasis – Leptospirosis – Rickettiosis – Scurb Typhus – Murine Typhus – Tick Typhus

Surface Infections : Trachoma – Tetanus – Leprosy – STD – Yaws – Scabies – Ebola – HIV/AIDS.

Unit - 5

Epidemiology of Non communicable disease and conditions

Risk Factors – gap in natural history - Coronary heart diseases – Hypertension – stroke – rheumatic heart disease – cancer – diabetics – obesity – Blindness – Accidents – Peptic Ulcer- Arthritis - Nutrition – Nutrition intervention for health promotion - Lifestyle diseases – Geriatrics –Mental

References

Anatomy and Physiology for Nurses, - Physiology: K. Madhavan Kutty

Microbiology : Ananthanarayan, - Parasitology : Chatterjee

Entomology :

Roy and Brown

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Manipal Manual of Anatomy for A.H.S courses – Dr. Sampath Madhyastha

Human anatomy – Prof.A.K.Dutta

Text Book of physiology – Vankatesh G

Manipal Manual of physiology – Dr. C N Chandrashekar

Text Book of Microbiology - Baveja

II YEAR

PAPER I – HOSPITAL ADMINISTRATION -II

Hospital Planning and Management

Unit 1 Planning and Management of Specialty Services

- Ophthalmology
- Urology
- Psychiatry
- Pediatricservices
- Anesthesiaservices
- Obstetrics and gynecologyservices
- Plastic Surgery and burns unit , paraplegic andMalignant
- DentalServices
- Diabetology

Unit 2: Planning and Management of Super Specialty services:

- Cardiology and Thoracicsurgery
- Neurology
- Neurosurgery
- Nephrology services, dialysis Unit,ESWL,
- Pulmonology
- TransplantationServices
- Oncology services, Nuclearmedicine

Unit 3: Utility services

- Nursing Administration- Nursing organization- Staffing–Practices
- WardManagement
- Finance /Accountsdepartment
- Purchasedepartment

Unit 4: Changing health care scenario

- Modern Trends in Hospital Administration
- Medical Tourism
- Artificial Intelligence
- Outsourcing
- Telemedicine

Unit 5

Disaster management in hospitals – Component of disaster plan – Pre hospital and hospital
 – Disaster preparedness – Disaster plan formulation and implementation

Patient safety – Measures in assuring patient Safety – Factors affecting patients safety –

Hospital Information System

Unit 6

HIS and decision making – Information report system and Decision support system- Role of
 HIS in Decision making.

Information system Development – System Analyzing and Design- Planning of information
 systems – Strategic, tactics and operational planning.

Unit 7

Implementing Information systems – Data base management

Controlling Information systems – Input, Process, Output, Process, Process and physical
 facility Control – Privacy and security of systems.- Analyzing Information systems –
 Hospital Information system – Functions – Clinical Decision support systems – Diagnostic
 Decision support systems-

Unit 8

Hospital marketing Information systems – Human Resource information system – Accounting
 information systems – Financial information system. - Managing information system,
 Resource in Hospitals.

Unit 9

Basic concepts about computer hardware and software – Application of computer in hospitals

– computer programme and operating systems – data based concepts (ER diagram) -
Microsoft Office – SQL, VB, Power Point - ERP system with allmodules

Unit 10

Office automation software – MS Office – MS Word – Spread Sheet software- MS Excel.

Data base management software MSAccess

Computer network and internet.

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Guidelines.

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Management

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Objectives

Hospital Economics



I YEAR

PAPER II – HOSPITAL ECONOMICS & FINANCE

The course is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.

Finance

The course is intended to help the students to acquaint themselves with the basic concepts of financial planning and control and its applications in the financial decision making.

Contents

Hospital Economics

Unit 1

Managerial economics – introduction – scope – relevance – hospital resource issues

Concept

of resource allocation – cost analysis – concepts – classification – short run – long run cost functions. Economies of size – economies and diseconomies of scale

Unit 2

Demand Analysis – demand forecasting – purpose – methods – criteria for a good forecasting method – consumer durable goods – capital goods – determinants of market demand – law of demand – demand curve.

Unit 3

Input output analysis – capital budgeting – principles – monetary and fiscal policies – pay back period methods – NPV – IRR – risk, uncertainty and investment decisions – risk adjusted discount

rate approach.

Public sector – role of national economy – Government's role in different socio – economic

system. Budgets – central – state government – structure – five year plans.

Unit 4

Market structure – pricing policy – pricing under perfect competition – under pure monopoly.

Economic fluctuations and business – business cycle – business policy – inflation – deflation with reference to India – economic forecasting for business

Unit 5

International trade – rate of foreign exchange – spot and forward exchange markets – change

in exchange rates – international monetary system – IMF – SDR – Case studies.

Finance

Unit 1

Financial Management – Concepts – Objectives – Scope – Functions.

Time value of money – Time preference rate – Compound value – Present value.

Forecasting of income statement – Fund flow – Cash flow statement – Interpretation and usage for future forecasts.

Unit 1

Working capital management – Concepts – Types – Factors affecting the determination of working capital – Theories of working capital.

Cash Management – Objectives – Minimum cash requirement – Different approaches for decision making – Formation of strategies.

Unit 2

Current asset management – Management of accounts receivable – Credit standards and policies – Evaluating the policy – Influence of inventory cost on current asset management – Stock valuation methods under inflation accounting and its effects.

Unit 3

Leverage – Financial – Operating – Applicability in decision making – Indifference point.

EBIT – EPS analysis for different sources of finance. Long and short term decisions on

alternatives.

Capital budgeting – Principles – Data requirement – Methods of investment analysis – Payback period – NPV – IRR- Discounted cash flow – Risk and return decisions – Profitability index.

Unit 4

Theories of capital structure – NI – NOI – MM approach – Cost of Capital – Determination of cost of individual source of finance – Procedure to find out capital structure of a firm.

Dividend : Dividend – Types of dividends – Gordon – alter – MM models – Determinants of dividend policy.

Unit 5

Cost and Analysis – Cost benefit analysis – Cost effectiveness analysis – Ratio analysis – Types – Uses.

Value and rate of return calculations – Valuation of firm and shares – Different methods of determination of value of shares – Value of firm – Registration of firm in stock exchanges – Stock exchanges working procedure.

Reference

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Stills E. Addison: Managerial Economics., Homewood, Illionois, Dersey Press Inc.

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Kuchhal S.K.: Financial Management, Cheritarry Publishing House.,
Allahabad

Maheswari S.N.: Principles of Financial Management. Sulthan Chand & Sons., New Delhi

Pandey IM: Financial Management, Vikas Publishing House Pvt.Ltd., Bombay

Prasanna Chandra: Financial Management, Tata Mc Grew Hill., New Delhi.

John Thampton : Financial Decision Making – Concepts, problems & cases., Prentice Hall

Co

II YEAR

PAPER III – MANAGEMENT ACCOUNTING & COST ACCOUNTANCY

Objective

Management Accounting

The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and the practical applications in decision making, supervision, management and control of a health system.

Cost Accountancy

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

Contents

Management Accounting

Unit 1

Book Keeping – Definition – objects – advantages –term used in Book keeping – Business transactions – theory of Double Entry –kinds and transactions – process of recording – types of accounts – preparation of journal – preparation of Ledger – Trial Balance

Accounting principles: Accounting Concepts an Conventions

Unit 2 &3

Financial Statement – Trading Account Profit and Loss Account and Balance Sheet

Trading Account: Meaning need and preparation – Profit and Loss Account – Meaning, need and preparation balance Sheet – Meaning need and preparation use of further adjustments in the preparation of final accounts:-

- Depreciation
- Provision for Doubtful Debts
- Outstanding Expenses
- Prepaid expenses
- Income received in Advance
- Accrued Income
- Closing Stock
- Provision for discount on debtors and creditors
- Petty Cash Book

सर्वं भवन्न सौम्यम्:

Meaning – Advantages – Imprest system – Analytical petty cash book – form and preparation

Bank reconciliation statement – Meaning – Need – Preparation – Simple exercises

Depreciation -Meaning – Objects – methods (theory and problems)

Unit 4

Ratio Analysis.

Financial Analysis – Meaning and Significance of ratios – Gross Profit, Net Profit, ROI, Current ratio, quick ratio, debt equity, capital turnover, stock turn over ratios.

Unit 5



Accounts of Non- trading Concerns

Meaning – receipts and Payments Account – Income and Expenditure Account – Balance sheet – reparation of Income and Expenditure account and balance sheet from receipts and payment account and additional information

Case studies / Practices / Assignments

Cost Accountancy

Unit 1

Cost accounting-definition of cost – costing accounting – objectives – advantages – characteristic of ideal costing system.

Elements of cost – concepts – classification of cost – direct material – direct labour – overheads.

Direct material – material control – objectives – purchasing – storing – issuing methods

Unit 2

Inventory control- Break even analysis – techniques – applications- ABC – VED analysis – EOQ – Lead time – Safety stock – Quantity control over supplies – Just in time – Inventory models – Scientific technique – FIFO –LIFO – AverageCost.

Unit 3

Direct labour – remuneration of labour – time ratio system – piece rate system – premium bonus plans – measuring layout accounting performance – cost – idle time – overtime – holiday pay – labour turnover – calculation of gross wages and net wages .

Unit 4 & 5

Overhead – Classification – Allocation – Apportionment of overhead – Basis of apportionment

Cost of service department – Cost of Production department – Absorption of overhead – actual Pre-determined – Blanket rate – Multiple rate – Absorption of manufacturing

overhead – Direct material – Direct labour – Production cost – Contract costing – Process costing (normal and abnormal wastages) – Marginal costing.

Also control methods – Budgetary control (theory only) – Standard costing (simple illustration) - Case studies / practical / assignments

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Gupta R.L & Radhaswamy M: Advanced Accountancy(Theory, Method & Application), Sultan Chand & Sons

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Eck. R.D. introduction to Quantitative methods for business applications.

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II YEAR

PAPER IV – MATERIALS MANAGEMENT & TOTAL QUALITY MANAGEMENT

Objectives

Materials Management

The course is intended to provide an in-depth knowledge about the scientific methods of purchasing, storing and dispensing of materials in hospitals.

Total Quality Management

The course will orient the student about the quality to be maintained in hospital services and will help them to develop and control hospitalprogrammes.

Contents

Materials Management

Unit 1

Materials Management – concepts – importance in organization – relation to other administrative functions – organization of materials management department – role and functions of materials managers.

Stores – Concepts of stores – Importance of stores in hospital settings – Types of stores in a hospital – Layout – Location – Stores routine – Supply and replacement of stock – Card system & use of bin cards – Stock verification – Control of pilferage.

Unit 2

Inventory control – Meaning – Scope – Definition of inventory – Advantages – Discounts – Stock out cost – P & Q System.

Purchase – Right quantity – Right quality – Right price – Right time (requirement planning) – Right source – Price forecasting methods.

Unit 3

Methods of purchasing –ABC – VED analysis in purchase controls – Purchase through rate contract – Tendering procedures – Purchase Vs leasing decision – Purchase of capital equipments and other major investments - purchase through e –commerce.

Unit 4

Information system development for Materials Management – Database of material (Vendor and stocks) – Usage for classification – Standardization of materials – Bar codes – Trends in material control – Computers role in development of information.

Unit 5

International purchasing -Import tariffs – Policies – Procedures – Customs and excise exemptions – Letter of Credit formalities relating to imports.

Legal aspects relating to purchases – carriage of Goods Act – Insurance – Damages Case Studies.

Total Quality Management

Unit 1

Quality: Concept of quality – Evolution of the concept of Quality- quality and productivity- quality in health care, structure, process, out come- quality assessment- measuring quality care- concept of quality assurance, Service quality- models, quality management philosophies- steps in quality improvement- Quality management philosophy:- Deming, Juran, Crosby, Taguchi's principles, Fegenbaum's philosophy. Patients demand and feedback.

Unit 2:

Quality Control-Tools and techniques- total quality Models, quality standards, ISO and implementation process, Brainstorming, Benchmarking, Statistical process control, Fish born Diagram, Six sigma Concept, Poka yoka, Statistics and quality control tools, quality circle.

Total Quality Management: TQM team work, Employee involvement, TQM tools- Quality function deployment(QFD), concurrent engineering-FMEA, P-C-D-D-A cycle, JIT, Kaizan , Zero defect programme, control chart

Unit 3:

Evaluation of health care performance:- Evaluation through Medical audit, Nursing Audit, Equipment audit , Pharmacy Audit, Antibiotic audit, Clinical Audit, , Defining audit protocol, Audit team- duties and responsibilities of audit team, Patient safety, Patient satisfaction Survey, Clinical practice guidelines and protocol.

Unit 4

Performance reviews and Survey:- Mortality review, concurrent process review, retrospective process review, Death (mortality) review, births, stillbirth, premature , under weight babies, post operative complication review, post delivery complication review, post anesthesia complication review, Infection review, Surgical review, Discharge,- Discharge status-cured, controlled, aggravated, death ,Leave against medical

advice, Agreement of Preliminary Diagnosis with final diagnosis, Investigation supplements preliminary and final diagnosis, Unusual incidents in hospital

Unit 5

Standards and Accreditations: Hospital accreditation, Models of accreditation, patient centered standards, Health care organization management standards NABH, JCAHO, JCI- ISO certification, process and steps to reach accreditation, overview of standards and benefits

Reference

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M. Frank, Gryna Richard C.H, Defeo A Joseph; Jurans Quality Planning & Analysis for Enterprise Quality

PAPER V – MARKETING & STRATEGIC MANAGEMENT

Marketing Management

The course introduces the student to the concepts of marketing and its dimensions involving services, production, promotion and its application to health care delivery systems.

Strategic Management

The course enables the students to understand the different ways to utilize firm's resources within its environment to reach its objective .

Marketing Management

Unit 1

Marketing Concept – definition – Scope - Goods & Services – Marketing process – customer relationship management (CRM)

Marketing Environment- Market analysis – consumer buyer behavior- Health care needs – factors influencing patient behaviour

Market segmentation – Chief determining variables – Targeting and product positioning - STP for health careservices.

Market Mix – 4Ps in goods marketing & 7 Ps in Services marketing

Unit 2

Market research and information: Steps – Market information – Market information system

–

Market decision support systems – Demand forecasting – market research process - Public policy regulation and ethics in marketing research

Product/Service: Product line – Product mix – Product life cycle – Branding – Packaging – Product positioning – New product opportunities – Product development process – New product – Failure and success.

Unit 3

Promotion: Objectives – Promotion cost – Promotional budget – Determining promotional mix – Planning promotional campaigns. Advertising and publicity: Types – Levels of advertising – Advertising expenditure – Advertising decisions – Publicity - public relations- sales promotion- Direct marketing

Pricing – Meaning – Importance – factors determining prices – Objectives – Pricing policy and structure – Pricing procedure – New product pricing – pricing in healthcare

Unit 4

Marketing channel – Physical distribution – Channel design – Retailing – Wholesaling.

Social Marketing

Hospital Administrators and Marketing Environment – Opportunities and challenges

Marketing programme for hospital services : Market mix – Product decisions – Price decisions – Location of hospital services – Planning extension services.

Unit 5

Project planning – Project development cycle- Feasibility study – Financial institutions - Project clearance – Technology transfer – Foreign collaboration – grants – Social responsibility.

Camp organizing and planning: Community health care programmes – Medical camps – Awareness of the camps – Planning and organizing medical camps – Follow – up.

Strategic Management

Unit 1

Environmental appraisal : External environmental analysis – Dynamics of internal environment – Organizational capability factors – SWOT analysis.

Unit 2

Strategic alternatives – Grand strategies – Modernization – Diversification and integration – Merger, take over and joint ventures – Turn around, disinvestment and liquidation.

Unit 3

Strategic choice : Corporate port folio analysis – Industry competitor analysis. Strategic implementation : Issue in implementation – Resource allocation – Structural

implementation – Organizational design and change.

Unit 4

Functional implementation – Financial, marketing, operations and personnel plans and policies.

Behavioural implementation – Leadership implementation – use of power.

Unit 5

Strategy evaluation – Strategic and operational control.

productivity in organizations, Management audit, Managerial performance Strategic management in health care: strategic planning process – Human resource accounting- Sensitivity to patient's needs and expectation- Empowering hospital staff and improvement in involvement and participation- business process reengineering .

Reference

Kotler Philip : Marketing Management – Analysis, Planning, Implementation and Control;

Kotler Philip & Anderson : Strategic Management for Non – profit organizations.

Wheelen L Thomas, Hunger David, Rangarajan Krish: Concepts in Strategic Management & Business Policy

Kotler Philip : Readings in Marketing Management, Tata Mc graw Hill, New delhi, 1980.

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Lovelock : Services Marketing – text, cases and reading.

Kotler Philip : Principles of Marketing, Prentice Hall, Eaglewood, Cliffs, NJ, 1980.

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Prasanna Chandra: Projects preparation, Appraisal, Budgeting and implementation, Tata Mac Grew Hills Publishing Co. Ltd., New Delhi

Azhar Kasmi : Business Policy.

II YEAR

PAPER VI – LEGAL FRAME WORK FOR HOSPITALS & MEDICAL ETHICS

Objective

Legal frame work for hospitals

The course will orient the students about the legal frame work to be observed in hospital services and will help them to develop and control hospital programme. It will also help to provide a thorough knowledge and familiarity on the importance medical ethics.

Contents

Legal frame work for hospitals

Unit 1.

Legislation: Law, source of Law, interpretation of Law - Medico-legal problems: types - case handling procedures - police investigation - death certificates.

Medical negligence: – Ambit of negligence – Duty of care – Contractual duty – Tortious duty - Duty under Penal law - Duty under consumer law – Contributory negligence.

Unit 2

Consent to treatment – Types of consent – Types of common complaints – Burden of proof & 'Res Ipsa Loquitor'. Withholding of life support in the Critically III – Euthanasia – Dying declaration —Reasonable care

Unit 3

Medical ethics – introduction – person centered ethics – ethics and ethical codes – international code of medical ethics – code of medical council of India – services of life and death – duty of preserving life.

Unit 4

Medical experimentation in man – Drug Trial - Truth and professional secrecy.

Unit 5



Medical termination of Pregnancy Act – Birth and Death registration Act – Drugs and
Cosmetics Act 1940. - Mental Health Act

Unit 6

The Transplantation of Human Organs Act 1994 –Prenatal Diagnostic Techniques (Regulation
and Prevention of Misuse) Act 1994 - Consumer Protection Act 1986– Kerala shops and
Commercial Establishments Act 1969–

Unit 7

The Indian Medical Council Act 1956 – The Indian Nursing Council Act 1947 — The Pharmacy
Act 1948 – The Environment Protection Act 1986 & Bio-medical Waste (Management and
Handling Rules 1998)

Unit 8

Bonus Act 1965 – Employees Provident Fund Act 1952 – Employees State Insurance Act
1948

Unit 9

Factories Act 1948 – Gratuity Act 1972 – Industrial Dispute Act 1947

Unit 10

Minimum Wages Act 1948 – Trade Union Act 1926 – Maternity benefit Act 1961.

References

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Goswani V G (1999) – Labour & Industrial Laws, Central Law

Agency, Allahabad. Rajkumar – Acts applicable to hospitals in India

Knight Bernard – Legal Aspects of Medical practice.

Bag R.K – Law of Medical Negligence and compensation

Cox H.W.V- Medical Jurisprudence and Toxicology , The Law Book Co.(p) Ltd

WHO : Bioethics

WHO : Genetic, Ethics and Human Values

Prabhakara G.N: Professional Medical

Ethics

Siegerist Heantry : A history of Medicine – Vol. 1. Oxford University Press., London

Jagg O.P. Indian System of Medicine, Atma Ram and Sons, New Delhi.

Morely avid et al: Practising Health for all, Oxford University Press., London

Abraham Samuel D: Laws on Hosapital Administration

II YEAR PAPER VII

Skill Development in Hospital Administration

Objective: This course helps the students with an opportunity to observe, apply & practice the theories & techniques they will learn as part of their MHA syllabus. This will act as an internship for the students, so that, through a set of programmes, they will be able to develop the skills necessary for an administrator in a hospital setting.

Pedagogical Approach:

In order to supplement & practice the theoretical knowledge gained through textbooks, & lectures, students will perform various tasks like “undergo practical training in various departments; organize seminars & workshosp; present papers & case studies; perform role plays, management games & extempore sessions; undergo concurrent placements & field studies; attend training programmes on Transactional Analysis and the like; etc”.

Reports submitted by the students on practical training in various departments, concurrent placements & field studies etc will be evaluated by the faculty. All the programmes organized & performed by the students will be evaluated by the faculty.

As opportunity for development & training of skills is an important factor, these programmes will be there from first year onwards. The marks of all the programmes organized as part of skill development will be taken for the evaluation of this paper.

Programmes to be under taken:

A minimum of three hours visit to the following departments on rotation at the Hospital; Personnel – Public Relations – Finance – Accounts – Ticket Room – Medical Records – Bio Medical – Radiology – CSSD – Corporate Relations – Insurance – Billing - Pharmacy – Canteen – Plumbing – Electrical – Civil – Laundry – Waste Management – ETP – Incinerator – Physiotherapy – Medical and Psychiatric Social Work – Counseling – Projects - EDP – Front Office – OPD – Library – ICUS – Wards – Security – Casualty –

Laboratory – Microbiology – Bio Chemistry – Blood Bank – Haematology – Histopathology and Pathology.

- Organizing Seminars
- Presentation of papers, case studies etc
- Group Discussions
- Role play
- Assignments
- Management games
- Workshops
- Negotiations
- Transactional Analysis
- Field studies
- Extempore Sessions

2.11. No: of hours per subject

As given under clause “Content of each subject in each year “

2.12. Practical training

As given under clause “Content of each subject in each year “ & “Teaching learning methods “.

2.13. Records

Records should be maintained for project works done and for skill development programme duly signed by the supervising teacher, HOD & Principal and should be submitted at the time of University viva examination.

2.14. Dissertation:

As per KUHS norms

2.15. Speciality training if any

As given under clause “Content of each subject in each year “ & “Teaching learning methods “.

2.16. Project work to be done

In the first year students shall undertake a project for 15 days duration which shall be done in established hospitals with more than 300 beds within and outside the state. The students have to select any hospital related issue as the topic of work. The report is to be prepared as per research methods.

The final year placement extends over 45 days and is done in major hospitals with more than 300 beds. The student is expected to study a particular topic or issue relating to hospital administration. Satisfactory completion of project placement and presentation in the form of a project report as per the format given in annexure is mandatory for appearing the viva voce examination in each year. Weightage in marks will be given for project reports for appropriate application of the methods and techniques of statistics and operations research.

2.17. Any other requirements [CME, Paper Publishing etc.]

As per KUHS norms

2.18. Prescribed/recommended textbooks for each subject

As given under "Content of each subject in each year".

2.19. Reference books

As given under "Content of each subject in each year".

2.20. Journals

As given under "Content of each subject in each year".

2.21. Logbook

To be maintained and counter signed by the concerned HOD.

a) Log Book

A log book has to be maintained by all students and this has to be reviewed by the HOD of the department periodically. Periodic assessment has also to be done in the department by the teachers. Marks for the skills development will be awarded internally based on the performance and participation of the student in all the programmes undertaken by the college for the two years including the forty departments the students are rotated.

3. EXAMINATIONS

3.1 Eligibility to appear for exams

A candidate is required to put in at least 80% attendance and minimum 50% marks in internal assessment in theory and practical in each subject separately from an institution approved by or affiliated to Kerala University of Health Sciences in an academic year.

3.2 Schedule of Regular/Supplementary exams

- Every year there shall be two examinations. The first examination in a year shall be the regular examination and the second examination shall be supplementary examination, which will be conducted within 6 months after the declaration of the results of the Regular examination.

3.3 Scheme of examination showing maximum marks and minimum marks

- The viva voce examination and valuation of project report will be conducted at the end of each year by at least two internal examiners and one external examiner appointed by the University.
- A candidate, on the event of failure in evaluation of any one or more project report and viva voce, he/she may reappear and pass the same before the finalization of concerned examinations results
- The year wise details regarding the names of subjects and marks are shown below

SL. No.	Name of papers	Internal Assessment	University Examination		Minimum for pass (Internal + Uni. Exam)	Total	Contact Hours
			Min	Max			

1	Paper I General Management	20	50	100	60	120	150
2	Paper II Hospital Administration Part I	20	50	100	60	120	150
3.	Paper III Research methodology & Biostatistics	20	50	100	60	120	150
4.	Paper IV Medical Records & Medical Equipment	20	50	100	60	120	150
5.	Paper V Organisational Behaviour & Managerial Communication	20	50	100	60	120	150
6.	Paper VI Operations Research	20	50	100	60	120	150
7.	Paper VII BMS & Epidemiology	20	50	100	60	120	150
8.	Paper IX Hospital Project	60	75	150	105	210	15days
9.	Paper X project		75	150	75	150	

	Defense & Viva Voce					
	TOTAL	200	1000		1200	

Second year

Sl. No.	Name of papers	Internal Assessment	University Examination		Minimum for pass (Internal uni. Exam)	Total	Contact Hours
			Min	Max			
1	Paper I Hospital Administration Part 2	20	50	100	60	120	150
2	Paper II Hospital Economics & Finance	20	50	100	60	120	150
3.	Paper III Management Accounting & Cost Accounting	20	50	100	60	120	150
	Accounting						
4.	Paper IV Materials Management &	20	50	100	60	120	150

5.	Paper V Marketing for Health care Services & Strategic	20	50	100	60	120	150
6.	Paper VI Legal Framework for Hospitals	20	50	100	60	120	150
7.	Paper VII Skills Development in Hospital Administration(Internal)	80			40	80	200
8.	Paper VIII Hospital Project	100	100	200	150	300	45days
9.	Paper IX project Defense & VivaVoce		100	200	100	200	
	TOTAL	300				1300	
				1000			

3.4 Papers in each year:

As given under "Content of each subject in each year"

3.5 Details of theory exams

As per clause 3.3

First year MHA

Sl. No	Subject	Sub Code	Theory				Practical				Total						
			Internal Max	Internal Min	University Max	University Min	Viva Max	Viva Min	Internal Max	Internal Min	University Max	University Min	Viva Max	Viva Min	Max	Min	
1	General Management	Sub1	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
2	Hospital Administration Part -1	Sub2	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
3	Research Methodology & Biostatistics	Sub3	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
4	Medical Records & Medical Equipment	Sub4	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
5	Organisational Behaviour & Managerial Communication	Sub5	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
6	Operations Research	Sub6	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
7	Basic Medical Science & Epidemiology	Sub7	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
8	Hospital Project	Sub8	60	21.00	-	-	-	-	-	-	150	75.00	-	-	-	210	105
9	Project Defence & Viva Voce	Sub9	-	-	-	-	150	75.00	-	-	-	-	-	-	-	150	75
GRAND TOTAL														1200	600		

Second year MHA

Sl. No	Subject	Sub Code	Theory						Practical						Total		
			Internal		University		Viva		Internal		University		Viva		Max	Min	
			Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min			
1	Hospital Administration Part - 2	Sub1	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
2	Hospital Economics & Finance	Sub2	20	8.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
3	Management Accounting & Cost Accounting	Sub3	20	8.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
4	Materials Management & TQM	Sub4	20	8.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
5	Marketing for Healthcare Services & Strategic Management	Sub5	20	8.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
6	Legal Framework for Hospitals	Sub6	20	7.00	100	50.00	-	-	-	-	-	-	-	-	-	120	60
7	Skills Development in Hospital Administration	Sub7	80	40.00	-	-	-	-	-	-	-	-	-	-	-	80	40
8	Hospital Project	Sub8	100	35.00	-	-	-	-	-	200	100.00	-	-	-	-	300	150
9	Project Defense & Viva Voce	Sub9	-	-	-	-	200	100.00	-	-	-	-	-	-	-	200	100
GRAND TOTAL															1300	650	

3.6 Model question paper for each subject with question paper pattern

QP Code:121380

**First Year MHA Degree Examinations
Model Question paper
PAPER I – General Management
(2013 Scheme)**

Time: 3 Hours

• Answer all the questions

Max Marks: 100

Essay

(2x20=40)

1. "Decisions permeates through functions and resources"- Explain the statement with examples from hospital. Add a note on process of decision making
2. Define motivation and explain four major theories of motivation.

Short Essay

(2x10=20)

3. Which are the essential elements of an effective control system
4. How does TA help in managerial development

Short Notes

(8x5 =40)

5. Contingency approach
6. Management by objectives
7. Features of coordination
8. Types of discipline
9. Job analysis
10. Advantages of trade unionism
11. Advantages of incentive schemes
12. Morale

QP Code: 122380

First Year MHA Degree Examinations
Model Question paper

PAPER II - HOSPITAL ADMINISTRATION –I
(2013 Scheme)

Time: 3 hours

Max Marks: 100

- Answer all the questions
- Draw diagrams wherever necessary

Essays: (2x20=40)

1. Discuss about the planning process for 300 bedded multispecialty hospitals in account to foreseeable future development.
2. Explain elements and principles of primary health care. Brief the Indian public health standards for PHC.

Short Essay: (2x10=20)

3. Explain the planning, design and organization of an accident and emergency department.
4. Define hospital. Explain the types and classification of hospital

Short notes: (8x5=40)

5. Hospital as a system
6. Hospital transportation services
7. Millennium development goal
8. Sleep laboratory
9. Indices of measurement of hospital utilization
10. HVAC in hospitals
11. Srivastava committee
12. Types of hospital waste

First Year MHA Degree Examinations
Model Question paper
PAPER III – RESEARCH METHODOLOGY & BIostatISTICS
(2013 Scheme)

Time: 3 Hours

Max Marks: 100

- Answer all the questions
- Write Section A and B Separate answer books.
- Do not mix up questions from section A and Section B

QP Code: 123380 SECTION A- RESEARCH METHODOLOGY 50

Essay: (20)

1. Prepare a methodology including questionnaire to assess the satisfaction of employees in a hospital.

Short Essay: (10)

2. Describe various research methods

Short Notes: (4X5=20)

3. Sampling
4. Hypothesis testing
5. Pictogram
6. Report writing

QP Code: 124380 SECTION B-BIOSTATISTICS 50

Essay: (20)

1. Explain the distinction between regression and correlation. Calculate the co-efficient of correlation from the following data by the method of rank difference:

Rank of X: 10 4 2 5 8 5 6 9

Rank of Y: 10 6 2 5 8 4 5 9

Short Essay: (10)

1. Two groups of 100 people each were taken for testing the uses of a vaccine .15 persons contracted the disease out of the inoculated persons ,while 25 contracted the disease in the other group .Test the efficacy of the vaccine using χ^2 value.

At 5% level for one degree of freedom the value of χ^2 is 3.84

Short Notes: (4X5=20)

2. Chi-square test.
3. Probability.
4. Why standard deviation is considered to be the best measure of dispersion
5. Following are the total cholesterol values of 15 patients – 155, 196, 235, 153, 180, 152, 178, 180, 172, 202, 223, 164, 231, 196, 219. Calculate the median.

Q.P Code:

Reg. No:

SECOND YEAR MHA DEGREE EXAMINATIONS

(Model Question)

Paper I – Hospital Administration - II

Time: 3hrs

Max marks: 100

- **Answer all questions**

Essays:

(2x20=40)

1. Discuss the setting up of a medical intensive care unit in a tertiary hospital.
2. Explain in detail the implementation of Information system in hospitals.

Short essays:

(2x10=20)

3. Discuss the planning and management of casualty and emergency services.
4. How hospital information system does help in decision making.

Short notes:

(8x5=40)

5. Disaster management in hospitals
6. NABH accreditation.
7. Explain about the new developments in the field of hospital administration.
8. Explain the steps involved in development of information system.
9. Explain hospital marketing information system.
10. Explain office automation software.
11. Computer network.
12. Medical tourism

Reg. No:

SECOND YEAR MHA DEGREE EXAMINATIONS
(Model Question)
Paper II – Hospital Economics & Finance

Time: 3 hrs

Max marks: 100

- **Answer all questions**
- **Write Section A and Section B in separate answer books. Do not mix up questions from Section A and Section B**

QP Code: Section A – Hospital Economics Marks:50

Essay: (20)

1. Discuss in detail demand analysis

Short essay: (10)

2. Explain cost analysis. Illustrate your answer

Short notes: (4x5=20)

3. Output analysis

4. Business cycle

5. Capital budget

6. Special drawing rights (S.D.R)

QP Code: Section B – Finance Marks:50

Essay: (20)

1. Define the working capital management.

Short essay: (10)

2. Explain various capital budgeting techniques.

Short notes: (4x5=20)

3. Discuss different sources of funds.

4. Describe the concept of time value of money.

5. Describe leverage.

6. The balance sheet of X limited as at December 31, 2006 is given below:

	Amount		Amount
Creditors	1,20,000	Land and Building	6,00,000
Bills Payable	30,000	Plant and Machinery	4,00,000
Bank Overdraft	80,000	Patents	1,00,000
Outstanding Expenses	10,000	Stock	1,50,000
		Sundry Debtors	1,25,000
		Bills Receivable	20,000
		Cash Balance	60,000
		Prepaid Expenses	10,000
Total	14,65,000		14,65,000

The net sales of the company for the year amounted to Rs. 12,00,000. Calculate current ratio and quick ratio.

SECOND YEAR MHA DEGREE EXAMINATIONS
(Model Question)
Paper IV – Materials Management and Total Quality Management

Time: 3 hrs Max marks: 100

- Answer all questions
- Write Section A and Section B in separate answer books. Do not mix up questions from Section A and Section B

QP Code: Section A – Materials Management Marks:50

Essay: (20)

1. Explain the various inventory control techniques.

Short essay: (10)

2. Explain the procedure of buying goods from international markets.

Short notes: (4x5=20)

3. Materials management information system

4. Types of stores

5. Control of pilferage

6. Carriage of Goods Act

QP Code: Section B – Total Quality Management Marks:50

Essay: (20)

1. Explain the importance of ISO certification

Short essay: (10)

2. Discuss the statistical tools in total quality management

Short notes: (4x5=20)

3. Quality circles

4. Infection control programmes

5. Just in time

6. Six sigma

3.7 Internal assessment component

The internal marks will be awarded by the HOD on the basis of the assessment done by the faculty relating to the class tests, assignments, performance in the seminar,

class participation etc.

A candidate must obtain 50% of marks in internal assessment to be eligible to write the university examination. The average internal assessment marks of the whole class should not exceed 75% of maximum marks for regular and 80% for supplementary.

Practical Examination: A certified Record is compulsory for project works and Skill Development Programme that will be evaluated at the time of concerned Examination.

3.8 Details of practical/clinical practicum exams

As given in KUHS website

3.9 Number of examiners needed (Internal & External) and their qualifications

- Examiner – From within this University or other Universities with 5 years Post PG teaching experience.
- There shall be three examiners for project evaluation and Viva examination-two internal and one external, who will jointly evaluate the performance of the candidate and conduct viva voce examination and award marks.

3.10 Details of viva:

As given under “Scheme of examination showing maximum & Minimum Marks”.

4 Qualification and experience including that of the Head of the Dept.

Core faculty should have full time Postgraduate degree in Master of Hospital Administration/ Hospital Management / M Sc in Hospital Administration/Hospital Management / MBA in hospital Administration /Hospital Management or M Phil (HHSM from BITS Pilani with five years full time teaching experience in MHA course) from a recognized institution affiliated to University established under law or MD – Hospital Administration degree from an institution, recognized by Medical Council of India.

The core faculty only can guide the students for the project work and shall be an examiner for the viva-voce. Faculty student ratio is limited to 1:5.

Lecturer:

Qualification: Master of Hospital Administration/ Hospital Management or M.Sc. in Hospital Administration/Hospital Management or MBA in hospital Administration /Hospital Management from an institution affiliated to University established under law or MD – Hospital Administration degree from an institution, recognized by Medical Council of India.

Assistant Professor

Qualification and experiences: The qualification required shall be as that of lecturer. The experiences required shall be 3 years full time teaching experiences as a lecturer for full time Masters Course in Hospital Management/ Hospital Administration or equivalent affiliated to a university established under law.

Associate Professor

Qualification and experiences : Master of Hospital Administration/Hospital Management or M Sc in Hospital Administration/Hospital management or MBA in Hospital Administration /Hospital Management or M Phil (HHSM from BITS Pilani) or M D Hospital Administration from an institution affiliated to University established under law with 7 years full time teaching experience for full time Masters Course in Hospital Management/ hospital Administration or equivalent affiliated to a university established under law

Professor and HOD

Master of Hospital Administration/Hospital Management or M Sc in Hospital Administration/Hospital management or MBA in Hospital Administration /Hospital Management or M Phil (HHSM from BITS Pilani) or M D Hospital Administration from an institution affiliated to University established under law with 10 Years full time teaching experience for full time Masters Course in Hospital Management/ Administration or equivalent affiliated to a university established under law.

Or

15 years managerial experience in Hospital, after a post graduate degree of Master of Hospital Administration/ Hospital Management or M Sc in Hospital Administration/Hospital management or MBA Hospital Administration /Hospital Management or M Phil HHSM from BITS Pilani or M D Hospital Administration degree from an institution recognized by Medical Council of India or equivalent affiliated to a university established under law of which at least 7 years at senior level of Administrator of 500 bedded hospital and 8 years full time teaching experience for full time Masters Course in Hospital Administration / Hospital Management or equivalent in an institution affiliated to University established under law.

In the absence of a person with above qualifications, a candidate with full time post graduate degree in management (MBA, MHRM, MA (PM&IR), etc) with 18 years full time managerial experience in Hospital after post graduation, of which at least 7 years at senior level of Administrator of 500 bedded hospital and 8 years full time teaching experience after a post graduate degree in management for full time Masters Course in Hospital Management/ Hospital Administration or equivalent with affiliation to a university established under law will be considered.

Staff requirements (core faculty) of the MHA Course

For an intake of 10 students:

SI No	Staff Description	Number	Qualification& Experiences
1	Professor and HOD	1	Specified as above
2	Associate professor	1	Specified as above

3	Assistant Professor	1	Specified as above
4	Lecturers	2	Specified as above

-
-

For an intake of 20 students:

SI No	Staff Description	Number	Qualification & Experiences
1	Professor and HOD	1	Specified above
2	Associate professor	1	Specified above
3	Assistant Professors	2	specified above
4.	Lecturers	4	specified above

-

• **For an intake of 30 students:**

SI No	Staff Description	Number	Qualification & Experiences
1	Professor and HOD	1	Specified above
2	Associate Professor	1	Specified above
3	Assistant professors	3	specified above
4	Lecturers	7	specified above

Core faculty should have MD (HHM) /DNB (HHA) /M. Phil (HHSM) / MHA/M.Sc. (HA) from an institution affiliated under law. The core faculty only can guide the students for the project work and shall be an examiner for the viva-voce. Faculty student ratio is limited to 1:5 per year.

Maximum number of students (including first year and second year MHA) a faculty could guide at a time is limited to five.

Qualifications of Staff

Teachers with the following qualifications can also handle various related theory papers.

- MBBS & MD (Hospital & HealthManagement)
- MBBS & DNB (Hospital & HealthAdministration)
- M. Phil (Hospital and Health SystemsManagement)
- Master of Hospital Administration(MHA)
- M.Sc. HospitalAdministration
- Postgraduate Degree with LL.B., orLL.M.,
- Master of Business Administration(MBA)
- Master of Human Resource Management (MHRM / MA (PM &IR)
- Master of Social Work(MSW)
- M.Com. (Master ofCommerce)

- M.Sc.(Physiology) (Microbiology)(Anatomy)
- M. Sc.(MedicalDocumentation)
- M.C.A
- M.Sc.(Anatomy)
- MPT
- MBA
- MAEconomics
- CA
- B.Tech (Biomedical)
- P.hD in Hospital Administration

4. INTERNSHIP

Not Applicable

5. ANNEXURES

- 5.1 Check Lists for Monitoring:** Log Book, Seminar Assessment etc. to be formulated by the curriculum committee of the concerned Institution

FORMAT OF MHA PROJECT REPORT

CHAPTER 1 : INTRODUCTION TO THE SUBJECT CHAPTER 2:

REVIEW OF LITERATURE

CHAPTER 3: METHODOLOGY

- Problem statement/ Scope of study
- Objective of study
- Research design
- Theoretical & operational definitions
- Research setting & Sources of data
- Sampling design

- Pilotstudy
- Validation/standardization
- Tools & techniques
- Method of datacollection
- Proposal for processing & analysis of data
- Limitations of study
- Timebudget

CHAPTER 4: ANALYSIS AND INTERPRETATIONS OF DATA

CHAPTER 5 : FINDINGS AND SUGGESTIONS

CHAPTER 6 : CONCLUSION

BIBLIOGRAPHY APPENDIX

The details of the format to be followed for the Report is as follows:

The Report shall be typed on white paper, size 210 X 297 mm, 7 Kg, bond, for the original typescript and others shall be photocopies.

1. TYPING

The typing shall be in standard letter size, double spaced on one side of the paper only, using black ribbon.

2. MARGIN

The typed sheet shall have the margins: Left 35 mm, Right 20 mm, Bottom 20 mm.

3. BINDING

The report shall be rexin bound.

4. LETTERING

The lettering shall be inscribed, on the bound back and the front cover.

The bound back shall contain the title and the name of the student in 3 mm size letters.

5. FRONTCOVER

The front cover shall contain the following details:

- Top: The title in block capitals of 6 mm size letters, properlycentered.
- Full name of the candidate in block capitals of 3 mm size letters, properlycentered.
- Purpose of the work and University name in block letters properlycentered
- Bottom: Name of the Institution, year of submission - all in block capitals of 3 mm size letters in separate lines with spacing and properly centered. (This is a standard format)

6. BLANKSHEET

At the beginning and the end of the report two white blank sheets of 7 kg. Bond paper shall be provided one for the purpose of binding and another to be left blank.

7. TITLESHEET

The title sheet shall be the first typed sheet and shall follow immediately the blank sheet.

8. CONTENTS

The contents shall indicate the title of Chapters, Section and sub-sections etc., using the decimal notation with corresponding page numbers against them.

11. LIST OF TABLES

§ The 'contents' shall be followed by a 'List of Tables' indicating the Table number, Table title and the corresponding page number. The Table number shall be in decimal notation indicating the Chapter number and the Table number in that Chapter.

§ Any reference within the text shall be given by quoting the relevant number, e.g. Table 2.2.

12. LIST OF FIGURES

§ The 'List of Figures' shall follow the 'List of Tables' indicating the Figure numbers, Figure titles and the corresponding page numbers. The Figure shall be in decimal notation indicating the Chapter number and the figure number in that Chapter. For e.g., 6.4 refers to Fig.4 in Chapter 6.

§ Any reference within the text shall be given by quoting the relevant number, e.g. 'Fig. 6.4.'

13. ABBREVIATION /NOMENCLATURE

The 'Nomenclature' follows the 'List of Figures' and contains the list of symbols used. They

shall be arranged alphabetically in order of Latin letters, Greek letters, superscripts and subscripts. As far as possible generally accepted symbols shall be used. Symbols not available in typewriters shall be written in permanent black ink.

15. CHAPTERNUMBERING

The Chapter shall be numbered in Arabic numerals, Section and sub-section of any chapter shall be in decimal notation. All chapters shall begin on a new page. The titles for chapters, sections, and sub-sections shall be in block capitals. The chapter number and title shall be properly centered at the top of the page and have three spaces between them.

16. INTRODUCTION TO THEPROJECT

The first chapter will be introductory Chapter. These chapter shall highlight the importance of the investigation and also define the topic and scope of the work envisaged.

17. REVIEW OFLITERATURE

It shall present a critical appraisal of the previous work done on the topic. The extend of an emphasis on this chapter shall depend on nature of Investigation.

18. WORKDONE

- The work carried out by the student shall be presented in one or more chapters depending on the type of work. A typical format will be a chapter each on Data Collection, Analysis of DataFormations
- Each chapter may have several sections and sub-sections with suitable titles.
- Important and short derivations, and representative data in tables and Figures, shall be presented in these chapters. Information such as lengthy derivations, voluminous tables and large number of figures shall be presented in theAppendix.
- Figures and tables shall be on separate sheets and not inserted on the papers with running text. Depending on the size, figures and table shall be accommodated on sheets of size 210 x 297 mm or 197 x 450 or 297 x 625 mm. If there are longer tables that cannot be accommodated on these sheets, there shall be a continuation table. Very large figures shall be placed in a pouch at end of the report. All figures and table included in the Appendices shall be accordingly mentioned in the text, Lettering on figures shall be uniform either in engineering letters or typed. Each figure should be self-sufficient to provide all the

information. There must be a title for every figure and table.

- Mathematical portions of the text shall preferably be typed. Where it is not possible, ample space shall be left, and equations and symbols shall be inserted clearly in permanent black ink.

- **CONCLUDING CHAPTERS**

DISCUSSION AND CONCLUSION

This should include a thorough evaluation of the investigation carried out and shall bring out the contribution, if any. The discussion shall logically lead to certain conclusions and inferences. A suggested scheme of implementation should also be included.

20. REFERENCES

§ Bibliography shall follow the last chapter. It shall give a list of works (papers, books, etc.) referred to in the body of the text and they shall be arranged in the order they are first cited in the text.

The numbering shall be in an Arabic numeral indicated as superscript along with the author's name in the text.

For any paper in information shall contain the names of the authors the title of the journal, the volume number underscored, the page number and the year of publication in parenthesis.

In the case of references from journals and books in languages other than English the titles of the journals or books should be transliterated into Latin script and not translated.

For any book the information shall contain the names of the authors, the title of the book, the name of the publisher, the edition, and year of publication in the parenthesis. For papers and books with joint authorship, the name of all the authors shall be reproduced in the same order. The author's name shall begin with the name followed by initials.

For example:

Journal:

Vyas A.L., 'Fuzzy Logic' – A New Vista for Industrial Engineering, S. & Industrial Engineering News, Vol.2(2), 1995, pp. 1-15.

Books:

Hedge, B.K. Copen, M.R., Production Management Text and Cases, Prentice Hall of India, New Delhi, 1972, pp. 101-105.

21. APPENDICES

Appendices will be numbered in Roman capitals. The appendices shall normally contain detailed or lengthy derivations, sample calculations, voluminous, large figures and calculations.



(Page 1)

A Study

On-----at

-----Hospital

Submitted to

KUHS University, Trissur

In partial fulfillment of the requirement for the Award of
the Degree of

MASTER OF HOSPITAL ADMINISTRATION

For the academic session 2012-2013 By

-----Year Reg.No.-----

Under the Guidance of----- Department of Hospital
Administration

----- Institute

-----, Kerala, S.Indi

(Page 2)

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-----Year

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-----, Kerala, S.India

ExaminerI

ExaminerII

(Page 3)

DECLARATION

I hereby declare that the project work entitled “ -----”, is an authentic record of the original work done by me under the guidance of -----and further that no part of this work has been presented for any other degree or diploma earlier.

Place:

Signature of the student

Name of the student

Date:

Regn.No.



(Page 4)

CERTIFICATE

This is to certify that ----- is a student of this institute. She has successfully completed the ----- Year Project Work on “----- at ----- Hospital,” as partial

fulfillment of the course MASTER OF HOSPITAL ADMINISTRATION affiliated to KUHS
University during the academic year -----.

Head of the Department

Project Guide

Date:

Principal

Place:

सर्वं भवन्तु सुखिनः

(Page 5)

(Copy of the certificate of the Hospital where the student did her/his project)



(Page 6)

CopyRight

I hereby declare that Kerala University of Health Sciences, Thrissur, Kerala shall have the rights to preserve, use and disseminate this project work in print or electronic format for academic/ research purpose.



Date:

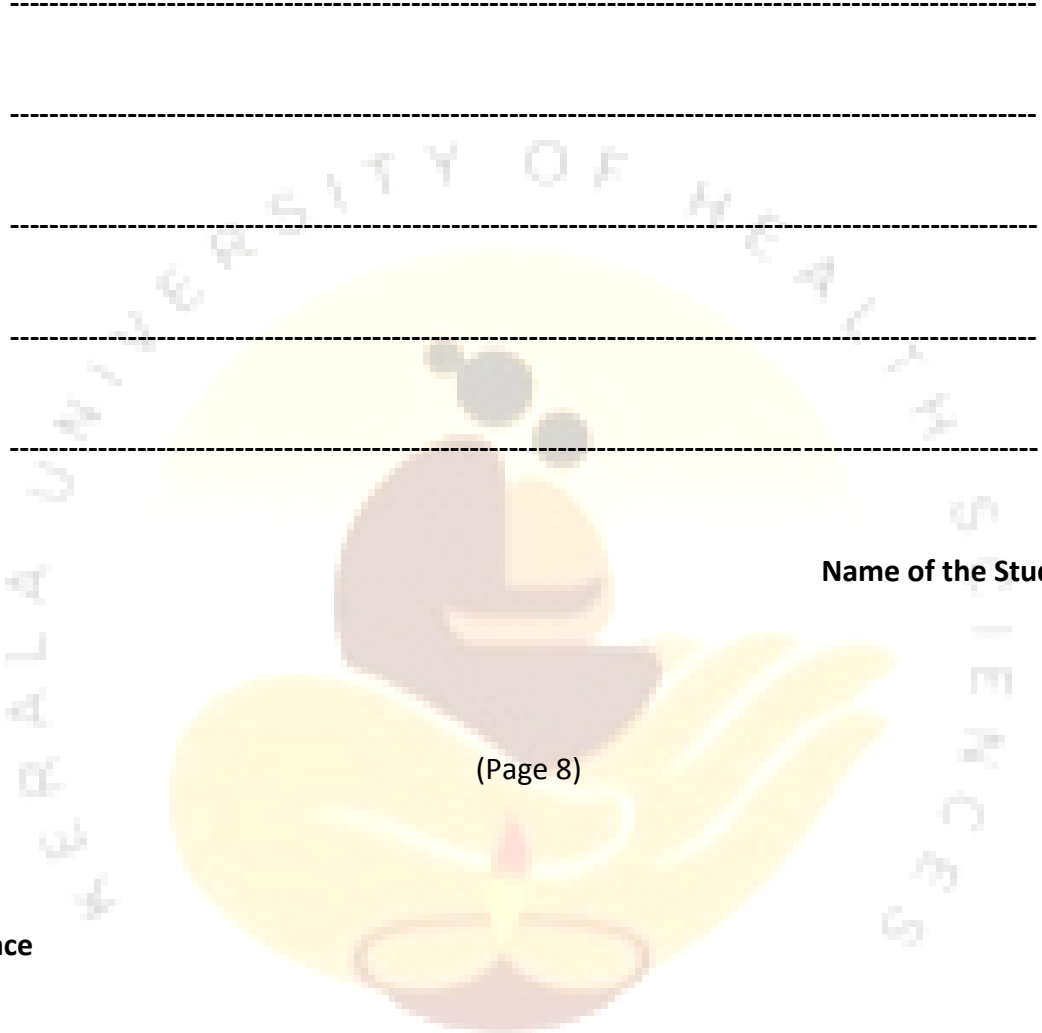
Signature of the Candidate,

Place:

Name of the Student

(Page 7)

ACKNOWLEDGEMENT



Name of the Student

(Page 8)

Preface

सर्वे भवन्तु मांश्रुनः



Place:

Name

Date:

Regn.No



(Page 9)

LIST OF ABBREVIATIONS USED

सर्वं भवन्तु सुखिनः





(Page 10&11)

EXECUTIVE SUMMARY (In 2 pages)

BACKGROUND OF THE STUDY

OBJECTIVE

METHODOLOGY

RESULT

INTERPRETATION & CONCLUSION

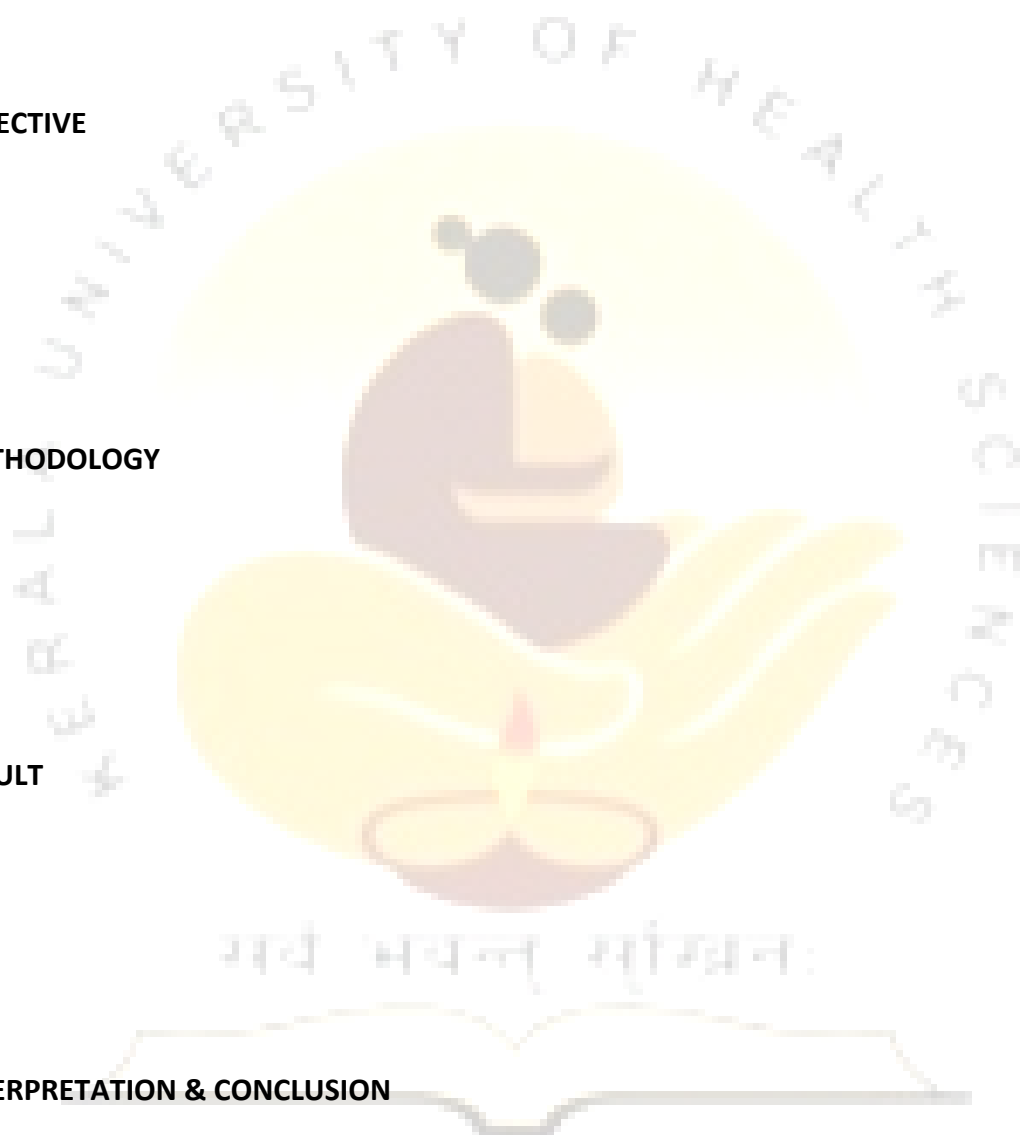
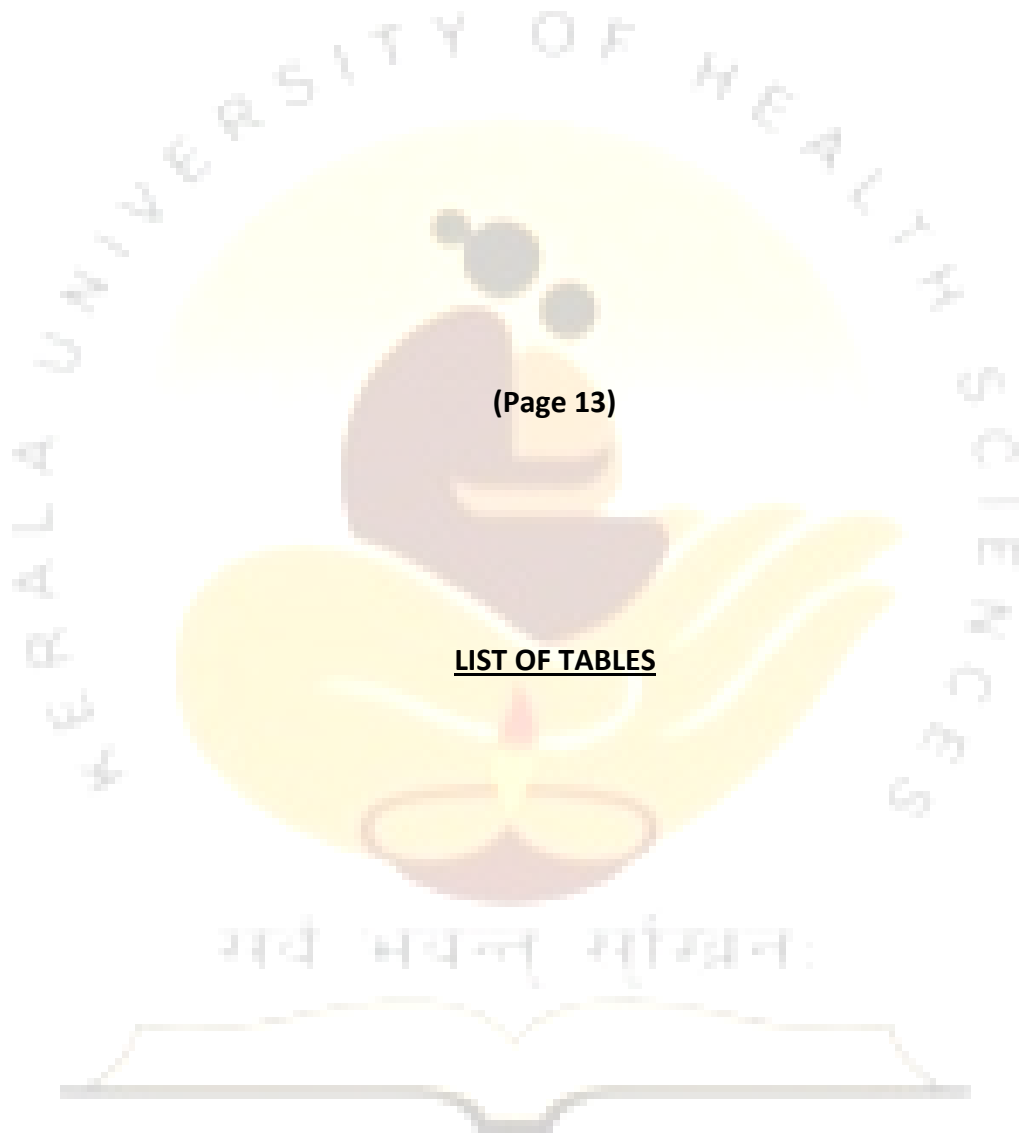


TABLE OF CONTENTS





(Page 13)

LIST OF TABLES

Sl.No.

Tables

Page

Number



सर्वं भवन्न सृष्टिनः

(Page 14)

LIST OF FIGURES

Sl.No.

Figure

PageNumber





(Page 15 onwards)

सर्वं भवन्तु सुखिनः

CHAPTER 1 Onwards