



AMRITA
VISHWA VIDYAPEETHAM

AMRITA SCHOOL OF MEDICINE

Centre for Allied Health Sciences

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PROGRAM

MASTER OF HOSPITAL

ADMINISTRATION (MHA)

(Revised with effect from 2016-2017 onwards)



A Super Speciality Tertiary Care Hospital Accredited by ISO 9001-2008, NABL & NABH

Our Chancellor



SPIRITUAL PRINCIPLES IN EDUCATION

“In the gurukulas of ancient rishis, when the master spoke it was love that spoke; and at the receiving end disciple absorbed of nothing but love. Because of their love for their Master, the disciples’ hearts were like a fertile field, ready to receive the knowledge imparted by the Master. Love given and love received. Love made them open to each other. True giving and receiving take place where love is present. Real listening and ‘sraddha’ is possible only where there is love, otherwise the listener will be closed. If you are closed you will be easily dominated by anger and resentment, and nothing can enter into you”.

“Satguru Mata Amritanandamayi Devi”

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A POSTGRADUATION IN HOSPITAL ADMINISTRATION-----FROM THE PIONEERS OF MEDICAL AND MANAGEMENT EDUCATION -----AMRITA INSTITUTE OF MEDICAL SCIENCES(AIMS), KOCHI

The programme involves didactic lectures, seminars, project work, journal club, field visits, departmental postings in rotation, specific problem solving assignments and so on so as to develop conceptual skill for planning, policy formulation and optimum utilization of resources.

Program Outcomes (PO)

1. PO1: Deep knowledge on the subject.
2. PO2: Better employment opportunities.
3. PO3: Thorough knowledge in professional ethics.
4. PO4: Good leadership qualities and team work.
5. PO5: Deep knowledge on research methodology.
6. PO6: Good communication skills.
7. PO7: Good teaching skills.

Program Specific Outcomes (PSO)

1. PSO1: Knowledge and skill in management processes involved in hospital administration.
2. PSO2: Competency in business communication and public relations.
3. PSO3: Knowledge about the use of information technology and telemedicine in healthcare.
4. PSO4: Competency in marketing management, managerial economics and human resource management.
5. PSO5: Competency in management accounting and financial management.
6. PSO6: Thorough knowledge about organization of a hospital.
7. PSO7: Core knowledge about the legal aspects of hospital administration.
8. PSO8: Knowledge about the documentation requirements.

SYLLABUS

6-month semesters,4.

SEMESTER --- 1

<u>Course Code</u>	<u>Course Title</u>	<u>Total Marks</u>
MHA101	Management Process In Hospital Administration	100
MHA102	Business Communication &Public Relations	100
MHA103	Environment Management	100
MHA104	Management Accounting	100
MHA105	Marketing Management	100
MHA106	Managerial Economics	100
MHA107	Human Resource Management	100
MHA108	Business Laws & Medico –Legal Systems	100
MHA109	Value- Education	-----
MHA110	Practical-Hospital Orientation	
		Total ----800Marks

First 3 months are devoted to in-depth interactive lectures at the end of which each student is assigned with a topic to work with under the guidance of concerned expert faculty member.

SEMESTER -----II

MHA 201	Financial Management	100
MHA 202	Organisational Behaviour	100
MHA 203	Research Methodology	100
MHA 204	Information Technology In Hospital Administration	100

MHA 205	Hospital Supportive Systems	100
MHA 206	Community Medicine & Outreach Programme	100
MHA 207	Operations Research & Bio-Statistics	100
MHA 208	Organizational Study ---Mini... Project –Work	50
MHA 209	Value Education	-----
MHA 210	Practical -----Hospital Orientation	

Total ---750 Marks

3 months of didactic lectures and afterwards each student assigned with a topic to work under the mentor. Together with, the dept.-wise posting must start---each student ,3 weeks in a dept.(on a rotation basis, each and every student will undergo this exposure to departments by the end of the course).The allotted dept. will have to be studied comprehensively by each student.They will have to correlate theoretical and practical knowledge of hospital administration and will have to be involved in problem identification, decision making and implementation through the concerned authorities.

SEMESTER -----III

MHA301	Management of Hospital Operations and Services	100
MHA302	Medical Terminologies & Basics of Anatomy & Physiology	50
MHA303	Medical Records & Documentation .	100
MHA304	Management of Nursing Services	100
MHA305	Elective --- 1 of the following 3.	100

- A) Bio-Medical Waste Management
- B) Quality in Health Services.
- C) Hospital Hazards.

MHA306	Social & Ethical Issues In Hospital Administration	100
MHA 307	Strategic Management	100
MHA 308	Logistics Management	100

After 3 months, an 8-week major posting starts and it includes night duty assignments also.

Total -----750 Marks

SCHEME OF EXAMINATION

Max. 100 Marks for each paper. (GRAND TOTAL)-----
Ie; Internal Marks=40+ Marks for University Exam.=60.

Internal assessment will include---

- 1) One midterm Exam.(model exam.)---20 marks.
- 2) seminars,assignments,presentations.—20marks.

For full papers with 100 marks

Internal Marks will be 40.

Marks for university exam. will be 60(3 hours duration).

35% (14 marks) is required for qualifying in the Internal Assessment.

50% separate minimum is required(30 marks) for qualifying in the university exam.

A total of 50% (50 marks) is required for a pass in the University Exam.

----- Only those who pass in the Internal Assessment will be eligible to appear for the University Exam.

----- 80% attendance is mandatory for each subject.

For half papers with 50 marks.

Internal Marks will be 20.

Marks for University Exam. will be 30.(1 ½ hours duration).

35% in internal (7 marks) with 80% attendance is the minimum eligibility for appearing in the university exam.

50% separate minimum is required (15 marks) for qualifying in the uni.exam.

A total of 50% marks(25) is mandatory for a pass in the University exam.

MINI PROJECT

Students will have to do an ORGANISATIONAL STUDY in some Hospitals/ Health care centers, at the end of 2nd semester for which they will be assessed internally. The duration for this will be 15 days, at the end of which they will submit a mini – project.

MAIN PROJECT IN THE 4TH SEM.

IN SOME REPUTED HOSPITALS / HEALTH CARE CENTERS.

DURATION ----4 months

AT THE END OF WHICH THE MAJOR PROJECT HAS TO BE SUBMITTED, WHICH WILL BE ASSESSED by a Board involving an external Expert, through project evaluation and Viva—Voce.

SEMESTER – 1

MHA 101 Management Process In Hospital Administration.

Course Outcome :

1. Co1: Knowledge of Definition, Characteristics of management. Management and Administration, Management as a Process, Managerial skills, Knowledge of Levels of Management, Concepts of Management, Models of Management, Functions of Management, Evolution of Management Thought, Taylor Emerson Gilbreth Mary Parker Follet Gant Contributions of Elton Mayo, Peter Drucker, Henri Fayol's 14 principles of management, Scientific Management model, Bureaucratic model, Administrative management Theory, Neoclassical theory, Modern Management theories, Quantitative School, Systems School, Contingency school, Management Theory jungle, Health care scenario in India.
2. CO2: Knowledge of Hospital Organization Structure & Charts, the Chief Executive officer(CEO), duties, re-sponsibilities and functions of CEO, management of the hospital, professional management of the hospital, Committee organizations, advantages and disadvantages of committees, recruitment and selection. Orientation, Training and development, readying the hospital to operate professionally, organizing, directing and leading, controlling.
3. CO3: Knowledge of Hospital Management: Introduction, Administrative services, financial management unit, functions, location, design and other requirements of financial management unit, internal control, Human resources management, functions, location and design, public relations department, functions and organization, medical records, hospital infection, hospital utilization statistics, materials management, Clinical supportive services, radiology services, laboratory services, operation theatre suite, pharmacy, central sterile supply department (CSSD) evaluation of hospital services, functional hospital organization, disposal of hospital waste and sewage management.
4. CO4: Knowledge and skill in Public relations in hospitals, ethical and legal aspects of hospital administration, quality assurance through record review and medical audit.

Hospital Information System (HIS), points to be considered while selecting a system, organization of the system, common mistakes in selecting IT system, comprehensive HIS.

5. CO5: Skill in Quality Assurance, Hospital information system

Course Objective

The objective of this course is to introduce some topics in hospital administration, **develop basic administrative skills and capabilities along with the professional competence for the students for grooming them in to future healthcare personnel responsible for health care administration.**

Course Contents:

The basis of management theory and science	-1 hr
Essentials for successful management	-1 hr
Concepts of management	-1 hr
Evolution of Management Thought	-3 hrs
Classical Management Theories	-2 hrs
Planning	-2 hrs
Organizing	-2 hrs
Staffing	-2 hrs
Directing	-2 hrs
Controlling	-2 hrs
Decision Making	-2 hrs
Co-ordinating	-1 hr
Management by objectives	-1 hr
Time Management	-1hr
Hospital Administration	-2 hrs
Role of Hospitals in healthcare	-2 hrs
Introduction to Hospital planning and design	-1 hr
Healthcare scenario in India	-1 hr
Supportive Services	-1 hr
Administrative services: Financial management	-1 hr
Human resource department	-2 hrs
Public relations department	-1 hr
Materials management	-1 hr
Disposal of hospital waste	-1 hr
Quality Assurance	-1 hr
Hospital information system	-3 hrs
Total	-40 hrs

Detailed Course Plan:

Unit I

Management – Definition –Characterstics-Management and Administration-Management as a Process-Managerial skills- Levels of Management-Concepts of Management-Models of Management-Funtions of Management –Evolution of Management Thought –Taylor-Emerson-Gilbreth-Mary parker follet-Gant –Contributions of Elton Mayo-Peter Drucker-Henri Feyol’s 14 principles of management –Scientific Management model –Bureaucratic model-Administrative management Theory-Neoclassical theory-Modern Management theories-Quantitative School-Systems School-Contingency school-Management Theory jungle

Unit II

Hospital planning and Design,planning,organizing,directing and leading,controlling and financial management ,health care scenario in India ,Clinical supportive services, radiology services, laboratory services, operation theatre suite, pharmacy , central sterile supply department(CSSD) Ventillation aspects of the hospital
Maintainance of sterile environment in the hospital

Unit III

Hospital Management :Introdution, Administrative services, financial management unit,functions,location,design and other requirements of financial management unit, internal control, Human resources management, functions, location and design, public relations department, functions and organization , medical records , hospital infection, hospital utilization statistics, materials management, evaluation of hospital services, functional hospital organization, disposal of hospital waste and sewage management.

Unit IV

Public relations in hospitals, ethical and legal aspects of hospital administration, quality assurance through record review and medical audit. Hospital Information System (HIS), points to be considered while selecting a system, organization of the system, common mistakes in selecting IT system, comprehensive HIS.

Unit V

Quality Assurance, Hospital information system

Hospital ethics

Reference Books

1. B.M.Sakharkar: Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers, New Delhi, 1999.
2. N.V.Dave:Hospital Management ,Deep and Deep Publications, New Delhi, 1999
3. Brig.Dr.M.A.George-Hospital Administrator
4. S.L.Goel: Health Care system and Management(4 Volumes), Deep and Deep Publications, New Delhi,2001
5. Rockwell Schulz : Management of Hospitals ,McGraw-Hill, 2000
6. Koonz O, Donnel, Principles of Management, Tata McGraw-Hill publishing Co.

MHA 102 Business Communication and Public Relations.

Course Outcome :

1. CO1: Knowledge of Communication–Introduction and Meaning–Objectives – Process of communication - Elements of Communication - Objectives of Communication– Types of Communication - Communication in managerial activities/ Importance of Business Communication - Barriers to communication- Models of communication: Linear, interactive and transactional - Media of communication.
2. CO2: Knowledge of Essentials of effective communication–Communication Skills (for oral, written, non-verbal and other methods)-Written Communication-Paragraphs and sentences, selection of words, punctuation, spellings-Three-stage process of good writing-Forms of written communication-Oral Communication- Forms of Oral Communication-Non-verbal communication-Organizational body language.
3. CO3: Knowledge of The concept of Public Relations, Definition, What is and is not PR, ‘Public’ in PR, History of PR, Corporate Image, Strengths of a PR professional, Duties and responsibilities of a PR manager, The PR process, Models of PR (Grunig’s models, open and closed systems models), Disparate roles of PR professionals (Broom and Smith), Tools of public relations, Anticipating issues and issues management.
4. CO4: Knowledge of PR in the Government, PR in developing countries, Corporate Social Responsibility (CSR) and PR, PR and community welfare ,PR and publicity stunts, PR and industrial relations, Lobbying and PR, PR as a part of Integrated Marketing Communication (IMC), PR support to marketing, Corporate advertising, Popular PR bodies/associations.

Courses Objectives:

Communication is a thread used to connect the strewn activities of any modern organization. A healthy organization today attaches paramount importance to the role of perfect and effective communication for internal and public relation activities .This course is an attempt to impart good managerial communication skills to the trainees.

Courses Contents: Detailed Course Plan

Unit –I

Communication –Introduction and Meaning –Objectives – Process of communication- Elements of Communication–Objectives of Communication– Types of Communication – Communication in managerial activities/ Importance of Business Communication- Barriers to communication- Models of communication: Linear, interactive and transactional —Media of communication

Group discussions

Formulation of Action Plans

Mass communication

Unit-II

Essentials of effective communication–Communication Skills (for oral, written, non-verbal and other methods)-Written Communication-Paragraphs and sentences, selection of words, punctuation, spellings-Three-stage process of good writing-Forms of written communication- Oral Communication- Forms of Oral Communication-Non-verbal communication- Organizational body language

Unit-III

IT: definition and characteristics, IT and communication-Computer- basic components and types, Integrated Services Digital network (ISDN), Local Area Network(LAN) ,Wide Area Network (WAN), Internet, World Wide Web (WWW),Intranet, Video conferencing, Multimedia, Business Process Outsourcing(BPO), Knowledge Process Outsourcing(KPO), Facets of modern business communication (Social media, shared digital workspaces, use of videos, transparency, intercultural communication, digital language), Importance of IT enabled communication in modern business

Unit- IV

The concept of Public Relations, Definition, What is and is not PR, ‘Public’ in PR, History of PR, Corporate Image, Strengths of a PR professional, Duties and responsibilities of a PR manager, The PR process, Models of PR (Grunig’s models, open and closed systems models), Disparate roles of PR professionals (Broom and Smith), Tools of public relations, Anticipating issues and issues management

Unit –V

PR in the Government, PR in developing countries, Corporate Social Responsibility (CSR) and PR, PR and community welfare ,PR and publicity stunts, PR and industrial relations, Lobbying and PR, PR as a part of Integrated Marketing Communication (IMC), PR support to marketing, Corporate advertising, Popular PR bodies/associations

Text Books:

Main Reading:

1. Krishna Mohan and Meera Banerji: Developing Communication skills, MacMillan
2. R.K .Madhukar –Business Communication ,Vikas Publishing House
3. Iqbal S. Sachdeva- Public Relations: Principles and Practices, Oxford

Reference:

1. Rajendra Pal and J.S .Korlahalli: Essentials of Business Communication, Sulthan Chand & Sons
2. Wool Cott: Mastering Business Communication , Macmillan Master Series
3. Asha kaul –Business Communication , PHI.

MHA 103 Environment Management

CO1: Knowledge of Ecology, Community and Ecosystem

CO2: Knowledge of Population and Community Ecology

CO3: Knowledge of Biogeography

CO4: Knowledge of Bioresource Management

CO5: Knowledge of Impact of urbanization and industrialization, Environmental Impact Assessment, Restoration of degraded ecosystems

CO6: Knowledge of Environmental Issues, Policies and regulation

Courses Objectives:

The Social responsibility is very much important in modern Business Management. The objective of this course is to create an awareness of Ecology and Environment. The management of which is very important in any business

Unit I –Introduction to Ecology, Community and Ecosystem

Inter- relationships between the living world and environment, biosphere and its components (abiotic and biotic). Environment concepts (theory of tolerance, laws of limiting factors) Community characteristics – organization and succession in different habitats. Bioenergetics and biogeochemical cycles, concept of habitat and niche.
(Ch 4 Allaby, Ch 20, 21, 22 Smith, Ch 3 Miller)
Sustainable development

Unit II – Population and Community Ecology

Population attributes , density ,natality , mortality ,age ratio,sex ratio ,dispersal and dispersion of population ,exponential and logistic growth ,life history strategies, population interactions, predation types ,predator-prey system ,functional and numerical response, host-parasite interactions, social parasitism ,symbiosis (Part 4 and 5 Smith ,Ch 6,7 Miller Age pyramids

Unit III – Biogeography

Phytogeography, phytogeographic region of the world, major plant communities of the world , vegetation of India ,Zoogeography : Barriers for dispersal ,means of dispersal , Zoogeographic regions of the world (Part 23,24,25 Smith)

Unit IV - Bioresource Management

Biodiversity and regional conservation strategies success stories with reference to India and sustainable utilization. Principles of Wildlife management, Wildlife sanctuaries, Protection of the wildlife

Parks and biosphere reserve in India, endangered and threatened species of plants and animals in India, germplasm banks (Unit 4 Mishra, Ch 6 Allaby, Ch 4, 8, 9 Miller)

Unit V Environmental Issues, Policies and regulation

Impact of urbanization and industrialization, Environmental Impact Assessment, Restoration of degraded ecosystems, bioremediation, Environmental Pollution, Global climatic change (unit 8 Mishra, Ch 27, 29 Smith, Ch 11, 15, 16 Miller)

Recommended readings

- Mishra,(2005) Environmental Studies Selective and Scientific Books, New Delhi
- Allaby, M.(2002) Basics of Environmental Science Routledge
- Smith, T.M and Smith, R.C (2006) Elements of Ecology 1st edn Pearson Publications
- Miller, G. T 92006) Environmental Science 11th edition Brooks / Cole

MHA 104 Management Accounting

Course Outcome

1. CO1: Knowledge of Book Keeping ,objectives , terms used in accounting ,accounting concepts, account-ing conventions, account, types of accounts, journal , compound journal entries, banking transactions ,ledger, trial balance ,trading and profit and loss accounts, bal-ance sheet.
2. CO2: Knowledge of Cost, Costing, cost accounting, elements of cost, cost sheet, treatment of stock while preparing cost sheet, until costing.
3. CO3: Skill in Management Accounting, meaning and definition, management accountant, tools of management accounting, ratio analysis, meaning, advantages and limitations, profit-ability ratios, liquidity ratios, activity ratios, leverage ratios.
4. CO4: Skill in Marginal costing, marginal cost, advantages and disadvantages, break even analy-sis, contribution, P/V ratio, break even point, margin of safety.
5. CO5: Familiarity with Budget, budgetary control, objectives, functional budgets, cash budget, production budget, purchase budget, master budget.

Course Objective

The objective of this course is to provide the students an understanding about the financial and cost accounting system and its applications in managerial decision making.

Course Contents:

Introduction to Financial Accounting	-1hr
Journal	-3hrs
Ledger	-2hrs
Trial Balance	-1hr
Financial Accounts	-5hrs
Cost Accounting	-1hr
Cost Sheet	-2hrs
Unit Costing	-1hr
Management Accounting: Meaning and definition	-1hr
Management Accountant	-1hr
Ratio Analysis	-4hrs
Marginal Costing: Meaning and definition	-1hr
Break Even Analysis	-3hrs
Budgetary Control, Budget	- 1hr
Functional Budgets	-3hrs
Total	-30hrs

Detailed Course Plan

Unit -I

Book Keeping ,objectives , terms used in accounting ,accounting concepts, accounting conventions, account, types of accounts, journal , compound journal entries, banking transactions ,ledger, trial balance ,trading and profit and loss accounts, balance sheet.

Unit-II

Cost, Costing, cost accounting, elements of cost, cost sheet, treatment of stock while preparing cost sheet, until costing.

Unit –III

Management Accounting, meaning and definition, management accountant, tools of management accounting, ratio analysis, meaning, advantages and limitations, profitability ratios, liquidity ratios, activity ratios, leverage ratios.

Unit –IV

Marginal costing, marginal cost, advantages and disadvantages, break even analysis, contribution, P/V ratio, break even point, margin of safety. Cost effective and cost benefit analysis

Unit –V

Budget, budgetary control, objectives, functional budgets, cash budget, production budget, purchase budget, master budget. Formulating budgets for outreach activities

Text Books:

Main Reading:

1. S. P. Jain and K.L. Narang –Advanced Accounting vol.1, Kalyani Publishers
2. S.P. Jain and K.L. Narang –Cost Accounting, Kalyani Publishers
3. R.S. N.Pillai and Bagavathi: Management Accounting, S. Chand

Reference Texts:

1. Juneja –Accounting for XI, Kalyani Publishers
2. S. N. Maheswary: Management Accounting, Sultan Chand.

MHA 105 Marketing Management

Course Outcome :

1. CO1: Knowledge and skill in Contemporary Marketing, Marketing Concepts, Misconceptions about marketing. Sellers vs. buyer's market, Marketing variables, Marketing planning, marketing audit, Marketing research, Factors influencing Consumer Behavior, Human needs: perception and Attitude, Marketing Mix Strategies.
2. CO2: Knowledge in Development of a new product, Eight stages of product planning, Product deletions, Distribution, Pricing and Promotional Strategies, Criteria for advertising, Selection of media, Humor in advertising, Customer Satisfaction, Measuring customer satisfaction, Consumerism, Marketing ethics.
3. CO3: Knowledge and skill in Marketing in hospitals, Application of marketing principles to hospitals, Annual marketing plan, Marketing process in hospitals, Consumer research,

- The Four Ps, Prod-uct, price, Place, Promotion, The Fifth P, Benefits of marketing, Marketing pro-grammes in relation to the public and patients ,Marketing a new hospital.
4. CO4: Knowledge and skill in Marketing Special Services in hospitals, women's health care, maternity services, Obstetrical practice, Alternate birthing centers, LDRP suits, Geriatric services, Psy-chiatric care, Referral sources, Special clinics, Health promotion programme for women, Women's unique psychiatric needs.
 5. CO5: Knowledge of Economic imperatives, Need for marketing, Redefining objectives and mission, mar-keting corporate Health services, some examples of how programmes can be marketed.

Courses Objective:

The booming world of marketing is one that can ignore the topics in the business Scenario. This course is an effort to impart an in-depth knowledge and techniques to students for promoting hospital products and services.Aimed at understanding the market forces,which determine the services offered,the importance of the role of marketing in quality management and organizational development.

Courses Contents:

Marketing Concepts	-1hr
Contemporary marketing	-1hr
Marketing Variables	-1hr
Marketing planning	-1hr
Consumer behavior	-1hr
Marketing mix strategies	-1hr
Development of a new product	-1hr
Product planning	-1hr
Pricing and promotional strategies	-1hr
Advertising	-1hr
Customer satisfaction	-1hr
Marketing ethics	-1hr
Marketing in hospitals	-1hr
Marketing principles	-1hr
Marketing process	-1hr
Consumer research	-1hr
Benefits of marketing	-1hr
Marketing a new hospital	-1hr
Marketing special services in hospitals	-2hrs
Women's health care	-1hr
Geriatric services	-2hrs
Health Promotion programme	-1hr
Women's unique psychiatric needs	-1hr

Economic imperatives	-2hrs
Need for marketing	-1hr
Marketing corporate health services	-2hrs
Total	-30hrs

Detail Course plan

Unit-1

Cotemporary Marketing, Marketing Concepts, Misconceptions about marketing. Sellers vs. buyer's market, Marketing variables ,Marketing planning ,marketing audit ,Marketing research, Factors influencing Consumer Behavior ,Human needs: perception and Attitude ,Marketing Mix Strategies.

Unit-II

Development of a new product, Eight stages of product planning, Product deletions, Distribution, Pricing and Promotional Strategies, Criteria for advertising, Selection of media, Humor in advertising ,Customer Satisfaction, Measuring customer satisfaction , Consumerism , Marketing ethics.

Unit-III

Marketing in hospitals, Application of marketing principles to hospitals, Annual marketing plan, Marketing process in hospitals, Consumer research, The Four Ps, Product ,price, Place, Promotion ,The Fifth P, Benefits of marketing ,Marketing programmes in relation to the public and patients ,Marketing a new hospital. Role of mass media

Unit-IV

Marketing Special Services in hospitals, women's health care, maternity services, Obstetrical practice, Alternate birthing centers, LDRP suits, Geriatric services, Psychiatric care, Referral sources, Special clinics, Outreach activities, Health promotion programme for women, Women's unique psychiatric needs. Women empowerment

Unit –V

Economic imperatives, Need for marketing, Redefining objectives and mission, marketing corporate Health services, some examples of how programmes can be marketed.

Text Books:

Main Reading:

1. G D Kundurs: How to market Your Hospital without Selling Your Philosophy, A Prism Books Pvt .Ltd, Bangalore, 1999.
2. S.A. Chunawalla: Sales Management, Himalaya Publishing House, Mumbai, 2001.

Reference:

1. William D. Perrault and E. Jerome McCarthy: Basic Marketing, Tata McGraw Hill Publishing Co .Ltd. 2002.

MHA 106 Managerial Economics

Course Outcome

1. CO1: Knowledge of Economics of Medical Care –Demand for medical care analysis- Utility theory-Consumer surplus Elasticity of demand, Need Vs demand – Law of demand, De-mand curve –Role of physicians ,Demand for health insurance- Cost analysis – Production function – Short run – Long run cost function – Low of diminishing returns- Returns of scale allocation of resources to medical care Application of health production function
2. CO2: Knowledge of Market of Hospital Services: Hospital markets –Types –perfect competition –imperfect competition Monopoly – oligopoly –monopolistic competition – Determination of output and prices – Physician services, market – Hospital cost inflation
3. CO3: Knowledge of Pricing for hospital services –Under perfect competition, under pure monopoly – Break –even analysis, techniques and application – Capital Budgeting, principles – monetary and fiscal policies Payback period –NPV –IRR- risk –Certainty, uncertainty in investment decisions
4. CO4: Knowledge of Make or buy concept –Private Vs Public Goods- spillover effects – Cost benefit anal-ysis – cost effectiveness analysis- Cost utility analysis –shadow prices – social costs –social benefits –Analysis of cost of medical care –supply function –least cost com-bination economic efficiency in production structure –five –year plans
5. CO5: Familiarity with the Extent of economic of scale in hospitals –Optimum size of health facilities –Budget: Central and Government budget - Economic fluctuations in health industry – busi-ness Vs Service business cycles business policy –inflation – deflation economic fore-casting for business International trade- foreign exchange – Forecasting and pre-dicative analytics in healthcare
6. Course Objective:

The course intent to chisel and mould the students in to better managers of tomorrow by delivering a knowledge which is a blend of integrated economic theory with business practice for the purpose of facilitating decision –making and forward planning by management.

Course Content:

Economics of Medical Care	-1hr
Demand for medical care analysis	
Utility theory, Consumer surplus	-2hrs
Elasticity of demand, Need Vs demand	
Law of demand, demand curve, Role of physicians	
Demand for health insurance, Cost analysis, Production Function	-3hrs
Short run, Long run cost function Law of diminishing returns	
Returns of scale allocation of resources to medical care	
Application of health production function	-2hrs
Market of Hospital services: Hospital markets Types,	-1hr
Perfection competition, impact competition Monopoly,	
Oligopoly, monopolistic competition Determination	-2hrs
Output and prices, Physician services, market	
Hospital cost inflation	-2hrs
Pricing for hospital services	-2hrs
Under perfect competition, under pure monopoly	
Break –even analysis, techniques and applications	
Capital Budgeting, principles, monetary and fiscal policies	-2hrs
Pay back period, NPV, IPR, risk	
Certainty, uncertainty in investment decisions	
Make or buy concept	-2hrs
Private Vs Public Goods, spill over effects	
Cost benefit analysis, cost effectiveness analysis	
Cost utility analysis, shadow prices, social Costs	-2hrs
Social benefits	
Analysis of cost of medical care –supply function	
Least cost combination, economic efficiency	
in production, structure –five year plans	-3hrs
Extent of economics of scale in hospitals Optimum	
size of health facilities	-1hr
Budget: Central and State Government budget	

Economic fluctuations in health industry, business Vs Service -2hrs
 Business cycles, business policy, inflation, deflation
 Economic forecasting for business. -2hrs
 International trade, foreign exchange,
 Spot and forward exchange markets
 International Monetary system –IMF and SDR -2hrs

Total -30hrs

Detail Course plan

Unit -1

Economics of Medical Care –Demand for medical care analysis-Utility theory- Consumer surplus Elasticity of demand , Need Vs demand –Law of demand , Demand curve –Role of physicians ,Demand for health insurance- Cost analysis – Production function –Short run –Long run cost function – Law of diminishing returns- Returns of scale allocation of resources to medical care Application of health production function

Unit –II

Market of Hospital Services: Hospital markets –Types –perfect competition –imperfect competition Monopoly –oligopoly –monopolistic competition –Determination of output and prices –Physician services, market –Hospital cost inflation

Unit –III

Pricing for hospital services –Under perfect competition ,under pure monopoly – Break – even analysis , techniques and application – Capital Budgeting ,principles – monetary and fiscal policies Pay back period –NPV –IRR- risk –Certainty, uncertainty in investment decisions

Unit –IV

Make or buy concept –Private Vs Public Goods- spillover effects –Cost benefit analysis – cost effectiveness analysis- Cost utility analysis –shadow prices –social costs –social benefits –Analysis of cost of medical care –supply function –least cost combination economic efficiency in production structure –five –year plans

Unit –V

Extent of economic of scale in hospitals –Optimum size of health facilities –Budget: Central and Government budget- Economic fluctuations in health industry –business Vs Service

business cycles business policy –inflation –deflation economic forecasting for business
International trade- foreign exchange –spot and forward exchange markets International
Monetary system –IMF and SDR

Reference Books:

1. R.L Varshney, K.L .Maheswary: Managerial Economics, Sultan Chand& Sons Educational Publishers, New Delhi
2. Even J Douglas: Managerial Economics, Theory, practice and problems, Prentice hall, India.
3. Mote V.C.Samuel Paul & SS Gupta: Managerial Economics, Concept and Cases, Tata MC. Grew Hill Publishing Company Limited.
4. Verma J.C: Managerial Economics, Concept and Analysis for business Decisions in Indian Environment, Lawrence Publishing House, New Delhi

MHA107 Human Resource Management

Course outcome

1. CO1: Knowledge of HRM Process, Evolution of personnel Management in India, Personal Management in hospitals, Nature, Scope, Definition and Objectives of personal Management as a Profession in Hospitals, Organizing the HR Department, Internal Organization of the HR Department, HR Plan, Philosophy, Objectives, Policies, Functions, Tools of the HR Department, Role &Functions of HR Manager.
2. CO2: Knowledge of Recruitment, selection and placement, Nature, Scope and objectives of Manpower planning, Preparing and Writing an Advertisement, Hiring the Right Employees, Recruitment, Sources of Requirements, Analyzing a Resume, Interview Techniques, Selection, Test on skills, Knowledge and IQ, What Can Go Wrong in an interview?, Following up the Applicants, Screening Profile, Checking References, Involving Other Staff in the Review, Medical Screening as a Condition of Employment, Telling Other Applicants “ No, Thank You “Induction, Extending/Curtailing Probation, Con-firmation, Promotion, Transfer, Separation, Disciplinary Procedure, Termination, Exit Interview.
3. CO3: Knowledge of Training & Development, Training Guidelines, Purpose of training, Advantages, Identifying Training Needs, Types of Employee Training, Developing a Training Programme, Who should ‘train’? Training Policy, Evaluation of Training, Training Programme on Management Development, Line and Staff Responsibilities, Training the Trainers Programme.
4. CO4: Knowledge of HR Administration, Wage and Salary Administration, Wages versus Salaries, What Determines Wages and Salaries?, Obligation of the Management, Employee’s Performance Appraisal, Performance Appraisal Form, 360 degree Performance Appraisal System, effective implementations based on Performance reports. What Can Go Wrong in a Performance Appraisal?, Conclusion of the Performance Appraisal, Evaluating the Evaluator, Advantages and Limitations of Employee Appraisal, Requisites of a good Appraisal System, Executive Appraisal.
5. CO5: Knowledge of Mandatory and Voluntary employee welfare aspects, Employee Health and working conditions, Legal aspects to protect employee welfare and working conditions. Basic Rules of Feedback, Working Conditions, Safety, Welfare and Employee’s Health Services, Labour Laws Influencing hospital Administration –Bonus Act 1965- Employee Provident Fund

Act 1952 – Employees State Insurance Act 1948 – Factories Act -1948 – Gratuity Act 1972-
Industrial Disputes Act 1947- Minimum Wages act 1948 –Shops and Commercial establishments
Act- Trade Union Act 1926 – Work-men’s compensation Act 1923 – Maternity Act 1961

Course objective:

This course is a modest attempt towards understanding the human resource functionalities in a typical hospital having varied specialties with supportive services. In managing medical office personal, knowledge of modern management techniques in HR is of most importance.

Course Contents:

Human Resource Management: Introduction	-1hr
Personnel Management	-1hr
Organizing the HR Department	-1hr
Role and functions of Hr Manager	-1hr
Recruitment, selection and placement: introduction	-2hr
Manpower planning	-1hr
Recruitment	-1hr
Interview techniques	-2hrs
Selection process	-2hrs
Disciplinary procedure	-1hr
Exit interview	-2hrs
Training and development: Introduction	-1hr
Training –purpose and advantages	-2hrs
Types of training	-1hr
Evaluation of training	-2hrs
Training programme	-1hr
HR Administration	-1hr
Employee’s performance appraisal	-2hrs
Requisites of a good appraisal	-1hr
Work Environment	-1hr
Morale	-1hr
Employee participation in Management	-1hr
Wage and salary Administration	-1hr
Trade Unions	-1hr
Grievances	-1hr
Organizational disputes	-1hr
Employee welfare aspects	-1hr
Labour Laws	-6hrs
Total	-40 hrs

Detailed Course Plan

Unit I

Introduction,HRM Process,Evoluton of personnel Management in India, Personal Management in hospitals, Nature, Scope, Definition and Objectives of personal Management as a Profession

in Hospitals, Organizing the HR Department ,Internal Organization of the HR Department ,HR Plan, Philosophy, Objectives,Policies,Functions,Tools of the HR Department, Role &Functions of HR Manager.

Unit II

Recruitment, selection and placement, Nature, Scope and objectives of Manpower planning, Preparing and Writing an Advertisement, Hiring the Right Employees, Recruitment, Sources of Requirements ,Analyzing a Resume, Interview Techniques, Selection , Test on skills, Knowledge and IQ, What Can Go Wrong in an interview?, Following up the Applicants, Screening Profile, Checking References, Involving Other Staff in the Review, Medical Screening as a Condition of Employment, Telling Other Applicants “ No, Thank You “, Induction ,Extending/Curtailing Probation, Confirmation, Promotion , Transfer , Separation, Disciplinary Procedure, Termination , Exit Interview.

Unit III

Training & Development, Training Guidelines, Purpose of training, Advantages, Identifying .Training Needs, Types of Employee Training, Developing a Training Programme, Who should ‘train’? Training Policy, Evaluation of Training, Training Programme on Management Development, Line and Staff Responsibilities, Training the Trainers Programme.

Unit IV

HR Administration, Wage and Salary Administration, Wages versus Salaries, What Determines Wages and Salaries? , Obligation of the Management, Employee’s Performance Appraisal, Performance Appraisal Form, 360 degree Performance Appraisal System, effective implementations based on Performance reports. What Can Go Wrong in a Performance Appraisal? , Conclusion of the Performance Appraisal, Evaluating the Evaluator, Advantages and Limitations of Employee Appraisal, Requisites of a good Appraisal System, Executive Appraisal.

Unit V

Mandatory and Voluntary employee welfare aspects, Employee Health and working conditions, Legal aspects to protect employee welfare and working conditions. Basic Rules of Feedback, Working Conditions, Safety, Welfare and Employee’s Health Services, Labour Laws Influencing hospital Administration –Bonus Act 1965- Employee Provident Fund Act 1952 –Employees State Insurance Act 1948 –Factories Act -1948 – Gratuity Act 1972- Industrial Disputes Act 1947- Minimum Wages act 1948 –Shops and Commercial establishments Act- Trade Union Act 1926 – Workmen’s compensation Act 1923 –Maternity Act 1961

Text Books:

1. R.O. Goyal: Handbook of Hospital personnel Management, Prentice Hall of India, New Delhi, 1993
2. Lythe Ross Costain , Karen Moawd :Managing Medical Office Personnel –A Comparative Guide to Personnel Management for the Medical Practice, Practice Management Information Corporation , Los Angels , CA, 1991.

Reference Text:

1. A.Aswathappa: Human Resource and Personnel Management –Text and Cases, Tata McGraw Hill Publishing Co. Ltd., New Delhi, 2002.

MHA 108 Business Laws and Medico –Legal Systems

Course outcome :

1. CO1: Knowledge of Constitutional Provisions relating to health and medical practice.
2. CO2: Knowledge of Medical Ethics and Conflicting Interest in Health Care
3. CO3: Knowledge of laws on medical negligence.
4. CO4: Knowledge of liability of medical professionals under various laws.
5. CO5: Skill in determination of liability and compensation.

Course Objectives:

Hospital a place of subtle environment has its legal framework to protect the hospital as well as the patients. The relevant laws are imparted to the students keeping in mind the future needs to handle administrative routines in such issues:

I. Constitutional Provisions relating to health and medical practice.

1. Basic tenants of Constitutional Law
2. Preamble to the Constitution
3. Fundamental Rights and their application
4. Article 21 and its relevance in Health Care
5. Directive Principles of State Policy

II. Medical Ethics and Conflicting Interest in Health Care

A. Medico-legal aspects of clinical practice

1. Medico-legal case

2. Duties and obligations of Doctors

B. Pre-requisites of Medical Practice

a. Consent

- i.** Relevance of consent
- ii.** Necessity of consent
- iii.** Validity of consent
- iv.** Refusal of treatment
- v.** Consent – vulnerable group
- vi.** Consent in an emergency

b. Professional secrets/privileged communication

III. Introduction to law of medical negligence

- i.** Negligence –Definition
- ii.** Essentials /Components of negligence
- iii.** Duty of care
- iv.** Standard of care
- v.** What is not negligence
- vi.** Defenses to the law of negligence

IV. Liability of Medical professionals under various laws

- i.** Negligence as a tort
- ii.** Negligence under Contract
- iii.** Negligence as a Crime
- iv.** Negligence under the consumer law

V. Determination of liability and compensation

- i.** Liability under the general law
 - 1.** Individual liability
 - 2.** Vicarious liability
- ii.** Liability under the Consumer Law
 - 1.** Professional service
 - 2.** Professional service free of cost
 - 3.** Contract of personal service
 - 4.** Deficiency in service

VI. Consumer Dispute Redressal Agencies

- 1.** District Forum
- 2.** State Commission
- 3.** National Commission

VII. Relevant Acts/legislations applicable to hospitals and its importance

- i.** Indian Medical Council Act 1956 and code of conduct, ethics and etiquette
- ii.** Dental council Act
- iii.** Indian nursing council Act

- iv.** Transplantation of human Organs Act 1994
- v.** Medical Termination Of pregnancy Act 1971
- vi.** Prenatal diagnostics Techniques (Regulation and Prevention of Misuse) Act 1994
- vii.** Drugs and Cosmetic Act 1940
- viii.** Environmental Protection Act (Biomedical Waste management Handling Rules)
- ix.** Atomic energy Act (Radiation Protection Rules)
- x.** Mental health Act 1987
- xi.** Disability Act

VIII. Biomedical research

- i.** Ethical issues
- ii.** Relevance of ICMR guidelines
- iii.** Relevance of Schedule Y guidelines (Drugs And Cosmetic Act)

IX. Important legal aspects of Medical Documentation for

- 1.** Patients
- 2.** Physician/Doctors
- 3.** Hospital
- 4.** Public health
- 5.** Medical Education / Research

X. Law relating to death in hospital

XI. Law of Contracts

- 1.** Definition and Object of the law of Contract
- 2.** Essential elements of a valid contract
- 3.** Classification of contract
- 4.** Definition of Consideration
- 5.** Legal rules as to consideration
- 6.** Remedies for the breach of contract

References:

- 1. Law of Medical Negligence and Compensation, R. K Bag, second Edition, Eastern Law House.
- 2. Medical negligence and compensation, Dr. Jagadish Singh, 3rd edition, Bharat Publications.
- 3. Medical Technology and the law, Harvard Law review Vol. 103.1519.

4. Elements of Mercantile law, N. D Kapoor, Sultan Chand and Sons, Educational Publishers 4792/23, Daryaganj, New Delhi.

5. Labour and Industrial Laws, S. N Misra, Central Law Publications

6. Constitutional Law of India , H M Seervai, Universal Law Publications, New Delhi

MHA109 Value Education (First Sem)

CO1: The attitude to be a good human being, with the curiosity to continue lifelong learning.

CO2: The conviction to do service to humanity - to put the interests of the individual patient as the foremost priority. Acquisition of values of gender sensitivity, environment & sustainability.

MHA110 Practical - Hospital Orientation (First Sem)

CO1: Orientation with the workings of the hospital administration department.

CO2: Orientation with the workings of the patient care system.

Competency in familiarizing with hospital administration department and understanding the workings of the patient care system

SEMESTER II

MHA 201 Financial Management

Course Outcome :

1. CO1: Knowledge of Financial Management – Concepts –Objectives –scope –Functions
2. "CO2: Knowledge of time Preference rate-Compound value –Present Value
3. Forecasting of income Statement –Concepts- Types –Factors affecting the determination of working capital – theories of working capital"
4. CO3: Skill in Working capital Management –Concepts - Types -Factors affecting the determination of working capital
5. CO4: Skill in Cash Management – objectives – Minimum Cash requirement –different approaches for decision making –formation strategies
6. CO5: Skill in 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.
7. CO6: Skill in Leverage – Financial –Operating –applicability in decision making – indifferent point – EBIT – EPS analysis for different sources of finance – Long term and short term decisions on alternatives.
8. CO7: Skill in Capital Budgeting – Principles – data requirement – Methods of investment analysis – Payback period – NPV – IRR –discounted cash flow – risk and return decisions –Profitability index

9. CO8: Knowledge of Theories of Capital structure – NI – NOI –MM approach –cost of capital –determination of cost individual source of finance – Procedure to find out capital structure of a firm
10. CO9: Knowledge of Dividend – types of dividend –Gorden – Walter –MM Models – determinants of divi-dend policy
11. CO10: Skill in cost benefit Analysis – Cost effectiveness analysis –ratio Analysis – Types –Uses
12. CO11: Skill in Value and rate of return calculations – Valuation of firm and Shares – different meth-ods of determination of value of shares – Value of firm – registration of firm in stock exchanges –stock exchange working procedure

Course Objective:

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 and its utility as an indispensable part of hospital administration and quality control.

Course Content

Financial Management –Concepts, Objectives, Scope & Function	- 3hrs
Forecasting of income statement	- 3hrs
Working capital Management	- 3hrs
Cash Management	- 3hrs
Current asset Management	- 5hrs
Leverage	-3hrs
Capital Budgeting	-5hrs
Theories of Capital structure	-2hrs
Dividend	-3hrs
Cost & Analysis	-2hrs
Stock Exchange Market	-3hrs
Total	-35 hrs

Detailed Course Plan:

Financial Management – Concepts –Objectives –scope –Functions

Time Value of money –time Preference rate-Compound value –Present Value

Forecasting of income Statement –Concepts- Types –Factors affecting the determination of working capital – theories of working capital

Working capital Management –Concepts - Types -Factors affecting the determination of working capital

Cash Management –objectives – Minimum Cash requirement –different approaches for decision making –formation strategies

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.

Leverage – Financial –Operating –applicability in decision making –indifferent point –EBIT –EPS analysis for different sources of finance – Long term 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

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

Dividend –types of dividend –Gorden – Walter –MM Models – determinants of dividend policy

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 exchange working procedure

Reference Text:

1. Khan M.Y & Jain P. K : Financial management ,Tata Mc Grew Hill Publishing Co.,
2. Kuchhal S.K : Financial Management , Cheritarry Publishing House , Allahabad
3. Maheswari S.N: Principles of Financial Management, Sultan Chand & Sons, New Delhi.
4. Pandey IM: Financial Management, Vikas Publishing House Pvt. Ltd , Bombay
5. Prasanna Chandra : Financial , Tata Mc Grew Hill Publishing Co.,
6. John Thampton: Financial Decision making – Concepts, Problems & cases, Prentice Hall & Co.

MHA 202 Organisational Behaviour

Course outcome:

1. CO1: Knowledge of Organizational Behavior Concepts, scope and importance, various approaches to measure effectiveness, managerial effectiveness, organizational change, factors, planned change, response to change, resistance to change, organizational growth

and change, organizational development, concept and progress, OD interventions, sensitivity training and grid training, management by objectives. Individual behaviour, ability, intellectual and physical abilities, Creativity in management, values and behaviour, factors in value formation, types of values, value system for Indian managers, importance, job satisfaction, measuring job satisfaction, effect of job satisfaction on employee performance. Group Dynamics, types of group – formal and informal group, group cohesiveness, individual and group decision making, team building".

2. CO2: Knowledge of Organization theory, scientific management, different organization theories, contingent factors in organization structure, environment, strategy, technology, size of organization, design of organization structure, departmentation, bases of departmentation, span of management, delegation of authority, centralization and decentralization, forms of organization structure. line and staff organization structure, line and staff conflict, functional organization structure. Management of change, planned change, forces for change, responses to change, types of planned change, conflict management, competition vs. conflict, conflict management strategies, job stress, sources of stress, management of stress, ethics, managerial or business ethics, determinants of ethics, ethical guidelines for managers, values, social responsibilities of business."
3. CO3: Knowledge of Nature of human behaviour, human behaviour approach, organizational behaviour models, process of behaviour, models of man, limits on rationality, Perception, concept of perception, meaning and importance, link between perception and individual decision making, perceptual process, perceptual organization, interpersonal perception, managerial applications of perception. Learning, components of learning process, factors affecting learning, learning theories, conditioning theory, cognitive learning theory, social learning theory, reinforcement, types of reinforcement, administrative reinforcement, motivation, motivation and behaviour, theories of motivation, Maslow's Theory, McClelland's Need Theory, Contingency approach to motivation, McGregor's Approach to motivation, Theory X and Y, Important elements of a sound motivational system.
4. CO4: Knowledge of Personality, concept of personality, personality theories, personality development, determinants of personality, personality and behaviour, organizational applications of personality, personality traits and personality attributes influencing organizational behaviour, decision making, rational decision making progress, ethics in decision making.
5. CO5: Knowledge of Attitudes, Theories of attitude formation, factors in attitude formation, attitude measurement, attitude, interpersonal behaviour, transactional analysis, levels of self awareness, ego status, life positions, transactions, stroking, psychological games, benefits and uses of transactional analysis. Concept of leadership, leadership theories, leadership styles, employee - production orientation, managerial grid, three-dimensional grid, Fiedler's Contingency model, Hursey- Blanchard's Situation Model,

Path –Goal model of Leadership, successful leadership vs. effective leadership, leadership styles in Indian organization

Course Objectives

A Modern Health care setting today consists of a complex mechanism of technology and human resources .The major problem of a hospital organization is to get the maximum possible advantage of human resource potential .Behaviour of human being determines these efforts and contributions. Therefore it is imperative to understand the total behaviour of a person related to the health care whether for services or beneficiary purpose. This course is offered with a perception of importing the required knowledge of human behaviour and its implication in the organization structure.

Course Contents:

Organizational Behavior	-4 hrs
Individual behavior	-4 hrs
Organizational Theory	-5 hrs
Management of change	-4 hrs
Nature of human behavior	-5 hrs
Learning	-4 hrs
Personality	-5 hrs
Attitude	-4 hrs
Total	-35 hrs

Detailed Course Plan

Unit I

Organizational Behavior Concepts, scope and importance ,various approaches to measure effectiveness, managerial effectiveness , organizational change ,factors ,planned change, response to change , resistance to change ,organizational growth and change , organizational development ,concept and progress , OD interventions ,sensitivity training and grid training, management by objectives.

Individual behaviour , ability , intellectual and physical abilities ,Creativity in management ,values and behaviour ,factors in value formation ,types of values , value system for Indian managers , importance ,job satisfaction ,measuring job satisfaction , effect of job satisfaction on employee performance. Group Dynamics, types of group –formal and informal group, group cohesiveness, individual and group decision making, team building

Unit II

Organization theory ,scientific management ,different organization theories ,contingent factors in organization structure, environment , strategy ,technology ,size of organization ,design of organization structure ,departmentation ,bases of departmentation ,span of management , delegation of authority, centralization and decentralization ,forms of organization structure .line and staff organization structure ,line and staff conflict , functional organization structure

Management of change ,planned change, forces for change ,responses to change ,types of planned change ,conflict management , competition vs. conflict ,conflict management strategies ,job stress ,sources of stress , management of stress ,ethics ,managerial or business ethics ,determinants of ethics ,ethical guidelines for managers ,values ,social responsibilities of business..

Unit III

Nature of human behaviour, human behaviour approach, organizational behaviour models, process of behaviour, models of man, limits on rationality, Perception, concept of perception, meaning and importance, link between perception and individual decision making ,perceptual process, perceptual organization ,interpersonal perception, managerial applications of perception. Learning, components of learning process, factors affecting learning, learning theories, conditioning theory, cognitive learning theory, social learning theory, reinforcement, types of reinforcement, administrative reinforcement, motivation, motivation and behaviour, theories of motivation, Maslow's Theory ,McClelland's Need Theory , Contingency approach to motivation ,McGregor's Approach to motivation, Theory X and Y, Important elements of a sound motivational system.

Unit IV

Personality, concept of personality, personality theories, personality development, determinants of personality, personality and behaviour, organizational applications of personality, personality traits and personality attributes influencing organizational behaviour ,decision making ,rational decision making progress ,ethics in decision making.

Unit V

Attitudes ,Theories of attitude formation ,factors in attitude formation ,attitude measurement, attitude ,interpersonal behaviour ,transitional analysis ,levels of self awareness, ego status, life positions ,transactions, stroking ,psychological games, benefits and uses of transactional analysis. Concept of leadership, leadership theories, leadership styles, employee- production

orientation, managerial grid, tri-dimensional grid, Fiedler's Contingency model, Hursey-Blanchard's Situation Model, Path –Goal model of Leadership, successful leadership vs. effective leadership, leadership styles in Indian organization

Reference Books:

1. L.M. Prasad: Organizational Behaviour , Sultan Chand and Sons
2. Fred Luthans: Organizational Behaviour, McGraw Hill International Edition.
3. Stephen P Robins: Organizational Behaviour, Prentice Hall of India.
4. V.S.P. Rao , V Hari Krishna: Management ,Text and Cases, Excel Books
Wendell L French, Cecil H bell, Jr: organization Development, PHI

MHA 203. Research Methodology

Course outcome:

1. CO1: Knowledge of the meaning of research – methods and techniques of research – research problem – qualities of a good researcher – Re-search design.
2. CO2: Knowledge and skill in census and sample survey – primary and secondary data – preparation of schedules & questionnaires – Estimation of sample size – Criteria of good sample – sampling designs – simple random sampling – stratified sampling – systematic sampling – multi phase & multi stage sampling – use of sampling – errors in sampling.
3. CO3: Skill in Design and analysis of research studies
4. CO4: Skill in Validity analysis – Sensitivity, Specificity & Accuracy in Validity analysis ,ROC curve
5. CO5: Familiarity with Health statistics (sources, rates), Vital statistics (methods of recording vital events, rates)
6. CO6: Knowledge of Research reports: Structure and components – steps in writing report – types of re-ports

Course objective

Subject deals with the scientific method of solving a research problem systematically so that they know how to go about doing their project and research work.

Sl.No. Course Content

- | | | |
|----|------------------------|-------|
| 1. | Meaning of research | 2hrs |
| 2. | Techniques of research | 2 hrs |

3.	Research design – Basic concepts	1 hr
4.	Estimation of sample size	2 hrs
5.	Census and sample surveys	2 hrs
6.	Primary and secondary data	1 hr
7.	Schedules & questionnaires	2 hrs
8.	Cross-sectional studies-design & analysis	1 hr
9.	Case-control studies-design & analysis	2 hrs
10.	Cohort studies-design & analysis	2 hrs
11.	Clinical trials-design & analysis	2 hrs
12.	Validity analysis	2 hrs
13.	Vital & health Statistics	2 hrs
14.	Steps in writing report	2 hrs

	Total	25 hrs

Unit – I

Research methodology: - An introduction – meaning of research – methods and techniques of research – research problem – qualities of a good researcher – Research design.

Unit – II

Data collection: - Source of information – census and sample survey – primary and secondary data – preparation of schedules & questionnaires – Estimation of sample size – Criteria of good sample – sampling designs – simple random sampling – stratified sampling – systematic sampling – multi phase & multi stage sampling – use of sampling – errors in sampling.

Unit –III

Design and analysis of research studies: Design and analysis - Cross sectional studies, Case-control studies, cohort studies and clinical trials.

Unit - IV:

Validity analysis – Sensitivity, Specificity & Accuracy in Validity analysis ,ROC curve

Unit-V:

Health statistics (sources,rates), Vital statistics(methods of recording vital events,rates)

Unit - VI

Research reports: Structure and components – steps in writing report – types of reports

Reference Books:

- 1) Sundaram K. R., Dwivedi S.N. & Sreenivas V.; Medical Statistics - Principles & Methods; 2009; BI Publications, New Delhi.
- 2) P. Armitage, G. Berry & J. N. S. Matthews; Statistical Methods in Medical Research; 2002; 4th Ed., Blackwell science.
- 3) Mark Woodward; Epidemiology - Study, Design and Data analysis; 2000; Chapman & Hall, CRC Series.
- 4) Rothman K. I. and Greenland S.; Modern Epidemiology; 1998; 2nd ed., Lippincott Raven publishers.
- 5) William F Rosenberger, John M Lachin, Randomization in clinical trials: Theory and Practice, John Wiley & Sons Ltd, 2002.
- 6) Nicholas P Jewell, Statistics for epidemiology, Chapman & Hall / CRC Press, 2003.
- 7) C. R. Kothari, Research Methodology, New Age international (p) Limited Publishers, New Delhi- 110 002.
- 8) Dipak Kumar Bhattacharyya, Research methodology, Excel books, New Delhi.

MHA 204 Information Technology in Hospital Administration

Course Outcome :

1. CO1: Working knowledge of commonly used hospital Software and Hardware
2. CO2: Knowledge of Hospital Information System & EMR
3. CO3: Familiarity with Latest Advancement in Technology

Course Objective

To provide the basic practical applications of Microsoft Word, Excel and Power Point and to impart knowledge on Internet

Internet

1. Getting familiarize with the Internet
2. Working with e- mail, search engines, etc
3. Visit the websites related to your topics in healthcare

Webpage Designing (HTML, CSS, Front Page)

4. Create a static web page which displays your personal information
5. Create a web page which gives the information about a disease
6. Create an online registration form through which the user can register

PageMaker & Flash

7. Create a brochure for an Ayurveda hospital

8. Create a simple animation and embed in a web page
9. Create buttons using Flash and embed it in the menu page of the website.

Mini Project –I

10. Create a website for a healthcare tourism company

Mini Project -II

11. Create a website for the community outreach programme of a super specialty hospital.

Project Management (MS Project)

12. You have purchased 25 acres of land 10km away from the heart of the city. You want to build a 50 bedded Eye care specialty hospital and research centre. You have to prepare a plan of project activities using MS Project .Project should include as many appropriate tasks and summery tasks as you can think of, to get the project completed in eight months. You plan should include: tasks, summary tasks, recurring tasks, resources and their allocation to individual tasks. Include costs here also, as well as project calendar (Working times) and calendars for individuals working on the project.

(Ref. You will get additional information by visiting an Eye care Hospital.
Eg: Dr.Giridhar Eye Clinic)

13. Familiarizing with the financial accounting package, tally.

MHA 205 Hospital Supportive Systems.

Course Outcome :

1. CO1: Knowledge of Hospital Support Services , Introduction –Major components and their role –Nuclear Medicine Occupational therapy – Recreational Therapy –Speech and hearing Ther-apy-LDR suite – Telemedicine.
2. CO2: Familiarity with Blood bank Pharmacy –Hospital acquired infection control – Ambulance service- Transportation –Mortuary
3. CO3: Knowledge of Volunteer Service –Rehabilitation- Public and staff facilities – Dietary services and canteen –Sterile supply service in hospitals –House Keeping and laundry –Water treatment, Water Supply and Sewage System
4. CO4: Understanding of Maintenance –Electrical & plumbing System – Air –Condition System –Civil Engi-neering, General equipments –Bio –Medical services –Central medical gas system
5. CO5: Familiarity with Communication system –Telephone system –Nurses call system – Public address system –Safety and security –fire safety –Bomb treat –Emergency and Disaster pre-paredness

Course Objectives:

The object of these courses is to give a clear –cut idea to the students about the different Departments supporting the clinical care in a hospital and how they assist in the smooth functioning of the hospital to achieve quality care to the patients.

Course Contents:

Hospital Support Services, Introduction	-1hr
Major components and their role Nuclear Medicine	-1hr
Occupational Therapy	-1hr
Recreational Therapy	-1hr
Speech and hearing Therapy	-1hr
LDR Suite	-1hr
Telemedicine	-1hr
Blood bank	-1hr
Pharmacy	-2hrs
Hospital acquired infection	-1hr
Infection Control	-1hr
Ambulance Service	-1hr
Transportation	-1hr
Mortuary	-1hr
Volume Service Rehabilitation	-1hr
Public and staff facilities	-1hr
Dietary services and canteen	-1hr
Sterile supply services in hospitals	-1hr
Housekeeping and laundry	-2hrs
Water treatment and sewage	-2hrs
Bio Medical Services	-2hrs
Maintenance	-3hrs
Emergency and Disaster preparedness	-2hrs
Fire hazards	-1hr
Communication system	-2hrs
Safety and security	-2hrs
Total	-35hrs

Detailed Course Plan

Unit -1

Hospital Support Services , Introduction –Major components and their role –Nuclear Medicine Occupational therapy – Recreational Therapy –Speech and hearing Therapy-LDR suite – Telemedicine.

Unit-II

Blood bank Pharmacy –Hospital acquired infection control –Ambulance service-Transportation –Mortuary

Unit -III

Volunteer Service –Rehabilitation- Public and staff facilities –Dietary services and canteen –Sterile supply service in hospitals –House Keeping and laundry –Water treatment, Water Supply and Sewage System

Unit –IV

Maintenance –Electrical & plumbing System – Air –Condition System –Civil Engineering ,General equipments –Bio –Medical services –Central medical gas system

Unit -V

Communication system –Telephone system –Nurses call system –Public address system –Safety and security –fire safety –Bomb treat –Emergency and Disaster preparedness

Reference text:

1. G D Kunders, Hospitals, Tata McGraw –Hill Publishing Company Limited, 7 West Patel Nagar, New Delhi -11 0 008
2. Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Japee Brothers, Medical Publishers (P) Ltd., B-3 EMCA House, 23/23B Ansari Road, Daryaganj, Post box 7193, New Delhi-11 0 002
3. S.L Goel and R .Kumar: Hospital Supportive Services, Deep & Deep Publications PVT LTD, F -159, Rajouri Garden, New Delhi -11 0027

MHA 206 Community Medicine and Outreach Programme

Course outcome:

1. CO1: Familiarity with Concepts of health and disease, Role of environment in public health, nutrition and health, Principles of Medical Entomology.
2. CO2: Knowledge of Principles and methods of Epidemiology, Epidemiology of major communicable and non-communicable diseases.
3. CO3: Knowledge of Health Education – aims and objectives , approaches and methods of Health Educa-tion , preparation of health education materials like slides , flash cards, flip chart, folders, posters and pamphlets, case study presentation.

4. CO4: Familiarity with Health planning and management and principles of health administration, health care system, implementation of National Health Programmes and Mental Health and Ger-iatics.
5. CO5: Knowledge about Visits to urban and rural health centres to study the organization and function and to understand implementation of National Health Programmes like National Vector borne Control Disease, RNTCP, Leprosy Control Programme and control of life style diseases.

Course objective

The objective of this course is to provide basic knowledge and skills in community medicine to students who are involved in community health care in their day to day professional activity and research. There is also a focus on administration and management in the Health Care System of the country. Practical and interactive sessions are planned to organize community health education programmes and outreach activities.

Course plan

Unit I – 6 hrs

Concepts of health and disease, Role of environment in public health, nutrition and health, Principles of Medical Entomology.

Unit II – 6 hrs

Epidemiology – Principles and methods, Epidemiology of major communicable and non-communicable diseases.

Unit III – 6 hrs

Health Education – aims and objectives , approaches and methods of Health Education , preparation of health education materials like slides , flash cards, flip chart, folders, posters and pamphlets, case study presentation.

Unit IV – 6 hrs

Health planning and management and principles of health administration, health care system, implementation of National Health Programmes and Mental Health and Geriatrics.

Unit V – 6 hrs

Visits / projects

Visit to urban and rural health centres to study the organization and function and to understand implementation of National Health Programmes like National Vector borne Control Disease , RNTCP , Leprosy Control Programme and control of life style diseases .

Project work and organization of community outreach programmes.

Course content

Concept of health and disease – 1 hr

Role of Environment in public health – 2 hrs

Nutrition and health – 2 hrs

Medical Entomology – 1 hr

General Epidemiology – 2 hrs

Major communicable diseases : Epidemiology and Control – 3 hrs

Non communicable diseases : Epidemiology and control – 1 hr

Health Education : Introduction , aims and objectives – 1 hr

Methods of Health Education – 4 hrs

Preparation of Health Education materials – 1 hr

Public Health Administration , planning and management : Principles and methods – 1 hr

Health Care System in the country – 2 hrs

National Health Programmes – 2 hrs

Mental Health and Geriatrics – 1hr

Project work and case study presentation – 2 hrs

Organizing community outreach programmes – 1 hr

Visit to rural and urban health centres – 3 hrs

Total : 30 hrs

The topics will be taken through lecture demonstrations , interactive sessions, presentation of project and case study and field visits .

Reference books :

1. K. Park – Park text book of Preventive and Social Medicine - 21st Edition – 2011.
2. Sunder Lal , Adarsh, Pankaj – Text Book of Community Medicine - 3rd Edition – 2011.
3. Mausner. J.S & Kramer. S – Mausner and Bahn : Epidemiology – An introduction – Latest edition.
4. DJP Barker, G. Rose – Epidemiology in Medical Practice – Latest edition.

MHA 207 Operations Research & Biostatistics

Course Objective:

The objective of this course is to provide the students an understanding about the financial and cost accounting systems and its applications in managerial decision making.

Operations research is distinguished by its frequent use to examine an entire management information system, rather than concentrating only on specific elements. An operations researcher faced with a new problem is expected to determine which techniques are most appropriate given the nature of the system, the goals for improvement and constraints on time and computing power .For this and other reasons, the human element of OR is vital .

Course Content:

Operations Research	-1hr
Linear programming	-3hrs
Sensitivity Analysis	-2hrs
Transportation Problem	-2hrs
Assignment Problem	-2hrs
Inventory Control	-2hrs
Game Theory	-2hrs
Network Analysis	-3hrs
Queuing Theory	-2hrs
Introduction to biostatistics	-1hr
Statistical data	-1hr

Presentation of data	-2hrs
Measures of central tendency	-1hr
Measures of dispersion, skewness and kurtosis	-1hr
Sampling techniques	-2hrs
Probability theory	-2hrs
Estimation	-1hr
Test of significance	-5hrs
Total	-35hrs

Detailed Course Plan

Course Outcome :

1. CO1: Ability to formulate a viable project protocol.
2. CO2: Conduct of the project in a time bound manner.

Unit I

Introduction to OR –Application of OP techniques in modern managerial decision making –Linear Programming- formulation of LP –graphical method –simplex method – Special cases (degeneracy ,alternative optima, unbounded solutions and unfeasible solutions)- concept of duality and sensitivity analysis.

Unit II

Application of LP- Transportation Models- North West Corner Rule- MODI method, Minimum cost method of getting first feasible solution –Vogel’s approximation method, degeneracy –Transshipment Model – Assignment Model –Hungarian Model.

Unit III

Network Models –PERT/ CPM: Applications and importance – Network Construction- Determination of critical path, Slacks and floats – determination of PERT times.

Unit IV

Game theory – Saddle point - Pure strategy- Dominance property- Inventory management techniques- EOQ

Unit V

Queuing Theory – Basic elements of a queuing model – Operating Characteristics of a queuing model – Operating characteristics of a queuing system (M/M/1 model).

Unit VI

Statistics- definition –meaning –branches-biostatistics-health statistics-vital statistics. Applications and uses of biostatistics in health management and epidemiology-methods of data collection- classification of data –construction of frequency distribution table- tabulation of data - general rules of tabulation –types of tabulation –Presentation of data –diagrammatic –graphic – types-(line –bar-pie – pictogram – histogram- frequency curve- Ogive)

Unit VII

Mean (calculation for individual, discrete and continuous series), median (calculation for individual, discrete and continuous series), mode (calculation for individual series). Empirical relation connecting mean, median and mode. Merits and demerits of each type.

Unit VIII

Range and mean deviation (for individual series)-standard deviation (calculation for individual ,discrete and continuous series) –co-efficient of variation –uses – correlation - 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 IX

Criteria of 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 X

Probability –basic concepts –normal distribution –binominal distribution-characteristics- Standard normal variate- basic concepts of estimation –interval estimation – population mean and proportion - 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 t test –paired t test –unpaired t test –ANOVA test- chi-square test (for a 2x2 table) – Non-parametric tests.

Reference Books:

1. Medical Statistics - Principles & Methods: Sundaram K. R., Dwivedi S.N. & Sreenivas V.; 2009; BI Publications, New Delhi.
2. Biostatistics: A foundation for analysis in health sciences: Wayne W Daniel. 7th ed.; 1999; John Wiley.
3. Rao NSN: Elements of Health Statistics, Text Book Agency, Varanasi.
4. Statistical Methods in Medical Research: P. Armitage, G. Berry & J. N. S. Matthews; 2002; 4th Ed., Blackwell science.
5. Sampling Techniques: Cochran W. G.; 2002; Wiley.
6. L.R Potty –Operations Research, Yamuna Publications.
7. Hendy A Taha: Operations Research, Sultan Chand & Sons.

MHA 209 Value Education (Second Sem)

1. CO1: Acquisition of the “skills for life” in addition to the skills to live.
2. CO2: Acquisition of positive lifelong values including ethics and etiquette.
3. CO3: The “practical applications” of the right values

MHA210 Practical - Hospital Orientation (Second Sem)

1. CO1: Orientation with the logistics, supply etc.
2. CO2: Orientation with the quality assurance.

Students gain orientation with concept of logistics and supply in hospital administration as well as familiarize with the concept of quality assurance.

SEMESTER III

MHA 301 Management of Hospital Operations & Services

Course Outcome :

1. CO1: Knowledge of Application of OP techniques in modern managerial decision making – Linear Programming – formulation of LP – graphical method – simplex method – Special cases (degeneracy, alternative optima, unbounded solutions and unfeasible solutions) – concept of duality and sensitivity analysis.
2. CO2: Knowledge of Application of LP – Transportation Models – North West Corner Rule – MODI method, Minimum cost method of getting first feasible solution – Vogel’s approximation method, degeneracy – Transshipment Model – Assignment Model – Hungarian Model.
3. CO3: Knowledge of Network Models – PERT / CPM: Applications and importance – Network Construction – Determination of critical path, Slacks and floats – determination of PERT times.
4. CO4: Knowledge of Game theory – Saddle point – Pure strategy – Dominance property – Inventory management techniques – EOQ
5. CO5: Knowledge of Queuing Theory – Basic elements of a queuing model – Operating Characteristics of a queuing model – Operating characteristics of a queuing system (M/M/1 model).
6. CO6: Knowledge of definition of statistics, meaning – branches – biostatistics – health statistics – vital statistics. Applications and uses of biostatistics in health management and epidemiology – methods of data collection – classification of data – construction of frequency distribution table – tabulation of data – general rules of tabulation – types of tabulation – Presentation of data – diagrammatic – graphic – types – (line – bar – pie – pictogram – histogram – frequency curve – Ogive)
7. CO7: Knowledge of Mean (calculation for individual, discrete and continuous series), median (calculation for individual, discrete and continuous series), mode (calculation for individual series). Empirical relation connecting mean, median and mode. Merits and demerits of each type.
8. CO8: Knowledge of Range and mean deviation (for individual series) – standard deviation (calculation for individual, discrete and continuous series) – coefficient of variation – uses – correlation – different types of correlation – scatter diagram – Pearson’s correlation coefficient – Spearman rank correlation coefficient – regression –

basic concepts – lin-ear regression – lines of regression –estimation using lines of regression.

9. CO9: Knowledge of Probability – basic concepts – normal distribution – binominal distribution – charac-teristics – Standard normal variate – basic concepts of estimation – point estimation - interval estimation – estimation of population mean and proportion.
10. CO10: Knowledge of Tests of significance – uses – sampling distribution –standard error – null hypothesis – levels of significance type I & II errors,p-value & Power of the test– test for large samples – normal test – test for proportion – test for small samples – simple t-test –paired t-test – unpaired t-test – ANOVA test – chi-square test (for a 2x2 table), chi-square test as a non-parametric test – goodness of fit, testing independence and homogeneity – Non-parametric tests."

Course Objective

The Function of a good hospital today includes the entire spectrum devoted to the medical care of patients. In discharging these Functions, the hospital utilizes personnel and infrastructure. The objective of these courses is to give the students a broad view of the different departmental services and their operations, ranging from the domain of an ordinary primary health care center to that of a super specially setting. This course gives the students thorough foundation knowledge of the broad range of specialties and supportive in a hospital .

Course Contents:

Planning and design of hospital services:	-10hrs
Planning and design administrative services	-10hrs
Medical and ancillary services:	-10hrs
Nursing Service administration	-10hrs
Planning and designing public areas and staff facilities	-10hrs
Introduction to effective communication	-10hrs
Total	-60hrs

Detailed Course Plan

Unit 1

Planning and design of hospital services: financial planning, equipment planning, permanent hospital organization, functional plans for hospital construction, design team, hospital consultant, architect and engineers. Organizational structure, committee organizations, advantages and disadvantages of committees, the Chief Executive officer(CEO) , duties, responsibilities and functions of CEO ,Relationship of CEO with the governing board, organizational charts, management of the hospital, professional management of the hospital , recruitment and selection. Orientation, Training and development, readying the hospital to operate professionally

Unit II

Planning and designing administrative services: Introduction, executive suite, location, design and space requirements of executives suite, professional service unit, functions, location design and organization of professional service unit .Planning and designing medical and ancillary services: Outpatient services, functions, design and facilities, situations and problems, emergency service, location, design and organization, facilities required other requirements.

Unit III

Medical and ancillary services : Surgical department ,location ,organization and design , facilities and space requirements ,clinical and service areas ,pulmonary medicine ,requirements for pulmonary medicine, Cardiac Catheterization (CATH Lab) ,diagnostic and therapeutic procedures ,location and facilities required ,problem situations .Clinical laboratories ,functions, location and design ,organization of laboratory ,facilities and space requirements, blood bank , radiological services, diagnostic radiology ,requirements ,radiation therapy department , organization , facilities and space requirements ,problem situations ,nuclear medicine ,location and design ,labour and delivery suite ,location and design ,labour rooms ,delivery rooms , caesarian section room, recovery rooms ,birthing rooms ,clinical and service areas , pulmonary medicine, requirements for pulmonary medicine, Physical medicine and rehabilitation ,physical therapy , functions and functional areas ,facilities ,problem situations ,recreational therapy ,speech and hearing therapy ,goals of speech pathology and audiology , facilities required .

Unit IV

Nursing Service Administration, functions, location design and organization of nursing service administration unit, other considerations and problem situations, planning and designing nursing services: General nursing unit ,functional goals , functions and design, patient rooms , nurses rooms, facilities , pediatric nursing unit, obstetrical nursing unit ,Psychiatric nursing unit, functions and design , isolation rooms Intensive Care Units (ICUs) and Coronary Care Units (CCUs) , functions , points to be considers before designing ICUs and ,CCUs , facilities required , newborn nurseries , full term nursery ,observation nursery , premature nursery.

Unit V

Planning and designing public areas and staff facilities: Public areas of the hospital, entry and lobby areas, main waiting area ,coffee shop ,meditation room , staff facilities , safety in the hospital, hospital safety rules , safety in patient care , traffic and electric goods ,health hazards , security and loss-prevention programme, internal control, methods of internal control , fire safety , what to do in case of fire ,bomb threat, alarm system ,alarms in a hospital ,disaster and disaster preparedness plan,

Unit VI

Introduction to effective communication and Public Relation-Written Communication – Features of written communication –choice of words and phrases –Sentence and paragraph structure –Essentials of effective communication –Oral communication –Verbal and non-verbal –Face to face communication –Telephone conversation –Interviews- Seminars and group discussions- Audio – visual aids .Information technology and communication : Integrated Services Digital Network (ISDN) ,computer , video conferencing ,Local Area Network (LAN), Wide Area Network (WAN), internet ,World Wide Web (WWW), internet , multimedia , business communication in new millennium ,Business Process Outsourcing (BPO), IT enabled services, the concept of Public Relations, Tools of Public relations ,PR and communication skills ,qualities of a PRO , Anticipating issues and shaping actions , do's and don'ts in PR.

Reference Texts:

1. G.D. Kunders, S. Gopinath and Asoka Katakam: Hospitals-Planning, Designing and Management, Tata McGraw Hill Publishing Co.,Ltd., New Delhi, 2003
2. G.R.M. Patil: supportive Services, Dairen Shaw Publishers, Mumbai, 1997
3. Brg.Dr. M.A.George –The Hospital Administrator
4. S.L.Goel: Health Care system and Management (4 Volumes), Deep and Deep Publications, New Delhi Srinivasan-
5. Goel and Kulkarni _Hospital Core Services
6. Rajendra Pal and J.S. Koiahalli: Essentials of Bussiness Communication, Sultan Chand & Sons

MHA 302 Medical Terminologies and Basics of Anatomy and Physiology

Course Outcome :

1. CO1: Knowledge of basic word structure, suffix, prefix.
2. CO2: Knowledge of parts and functions of CVS, basic heart structure, names of great vessels, pulse points.
3. CO3: Knowledge of skeletal system, classification, names of bones & names of major joints.
4. CO4: Knowledge of muscular system, Types of muscle Intramuscular injections. "
5. CO5: Knowledge of blood and lymphatic system, Formed elements and functions Lymphatic organs and function basics of immu-nology
6. CO6: Knowledge of respiratory system, Parts and functions Lung Diaphragm. "
7. CO7: Knowledge of endocrine system, Function

- Organs named
Location"
8. CO8: Knowledge of Gastrointestinal system, Parts structure and function
Related glands"
 9. CO9: Knowledge of nervous system, Parts and functions
Special sense organs"
 10. CO10: Knowledge of reproductive system, Parts of male and female reproductive organs
and functions
 11. CO11: Knowledge of renal system, parts, structure and function.

**Knowledge of basic anatomy and certain medical Terminology pertinent to Hospital ethics
and Medico legal cases as well Negligence**

Half Paper.(Ttal 50 marks only)

Total hours 15

I) Introduction - 3 hours

1. Basic word structure - 1 hour
2. Suffix - 1hour
3. Prefix - 1hour

II) CVS -1 hour

1. Parts and functions
2. Basic heart structure
3. Names of great vessels
4. Pulse points

III) Skeletal system - 1 hour

1. Classification
2. Names of bones
3. Names of major joints

IV). Muscular system - 1 hour

1.
ypes of muscle
2.
ntramuscular injections

V) Blood and lymphatic system - 1 hour

1. Formed elements and functions
2. Lymphatic organs and function
3. basics of immunology

VI) Respiratory system - 1 hour

1. Parts and functions
2. Lung
3. Diaphragm

VII) Endocrine system -1 hour

5. Function
6. Organs named
7. Location

VIII) GIT - 2 hours

1. Parts structure and function
2. Related glands

IX) Nervous system - 2hours

1. Parts and functions
2. Special sense organs

X) Reproductive system- 2hours

1. Parts of male and female reproductive organs and functions

XI) Renal system - 1 hour

1. Parts
2. Structure and function

SCHEME OF PAPER (TOTAL 50 MARKS)(30 for Uni. Exam. + 20 Internal.

I)1-mark x 5=5 marks. (Suffix and prefix and basic word structure as objective assessment)

e.g: Explain the following terms:

1. Removal of gall bladder-
2. Salpingitis -
3. Tracheostomy-
4. Dislocation-
5. Cataract -

II) Descriptive - 2.5 marks X 10 =25 marks

e.g:

1. Name the valves of the heart and their location
2. Name the lobes of lung
3. Give two functions of liver
4. Name the bones of the axial skeleton
5. Name the sites of intramuscular injections
6. Name the lymphoid organs and state their functions
7. What are the parts of the brain and state the functions of the cerebellum
8. Name three joints of the upper limb
9. Enumerate the endocrine glands
10. Name the parts of the male reproductive organs & give the function of each.

MHA 303 Medical Records and Documentation

Course Outcome :

1. CO1: Knowledge of History of medical records administration, medical records in western and developing countries, opslip system, Departmental records system, unit record system, role of medical records in health care delivery, computerization of medical records, and format of medical records.
2. CO2: Understanding of Problem oriented medical records (POMR), database, problem list, patient care plan, progress notes, general medical records standards and procedure, assembling of forms in the medical records folders, medical record forms design, supply of medical records, and registration of medico –legal cases.
3. CO3: Understanding of Staff medical records , laboratory, radiology and pharmacy records , maintenance and control of movements of medical records , registration of birth and death ,issues of medical reports and certificates , hospital statistics , classification of diseases and operations, preservation of records , rights and responsibilities of patients ,important medical records registers.
4. CO4: Familiarity with Legal Aspects of Medical Records, Impact of Consumer Protection Act, Medical and Negligence, Documentation of the Medical Records,

Medical Audit, Methods, Audit Sheet, Benefits of Medical audit, Guidelines for preparation of Medical Reports.

5. CO5: Familiarity with Hospital information system and medical records, designing computer based medical records information processing system, role of computers in today's medical office, flow of information in a medical office , building the patient file and data entry, post-ing ailment details, printing daily reports, organization and management of the medi-cal records department- medical record procedures.

Course Objective:

The objective of this course is to impart modern scientific medical and health information systems that conform to international standards. This provide an effective techniques for management of medical record services for practitioners to assist in patient care , computerization ,containing health care cost ,evaluating quality of healthcare ,medical education, medical research and healthcare administrative activities .

Courses Contents:

Medical Records administration: History	-1hr
Systems of medical records administration	-1hr
Role of medical records	-1hr
Format of medical records	-1hr
Problem oriented medical records	-1hr
Patient care plan progress notes	-1hr
General medical records standards and procedure	-1hr
Supply of medical records	-1hr
Registration of medico-legal cases	-1hr
Staff medical records	-2hrs
Registration of birth and death	-1hr
Issues of medical reports and certificates	-1hr
Classification of diseases and operations	-2hrs
Preservation of records	-1hr
Important medical record registers	-1hr
Legal aspects of medical records	-1hr
Medical malpractice and negligence	-1hr
Documentation of medical records	-2hrs
Media audit	-2hrs
Hospital Information System and medical records	-2hrs
Role of computers in today's medical office	-1hr
Flow of information in a medical office	-1hr
Organization and management of medical records department	-2hrs
Medical record procedure	-1hr

Total

-30hrs

Detailed course Plan

Unit -1

History of medical records administration, medical records in western and developing countries, opslip system, Departmental records system, unit record system, role of medical records in health care delivery, computerization of medical records, and format of medical records.

Unit-II

Problem oriented medical records (POMR), database, problem list, patient care plan, progress notes, general medical records standards and procedure, assembling of forms in the medical records folders, medical record forms design, supply of medical records, and registration of medico –legal cases.

Unit-III

Staff medical records , laboratory, radiology and pharmacy records , maintenance and control of movements of medical records , registration of birth and death ,issues of medical reports and certificates , hospital statistics , classification of diseases and operations, preservation of records , rights and responsibilities of patients ,important medical records registers.

Unit –IV

Legal Aspects of Medical Records, Impact of Consumer Protection Act, Medical and Negligence, Documentation of the Medical Records, Medical Audit, Methods, Audit Sheet, Benefits of Medical audit, Guidelines for preparation of Medical Reports.

Unit-V

Hospital information system and medical records, designing computer based medical records information processing system, role of computers in today's medical office, , flow of information in a medical office , building the patient file and data entry , posting ailment details , printing daily reports ,organization and management of the medical records department- medical record procedures.

Reference Books:

7. Mogili -Medical Records Organization and Management , Jaypee Brothers Medical Publications Private Limited.

8. 1. Jerome H Carter Electrical Medical Records –A Guide for Clinicians and Administrative, American College of Physicians, 2001.

MHA 304 Management of Nursing Services

Course Outcome :

1. CO1: Knowledge of Nature and definition of nursing – Nurses Pledge –Professional nursing – functions of professional nursing – need for nursing administration – administration difference between administration and management – Planning – planning process in health services.
2. CO2: Understanding of Staffing – objectives of staffing in nursing – staffing in hospitals and community setting – factors influencing staffing requirements in the nursing care unit – leadership –effective leadership in nursing – Records in hospitals – importance of records – reports – responsibility of nurses for record keeping and reporting – budgeting –meaning of budget and budgeting – purpose and importance of budget – budget in health care system
3. CO3: Familiarity with Nursing service administration: Introduction –definition, purpose and objectives of nursing service in hospital- organizational planning for hospital nursing service – objectives and goals of nursing service department –ward management – factors influencing ward management – nursing supervision – evaluation of nursing service –purposes of evaluation –types of evaluation – nursing standards –importance and purpose of standard.
4. CO4: Familiarity with Ward management – factors influencing ward management – management of client care – Assessment of patient’s needs- planning for the client care – assignment of personnel for client care- planning time and work schedules-ward rounds – management of environment.
5. CO5: Skill in Management of personnel –orientation of new personnel- interpersonal relationship- management of supplies and equipment –Control functions –essentials of control system –types of control system –quality assurance in nursing –materials management in hospitals –storage of articles .
6. Course Objective

The objective of this course is to provide the modern concept of management and administration which are essential to provide best nursing service to the patients.

Course Contents:

Nursing –Introduction, Definition, Nurses Pledge	-2hrs
Professional Nursing	-1hr
Functions of and need for professional nursing	-1hr
Administration	-1hr
Specializations in nursing	-1hr
Staffing in hospitals and community setting	-2hrs
Leadership –Effective leadership in nursing	-1hr
Records and reports in hospital or healthcare	-2hrs

Budgeting –Meaning, importance, principles of a budget	-1hr
Budget in health care system	-1hr
Nursing Service Administration- Definition, purpose and objectives -1hr	
Objectives and goals of nursing department	-1hr
Nursing supervision	-1hr
Evaluation of nursing service	-1hr
Nursing standards	-1hr
Ward management	-2hrs
Management of environment	-1hr
Management of client care	-3hrs
Management of personnel	-2hrs
Management and supplies and equipment	-1hr
Control functions	-3hrs
Total	-30hrs

Detailed Course Plan

Unit –I

Introduction to Nursing: Nature and definition of nursing –Nurses Pledge – Professional nursing –functions of professional nursing –need for nursing Administration –administration difference between administration and management – Planning –planning process in health services. (6 hours)

Unit –II

Staffing –objectives of staffing in nursing –staffing in hospitals and community setting –factors influencing staffing requirements in the nursing care unit –leadership –effective leadership in nursing –Records in hospitals –importance of records –reports –responsibility of nurses for record keeping and reporting –budgeting –meaning of budget and budgeting –purpose and importance of budget –budget in health care system (7hrs)

Unit –III

Nursing service administration: Introduction –definition, purpose and objectives of nursing service in hospital- organizational planning for hospital nursing service – objectives and goals of nursing service department –ward management –factors influencing ward management – nursing supervision – evaluation of nursing service –purposes of evaluation –types of evaluation – nursing standards –importance and purpose of standard. (5 hrs)

Unit –IV

Ward management –factors influencing ward management –management of client care – Assessment of patient’s needs- planning for the client care –assignment of personnel for client care- planning time and work schedules-ward rounds –management of environment. (6 hrs)

Unit –V

Management of personnel –orientation of new personnel- interpersonal relationship- management of supplies and equipment –Control functions –essentials of god control system – types of control system –quality assurance in nursing –materials management in hospitals – storage of articles .(6 hrs)

Reference Texts:

1. B.T.Basavanthappa – Nursing Administration, Jaypee Brothers Medical Publishers
2. Sr. Nancy –Principles and Practice of Nursing –Vol. I, N.R. Publishing House
3. Sr. Nancy –Principles and Practice of Nursing –Voll. I N.R. Publishing House

MHA 305 Elective ---one of the following:

A) Bio-medical Waste Management.

Unit I

BMW Management and Handling Rule

Unit II

Segregation and collection ,transportation and disposal of bio-medical waste

Unit III

Modern technology for handling BMW

Unit IV

Radio active waste handling

B) Quality in Health Services.

Course Outcome :

1. CO1: Familiarity with Quality Concepts
Verifiable standards and parameters in evaluation of quality under NABH, NABL, ISO & NAAC"
2. CO2: Skill in Quality assurance and

- Total Quality Management (TQM)"
3. CO3: Familiarity with Quality Circle & Performance review"
 4. CO4: Knowledge of Hospital statistics and Quality control

Unit I
Quality Concepts
Verifiable standards and parameters in evaluation of quality

Unit II
Quality assurance
Total Quality Management(TQM)

Unit III
Quality Circle
Performance review

Unit IV
Hospital statistics and Quality control

C) Hospital Hazards.

Unit I
Introduction to hazards of operating a hospital

Unit II
General Safety
Fire safety

Unit III
Hospital Hygiene

Unit IV
Hospital acquired infection

Infection control

MHA 306 Social & Ethical Issues in Hospital Administration

Half paper(total 50 marks only)

Course Objective: Objective is to impart to students an awareness regarding the social and ethical responsibilities of people engaging in health care projects and also of employees in that field

Course Contents

Social responsibility theory of Business	-5 hrs
Ethical issues connected with hospital and health care management	-5 hrs
Main stakeholders and their involvement in health care scenario	- 5 hrs
Responsibilities of Management in <u>Hospital Administration</u>	- 10 hrs
Total	- 25 hrs

MHA 307 Strategic Management

Course outcome:

1. CO1: Knowledge of strategic management- The nature and value of strategic management Dimensions of strategic Decisions – Formality in strategic management- Risk of strategic management
2. CO2: Skill in strategic management process –Components of the strategic Management Model Establishing company direction: developing a strategic – Vision, setting, objectives, and crafting a strategic
3. CO3: Skill in Industry and competitive analysis –Evaluating company resources and competitive capabilities Strategy and competitive Advantage
4. CO4: Familiarity with Strategies for competing in globalizing markets- Business models and strategies in the internet era –Tailoring strategy to fit specific industry and company situation
5. CO5: Familiarity with Strategy and competitive advantage in diversified company – Evaluating the strategies of diversified companies- Building resource strength and organizational capabilities – Management the internal organization to promote better strategy execution – Corporate culture and leadership keys to effective strategy execution.

Course Objectives:

Strategic management squarely targets what every student needs to know about crafting, implementing, and executing business strategies in today's market environment. It would help the students to foresee and pre-plan their ideas before executing them.

Course Content:

Introduction to strategic management	-1hr
The nature and value of strategic management	-1hr
Dimensions of strategic Decisions	-1hr
Formality in strategic management	-1hr
Benefits of strategic management	-1hr
Risk of strategic management	-1hr
The strategic management process	-1hr
Components of the strategic Management Model	-1hr
Establishing company direction: developing a strategic Vision, setting, objectives, and crafting a strategic	-4hrs
Industry and competitive analysis	-2hrs
Evaluating company resources and competitive capabilities	-2hrs
Strategy and competitive Advantage	-2hrs
Strategies for competing in globalizing markets	-2hrs
Business models and strategies in the Internet era	-2hrs
Tailoring strategy to fit specific industry and company Situation	-2hrs
Strategy and competitive advantage in diversified Company	-2hrs
Evaluating the strategies of diversified companies	-1hr
Building resource strength and organizational capabilities	-1hr
Management the internal organization to promote better Strategy Execution	-1hr
Corporate culture and leadership –keys to effective Execution	Strategy -1hr -1hr
Total	-30hrs

Detailed Course Plan:

Unit I

Introduction to strategic management- The nature and value of strategic management
Dimensions of strategic Decisions – Formality in strategic management- Risk of strategic management

Unit II

The strategic management process –Components of the strategic Management Model
Establishing company direction: developing a strategic – Vision, setting, objectives, and crafting a strategic

Unit III

Industry and competitive analysis –Evaluating company resources and competitive capabilities
Strategy and competitive Advantage

Unit IV

Strategies for competing in globalizing markets- Business models and strategies in the internet era –Tailoring strategy to fit specific industry and company situation

Unit V

Strategy and competitive advantage in diversified company –Evaluating the strategies of diversified companies- Building resource strength and organizational capabilities –
Management the internal organization to promote better strategy execution – Corporate culture and leadership keys to effective strategy execution.

Reference text:

1. Arthur A. Temposon, Jr., A. J. Strickland III, Strategic Management , Tata McGraw-Hill, Publishing Company Limited, 7 West Patel Nagar, New Delhi 110008
2. John A Pearce, Richard B Robinson, Jr., strategic management, , Tata McGraw-Hill, Publishing Company Limited, 7 West Patel Nagar, New Delhi 110008

MHA 308 Logistics Management

Course Outcome:

1. CO1: Awareness of the concept of global operations and logistics and provide a Comprehensive framework to tackle typical operations and logistics problems.
2. CO2: Knowledge of the operation of logistics and supply chain management and apply relevant techniques to solve the problems

3. CO3: Competency to achieve the targets of supplying the rights goods at the right time at a mini-mum cost

4. CO4: Ability to provide the students with an in –depth knowledge of operations and logistics Management and its relevant techniques to optimize trade offs

Objectives:

1. To introduce the concept of global operations and logistics and provide a Comprehensive framework to tackle typical operations and logistics problems.
2. To enable the student to understand the operation of logistics and supply chain management and apply relevant techniques to solve the problems
3. To achieve the targets of supplying the rights goods at the right time at a minimum cost
4. To provide the students with an in –depth knowledge of operations and logistics Management and its relevant techniques to optimize trade –offs

Syllabus:

Unit I

Introduction to logistics and supply chain management: Logistics strategy and Planning Organizations for logistics, management and control .Designing the supply base and selecting suppliers and integrated logistics support. Cost modeling in the Supply chain. Supply chain relationships. Measuring suppliers performance and supply chain. Supplier/ Vendor rating, development and continuous improvement. Selection and use of supply chain software.

Unit II

Introduction to elements of logistics, the system lifecycle and the need for logistics management .Developing a logistics strategy, understanding the consequences of that strategy. The impact of information technology on the logistics management.

Unit III

Measures of logistics: understanding factors such as the reliability, maintainability, Supply, support, transportation, packaging and handling factors. Economic considerations.

Unit IV

Logistics and phases: Design and Development, production/ construction, utilization and support and the system retirement, material recycling and disposal.

Unit V

Global operations Managements: The just –in –time Philosophy , operations planning and control , the management of capacity , techniques for achieving delivery performances, the performances use of computers ,distribution network and the measurement and control of logistics performances, mathematical modeling for distribution in the supply chain , stochastic optimization for logistic planning , network .

Unit VI

Technology and IT impact in supply chain management: Extended enterprises / Virtual enterprises and the internet.

References

1. Denier, P.P., Ernst, R , Fender, M. and Kouvelis, P, Global Operation and Logistics: text and cases, Wiley 1998
2. Blanchard , B .S.; Logistic engineering and management , 6th Edition , Prentice Hall , Inc ., UPPER Saddle River N .,J 2004
3. Christopher, D J and Closs D J Logistics Management, McGraw –Hills, 1996
4. Christopher , M Logistics and supply chain Management: Strategy for reducing cost and improving services, 2nd Edition prentices Hall 2000
5. European Logistics Software guide, Institute of logistics, U K
6. Hines . P Creating world class supplier, financial Time, Pitman Publishing, 1994
7. Hines P Network sourcing: A hybrid Approach International Journal of Purchasing and Materials Managements .Spring 1995
8. Lamming R Beyond Partnership: Strategy for Innovation and Lean Supply, Prentice Hall, 1993
9. Nishuchi T strategic Industrial Sourcing The Japanese Advantage, Oxford University Press 1994
10. Krajewski L J and Ritzman , L P Operations Management 5th Edition, Addison Wesley, 1998
11. Journal of Logistics and Information Management

SEMESTER 1V.

MHA 401 Project Appraisal & Evaluation

Course Outcome :

1. CO1: Ability to prepare and formulate a capital investment project correctly after appraising the project's feasibility of customer needs.
2. CO2: Ability to assess and manage various types of risks in implementing projects
3. CO3: Ability to Plan, Organize , staff, lead ,monitor and control the implementation of a project for its completion within cost , time and performance parameters, and

4. CO4: Ability to Make and execute contracts for projects correctly, properly leveling scarce and limited resources.

Course Description:

Concepts and techniques of project formulation, evaluation and implementation; Project planning and scheduling; Risk management: Time –cost trade off; Resource leveling and allocation; Project monitoring and control: Contract Management .

Scope and Objectives

To enable the students to:

- Prepare and formulate a capital investment project correctly after appraising the project's feasibility of customer needs.
- Assess and manage various types of risks in implementing projects
- Plan , Organize , staff, lead ,monitor and control the implementation of a project for its completion within cost , time and performance parameters ,and
- Make and execute contracts for projects correctly, properly leveling scarce and limited resources.

- 1 Overview
2. Market and Demand Analysis
3. Technical Analysis
4. Financial Estimates and Projections
5. Investment Criteria
6. Financing of Projects
7. Introduction to Project Management
8. What is Project Management
9. Planning Fundamentals
10. Network scheduling and PDM
11. PERT, CPM, Resource Allocation, and GERT
12. Cost Estimating and Budgeting
13. Managing Risks in projects
14. Project control – Project Management Information Systems
15. Project Evaluation, Reporting, and Termination
16. Project Organization Structure and Integration

Prescribed Text Books

Chandra Prasanna, Projects: Planning, Analysis, selection, fin. Implementation & Review, TMH, 6th Ed ., 2006

Nicholas John M ; Project Management for Business and and Technology , Prentice Hall of India , 2nd Ed., 2002

Reference Books

Kerzer , Harold, Project Management: A System Approach to Planning and Controlling , CBS Publishers ,2nd Ed., 2000

Samuel J Mantel et al., Project Management Core Textbook , First Indian Edition , Wiley India -2005

MHA 402 Enterprise & Resource Planning

AIM

To know the strategic importance of Enterprise Resource Planning

Course Outcome :

1. CO1: Knowledge of the basics of ERP
2. CO2: Understanding of the key implementation issues of ERP
3. CO3: Knowledge of the business modules of ERP
4. CO4: Awareness of some popular products in the area of ERP
5. CO5: Familiarity with the current and future trends in ERP

Course Contents

What is meant by ERP	-5hrs
ERP as a function of Management	-5hrs
Strategic Planning and Implementation- an overview	-10 hrs
Application of Benchmarking in ERP	- 5hrs
Management by objectives –its application in ERP	- 5hrs
Role of Management consultancy services in ERP	-5hrs

OBJECTIVES

- To know the basics of ERP
- To understand the key implementation issues of ERP
- To know the business modules of ERP
- To be aware of some popular products in the area of ERP

- To appreciate the current and future trends in ERP

UNIT I INTRODUCTION

ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and related Technologies, Business Process Reengineering (BPR) , Data Warehousing , Data Mining, OLAP, SCM

UNIT II ERP IMPLEMENTATION

ERP Implementation Lifecycle, Implementation methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

UNIT III THE BUSINESS MODULES

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management , Sales and Distribution

UNIT IV THE ERP MARKET

ERP Market Place, SAP A G, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

MHA 403 MAIN PROJECT –WORK IN HOSPITAL HEALTH CARE ORGANISATION

Course Outcome :

1. CO1: The ability to present a successful project.
2. CO2: The ability to logically address the question addressed in the project.

Project Evaluation. Competency in presenting a successful project and the ability to address the question addressed in the project

MHA 404 VIVA –VOCE

Course outcome :

1. CO1: Evaluation of the knowledge of the candidate through viva voce.
2. CO2: Evaluation of the attitude and communication skills of the candidate.

Competency in performing viva voce and assessment of attitude and communication skills of candidate

MHA 40 Soft Skills Elective Course

1. CO1: The ability to incorporate the principles of sustainability in public health interventions.
- 2.
3. CO2: The ability to apply human values in public health programmes.
4. CO3: The ability to work as a member of a team.
5. CO4: Teaching abilities.
6. CO5: Attitude to be a lifelong learner.