

**DATTA MEGHE INSTITUTE OF MEDICAL SCIENCES,
(DEEMED UNIVERSITY)
SAWANGI (MEGHE), WARDHA**



**Programme Project Report
of
“Master of Hospital Administration – MHA “**

Conducted By

Interdisciplinary Health sciences
DMIMS, University
Sawangi, (Meghe), Wardha

**For Application as ‘Open and Distance Learning Mode’
Under University Grant Commission**


**Registrar
DMIMS (DU)
Sawangi (M) Wardha.**

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■ PREAMBLE:

Healthcare management is becoming increasingly privatized in this global environment. There is a greater need for not only skillful doctors but also efficient hospital administrators.

A large number of private hospitals and multi specialty clinics have come up all over the country. With increasing emphasis on quality of health care and patient satisfaction there is a tremendous need for persons with a professional qualification in Hospital Management.

This course provides an overview about Hospital Management and Administration for both medical and non-medical professional.

Hospitals are always open for patients no matter what time of the day and thus doctors and support staff need to be ready for managing everything – from life-threatening diseases, to common health problems, to supporting in emergency conditions and disaster relief. With various departments all offering life-saving care, managing complex equipment, and dealing with business concerns, hospitals require top-level management to assist them run successfully. That's why a position in Hospital Management is so essential. They not only play a role in improving the patients overall experience, but also help medical specialists perform more efficiently and thus uplift the healthcare system as a whole. The role of hospital management staff is quite closely linked to healthcare management and healthcare administration, but the education and training needed for this specific role are targeted solely towards establishing a career in a large hospital setting

To contribute to fulfilling the need of health work force in India, **DMIMS (DU) started a "Master of Hospital Administration– MHA Program"** in year 2018 under the Faculty of Interdisciplinary Health Sciences. This course strives to develop competent, confident and compassionate health personnel suited for Govt. as well as private health sector, especially for serving rural and underserved area.

MHA Programme – Goal, Objectives

■ GOAL:

The Goal of the DMIMS-University MHA program is to provide intensive training, so as to develop leaders in Hospital administration that truly contribute to serve Healthcare industry with their expertise & command on knowledge and practical aspects of Hospital Administration.

■ PRIMARY OBJECTIVE :

Offer a Globally competitive and practice based Master of Hospital Administration (MHA) to prepare leaders in public health science and practice to address current and future healthcare management challenges.

■ SECONDARY OBJECTIVES: (with specific focus on Hospital Administration Practice) -

(i) To provide training in Hospital Administration to qualified health professionals and to other individuals whose prior training or experience has made them capable of playing a leadership role in health sector.

(ii) Acquire theoretical knowledge and develop practical skills to apply scientific approach to management of people, materials, finance, communication and for organising work and managing resources

(iii) Learn modern management techniques like inventory canal, control, economic order quantity(EOQ) , operational research organisational development, management information system etc.

(iv) Plan in advance how to face the problems of hospital administration , learn methods of problems solving and decision making.

(v) Assess the clinical and non-clinical needs of patient care, understanding the administrative and technical requirements of physicians and paramedical personnel.

(vi) To lead students to achieve these capacities in a setting that demands that the student query, learn, persuade, and communicate in active interchange with his or her peers, with faculty, and with practitioners outside.

The MHA degree is the most widely recognized professional credential for leadership in Hospital Administration. The program emphasizes active, student-directed learning, problem solving, and the acquisition of skills essential to the practice of Hospital Administration.

Relevance of the program with Institution's Mission and Goals

■ DMIMS (DU)- Vision and Mission:

Vision :

To emerge as the Global centre of excellence in the best evidence based higher education encompassing a quality centric, innovative and interdisciplinary approach, generating refutitive research and offering effective and affordable health care for the benefit of the mankind”.

Mission :

DMIMS shall develop competent, confident, concerned, compassionate and globally relevant professionals by quality, learner, community and evidence centric 'competency based model' of higher education with value orientation, through all its constituent units. It shall foster a conducive milieu for interdisciplinary research practices generating consequential and meaningful outcomes for the nation in general and the region in particular. It shall deliver comprehensive quality health care services to the rural, needy, marginalized and underprivileged populace. This shall be achieved through appropriate collaborative linkages and a proactive, transparent and accountable decentralized governance system.

■ Department Of Interdisciplinary Health Sciences

VISION : To be nationally recognized for innovatively educating students who will dedicate their careers to ensuring the provision of exceptional health care services.

Values

The values of the Program in Hospital Administration are:

- Excellence
- Integrity
- Social Responsibility
- Continuous Improvement
- Diversity
- Lifelong Learning
- Collaboration
- Professionalism

Thus, MHA programme objectives are aligned with the DMIMS (DU) and Department of Interdisciplinary Health Sciences Vision and Mission. The MHA programme contributes in its achievement.

■ **LEARNING OUTCOMES of MHA PROGRAM:**

At the end of the program the MHA student shall endeavor to be able to:

1. Recognize 'health for all' as a national goal and health right of all citizens and by undergoing training for health profession, fulfill his / her social obligation toward realization of this goal.
2. Able to -
 - Understand the distribution of major determinants of health in populations relevant into the practice of public health and manage the same at different level of health care agencies.
 - Effectively contribute to the management of health services,
 - Analyze risks and devise strategies for a healthier environment, a safe workplace, and fewer injuries,
 - Identify ways in which changes in behavior and social structures may affect the health of populations;
3. Learn every aspect of National policies on health and devote himself /herself to its practical implementation.
4. Achieve competence in management of holistic approach for comprehensive health care.
5. Appreciate rationale for different social needs, therapeutic modalities; be familiar with the administration of the 'essential drugs' and amenities conducive to social structure.
6. Possess the attitude for continued self-learning and to seek further expertise or to pursue research in any chosen area of medicine.
7. Become exemplary citizen by observation of social and medical ethics and fulfilling social and professional obligations, so as to respond to national aspirations.
8. Explore Opportunities to facilitate collaboration, networking with international and national level institutes / organizations / foundations for promotion, advancement and sharing of academic and research knowledge and activities in medicine, health and allied sciences for human development.
9. Acquire basic management skills in the area of human resources, materials and resource management related to health care delivery.
10. To work as a leading partner in health care teams and acquire proficiency in traditional and e-communication skills.

11. Have personal characteristics and attitudes required for professional life such as personal integrity, sense of responsibility and dependability and ability to relate to or show concern for other individuals.

12. To promote and provide

- i. Instruction, knowledge, education, training and research facilities of high order in the areas of study relevant to medicine, health and allied Health sciences as per its current status and such other manner as may develop in future
- ii Research relevant to current and emerging field of medicine, health and Allied Health sciences.
- iii Opportunities for the integration of formal, newer learning technologies e.g. Problem Based Learning and non-formal learning with practical experiences in medical and health sciences with other areas of human development.

■ NEED FOR ADOPTING ONLINE AND DISTANCE LEARNING MODE FOR RUNNING MASTER OF HOSPITAL ADMINISTRATION PROGRAM

The extent to which we are able to improve the health of the public depends, in large part, upon the quality and preparedness of the public health workforce, which is in turn dependent upon the relevance and quality of its education and training.

Public health education for long has been expected to find solutions for multitude of public health problems through building the capacity of public health workforce. In order to bridge the gap between the need and demand of Public Health workforce, it is vital to offer the public health education programs in distance learning mode to cater to the needs of variety of student population. Hence, DMIMS (DU) is aiming to start distance education mode for students who wishes to pursue academics in Public Health but find it difficult for want of time devotion for regular learning mode

INTER ALIA INFORMATION OF MHA COURSE

■ ELIGIBILITY CRITERIA FOR ADMISSION: (Target group of learners)

Bachelor's degree with 50% Marks (45% for reserved category) from recognized Indian university or an equivalent qualification of foreign university recognized by University Grant.

- **DURATION OF COURSE** : Two years (Semester based= Four Semesters)
- **INTAKE CAPACITY:** Maximum 60 per year.
- **VALIDITY OF REGISTRATION** – Four years
- **CAREER OPPORTUNITIES:**

The MHA Programme will provide career and employment opportunities for students as Hospital Administrators in corporate and state run health organizations, Consultants in various divisions of Healthcare industry, Programme manager in Government run projects, Project coordinator at NGOs and above all the zeal for entrepreneurship.

- **CORE DEPARTMENT:** Department of Interdisciplinary Health Sciences , J N Medical College, Wardha(Maharashtra).

INSTRUCTIONAL DESIGN

■ **TEACHING- LEARNING STRATEGIES:**

The Teaching - learning strategies for MHA course in open and distance learning mode will be mainly learner centered with blended mode of learning.

- **Onsite contact session:-**
Lectures (Didactic), Group Activity, Seminar Presentations, Critical Appraisal Of Journal Article.
- **Distance learning**
 1. Webinar
 2. Online group discussions (e- learning)
 3. Administration based Project work
 4. Field activities/Survey
 5. Assignments (Protocol development, Problem based exercises, Biostatistics exercises)

■ **LOGBOOK FOR RECORD OF ALL ACTIVITIES : -**

Student will maintain a logbook of all activities conducted during the course and submit it at the end of semester. The log book shall consist of records of the various presentations, assignments, carried out by the student during the respective semester.

■ COURSE STRUCTURE

COURSE CODE	COURSE/ SUBJECT NAME	TOTAL HOURS	CREDITS
MHA- Semester I			
101	HOSPITAL PLANNING	60	2
102	HEALTH CARE SYSTEM & PUBLIC HEALTH	150	5
103	GENERAL MANAGEMENT & BEHAVIORAL CONCEPTS	120	4
104	EPIDEMIOLOGY	150	5
	Subtotal	480 hours	16 credits
MHA- Semester II			
201	HOSPITAL SUPPORT SERVICES	90	3
202	INTRODUCTION TO MEDICINE	90	3
203	HUMAN RESOURCE MANAGEMENT	150	5
204	DEMOGRAPHY , REPRODUCTIVE AND CHILD HEALTH	150	5
	Subtotal	480 hours	16 credits
MHA Semester III			
301	MATERIALS & INVENTORY MANAGEMENT IN HEALTHCARE	150	5
302	STRATEGIC MANAGEMENT IN HEALTHCARE & HEALTH ECONOMICS	120	4
303	FINANCIAL MANAGEMENT IN HEALTHCARE	120	4
304	HOSPITAL POSTING/ SUMMER INTERNSHIP	90	3
	Subtotal	480 hours	16 credits
MHA Semester IV			
401	QUALITY MANAGEMENT	120	4
402	MARKETING HEALTHCARE SERVICES	120	4
403	HEALTHCARE INFORMATION SYSTEM	120	4
404	DISSERTATION & PRESENTATIONS	120	4
	Subtotal	480 hours	16 credits

Note – One credit equals to 30 TLE hour

■ **CONTACT THEORY AND PRACTICAL SESSIONS**

MHA post graduate Degree course is of two years duration and it is a semester based. There are two semesters each year. The contact sessions will be twice per semester. It will be mandatory for the candidate to attend the contact programmes. Ten credits under assessment head will be allotted for the same.

As per the UGC guidelines, each semester shall have 16 credits. One credit is equal to 30 study hours of study including face to face contact component.

	MHA Programme with a total of 16 Credits per semester (16 credits x 30 hrs/credit=480 hours)	
Number of Assignments	Theory	Practical
Four per semester	10 Credits for Theory=300 hrs	6 credits for Practical=180 hrs
	Contact sessions Theory*	Contact sessions-Practical**
	48 hours	60 hours of guided experiments with support of internal supervisor per 2 credits

ACADEMIC PLANNER (2018-19)

Name of Activity	Semester I		Semester II		Particulars
	From	To	From	To	
Admission process (Start of course)	15 th June 2018	25 th June 2018	----	-----	
Semester term	01 July 2018	31 December 2018	1 January 2019	30 June 2019	6 months/Semester
Duration (hrs) of contact sessions	Theory= 48 hrs	Practical=60 hrs	Theory= 48 hrs	Practical=60 hrs	
	6 days (8 hrs/day)	08 days (8 hrs/day)	6 days (8 hrs/day)	08 days (8 hrs/day)	
Contact session- I (Distribution of Study learning material)	1 July 2018 to	7 July 2018	1 st Jan 2019	7 th Jan 2019	Theory = 3 days (8hrs /day) Practical = 4 days (8hrs/day) Total = 7 days
e- learning & online discussion	15 July 2018	15 Sept 2018	15 Jan 2019	15 March 2019	8 weeks (One topic will be discussed in each week)
Contact session- II	16 September 2018	22 September 2018	16 March 2019	22 March 2019	Theory = 3 days (8hrs /day) Practical = 4 days (8hrs/day) Total = 7 days
e- learning & online discussion	1 Oct 2018	15 Nov 2018	1 April 2019	15 May 2019	6 weeks (One topic will be discussed in each week)
Assignment submission	16 Nov 2018	20 Nov 2018	16 May 2019	20 May 2019	Submission of all four assignments
Exam form submission	25 Nov 2018	30 Nov 2018	25 May 2019	30 May 2019	
Examination	5 th Dec 2018	15 th Dec 2018	5 th June 2019	15 th June 2019	Term end Summative assessment
Declaration of result	By 31 st December 2018		By 30 th June 2019		On university website

Note -

- i. Last date for University enrolment – 30th September 2018.
- ii. Academic planner for semester III and IV will run in the year 2019-2020, on similar lines.
- iii. The dates given are tentative and may be subject to change.

Academic planner (2019-20)

Name of Activity	Semester III		Semester IV		Particulars
	From	To	From	To	
Semester term	01 July 2019	31 December 2019	1 January 2020	30 June 2020	6 months/Semester
Duration (hrs) of contact sessions	Theory= 48 hrs	Practical=60 hrs	Theory= 48 hrs	Practical=60 hrs	
	6 days (8 hrs/day)	08 days (8 hrs/day)	6 days (8 hrs/day)	08 days (8 hrs/day)	
Contact session- I	1 July 2019 to	7 July 2019	1 st Jan 2020	7 th Jan 2020	Theory = 3 days (8hrs /day) Practical = 4 days (8hrs/day) Total = 7 days
e- learning & online discussion	15 July 2019	15 Sept 2019	15 Jan 2020	15 March 2020	8 weeks (One topic will be discussed in each week)
Contact session- II	16 September 2019	22 September 2019	16 March 2020	22 March 2020	Theory = 3 days (8hrs /day) Practical = 4 days (8hrs/day) Total = 7 days
e- learning & online discussion	1 Oct 2019	15 Nov 2019	1 April 2020	15 May 2020	6 weeks (One topic will be discussed in each week)
Assignment submission	16 Nov 2019	20 Nov 2019	16 May 2020	20 May 2020	Submission of assignments
Exam form submission	25 Nov 2019	30 Nov 2019	25 May 2020	30 May 2020	
Examination	5 th Dec 2019	15 th Dec 2019	5 th June 2020	15 th June 2020	Term end Summative assessment
Declaration of result	By 31 st December 2019		By 30 th June 2020		On university website

Semester IV - Details of Project Work :

	Semester IV	
	From	To
Semester term	1 January 2020	30 June 2020
Contact session- I (Distribution of guidelines for Synopsis and Thesis preparation & submission)	1 st Jan 2020	7 th Jan 2020
Submission of synopsis for IEC approval (<i>online</i>)	10 Feb 2020	15 Feb 2020
Contact session- II (First Project Report presentation and Submission)	16 March 2020	22 March 2020
Second Project Report Submission (<i>online</i>)	25 th April 2020	30 April 2020
Submission of Thesis	1 June 2020	

Sessions	Duration	Action Plan
Contact session-I	7 days contact session	<ul style="list-style-type: none"> Sensitization about the complete 2 year MHA course. Distribution of Self learning material to candidates Modules and scheme of examination will be explained. Allotment of topics for presentation during II contact session Session on e-learning and distribution of plan and topics for online discussion along with moderators and faculty allotment. Topics to be covered (as per prescribed syllabus)
Online discussion	8 weeks	<ul style="list-style-type: none"> One topic will be discussed in each week. Total 8 topics will be covered through e-learning during this period.
Contact session-II	7 days contact session	<ul style="list-style-type: none"> Topics to be covered (as per prescribed syllabus) Each candidate will present two seminars Distribution of plan and topics for online discussion along with moderators and faculty allotment.
Online discussion	6 weeks	<ul style="list-style-type: none"> One topic will be discussed in each week. Total 6 topics will be covered through e-learning during this period..
Assignment submission	As per calendar	<ul style="list-style-type: none"> Assignments will be four in number/semester Questions will be mainly of higher order thinking skills. eg. Problem solving exercises, Protocol development , Report writing, Case scenario based learning etc
Examination	As per calendar	<ul style="list-style-type: none"> Summative assessment Theory exams and viva voce

■ FACULTY AND SUPPORT STAFF REQUIREMENT

Currently the Department of Interdisciplinary Health Sciences, J N Medical College, Wardha is running this course and faculty staff of department is actively involved in Teaching-Learning and Evaluation activities of the course. However, recruitment of separate staff shall be done for running the MHA program in ODL mode as per the UGC guidelines.

Staff at Headquarters:

- 1] Director: Dr Anjali Borle
- 2] Full time faculty member:
Associate Professor- Mr. Vikas Mishra
Assistant Professor-Mr. Aditya Bargava
- 3] Deputy Registrar: -Mr Ashok Bramhankar
- 4] Assistant Registrar:-Mr Anand Gujar
- 5] Section Officer: -Mr Ajay Karande
- 6] Assistants: –Mr. Alok Ujawne, Mr. Sachin Kalaskar
- 7] Computer operators : -Mr. Pravin Dhokne, Mr Ramakant Gode
- 8] Class IV: Mr. Santosh Firke, Manish Taksande
- 9] Librarian – Mr Sandesh Nimbalkar

■ REFERENCE LEARNING RESOURCE MATERIAL:

BOOKS:

1. Hospital Administration by DC Joshi and Mamta Joshi-JAYPEE DIGITAL.
2. Hospital Administration and Management A Comprehensive Guide Author: Gupta Joydeep Das by JAYPEE DIGITAL.
3. Hospital Administration:Garala Miral by JAYPEE DIGITAL.
4. Srinivasan A.V.(ed),Managing a Modern Hospital, Chapter 2, Response Books New Delhi,2000.
5. Management- Ricky W. Griffin Eight Edition,2005,Biztantra.
6. Fundamentals of Management-Stephen P Robbins et all, pearson Publication, Fifth edition.
7. Management-A Global and Enterpreneurial Perspective-Harold Koontz, Heinz/Weihrich-TMH 12 th edition,2008.
8. Management-Concepts and Cases-V.S.P. Rao,Excel Books.
9. J Kishor, National Health Programs, New Delhi,
10. Govt. of India, Ministry of Health & Family welfare ,NRHM modules. NirmanBhawan, Maulana Azad Road, New Delhi,
11. Govt. of India, Ministry of Health & Family welfare ,IPHS modules. NirmanBhawan, Maulana Azad Road, New Delhi,

12. Maxy- Rousunue, Text book of public health
13. Donna J. Petersen and Greg R. Alexander. Needs Assessment in Public Health, A Practical Guide for Students and Professionals. Kluwer Academic/Plenum Publishers, New York. 2002
14. R. Bonita, R. Beaglehole, T. Kjellström. Basic Epidemiology, 2nd edition World Health Organization. 2006
15. Mahajan B K , text book of biostatistics, sixth ed.J P Brothers.
16. A. K. Jain, Anatomy& Physiology for nurses, Arya Publications, New Delhi.
17. CM Francis, Hospital Administration, ,Jaypee brothers, Medical Publishers, New Delhi.
18. Dr. A. G. Chandorkar, Hospital Administration and Planning, Paras Medical Publisher, Hyderabad.
19. Hospital Administration Manual, Vol. – I, Govt. of Maharashtra.
20. Hospital Administration Manual, Vol. – II, Govt. of Maharashtra.
21. World Health Organization. Developing Health Management Information Systems. A Practical Guide for Developing Countries. WHO. 2004.
22. World Health Organization. Improving Data Quality. A Guide for Developing Countries. WHO. 2003
23. . Mahajan B K, Methods in Bio statistics for medical students, 5th Ed. New Delhi Jaypee Brothers Medical Publishers, 1989
24. Raveendran B Gitanjali, A Practical Approach to PG dissertation, New Delhi, J P Publication, 1998
25. Kirkwood B R, Essential of Medical Statistics for Medical students, 1stEd.Oxford: Blackwell Scientific Publications 1988.
26. National Health Policy, Ministry. of Health & Family Welfare, NirmanBhawan, New Delhi, 1983.
27. Code of Medical Ethics framed under section 33 of the Indian Medical Council

JOURNALS

1. WHO Publications – All
2. Indian Journal of Public Health
3. Indian Journal of Health
4. American Journal of Public Health
5. Lancet
6. Indian Journal of Medical and Child Health
7. Indian Journal of Occupational Health and Industrial Medicine
8. Indian Journal of Medical Research
9. Indian Journal of Environmental Health
10. Journal of Indian Medical Association

Committee reports

1. Bhole Committee Report (1946) Health Survey and Development Committee, Govt. of India, Delhi.
2. Mudaliar Committee Report (1961) Health Survey and Planning Committee, Govt. of India, Delhi
3. Shrivastav Report (1974), Health Services and Medical Education – A programme for immediate action, Group on Medical Education and Support Manpower, Ministry of Health and Family Welfare, Govt. of India,
4. ICSSR/JCMR (1981), Health for All- An alternative strategy – Report of a Joint study group of ICSSR/ICMR, Indian Institute of Education, Pune.
5. National Health Policy, (1982) Ministry of Health and Family Welfare, Government of India, New Delhi.
6. Compendium of Recommendations of various committees on Health and Development (1943-1975), Central Bureau of Health Intelligence (1985) Directorate General of Health Services, Ministry of Health and Family Planning, New Delhi.

7. Bajaj, J.S. etal (1990) Draft National Education Policy for Health Sciences, I.J.M.E. Vol.29, No.1 & 2 (Jan-August 1990)

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www.thesnacademy.ac.in
www.healthcare-management-degree.net
www.nabh.co
www.hospitaladministration.org

■ **PROCEDURE FOR ADMISSIONS, CURRICULUM TRANSACTION AND EVALUATION INCLUDING STUDENT ASSESSMENT TOOLS, SCHEME OF EXAMINATION & BLUEPRINT OF THEORY QUESTION PAPER:**

- **Minimum eligibility for MHA course** – mentioned as above
- **MHA programme delivery** – For admission to MHA course, applications are invited for each academic year. The notification is issued by Registrar of the DMIMS (DU). The notification, along with application form & brochure is uploaded on website for easy access.

In addition, advertisement is given in the leading newspaper. In order to reach to the students of various institutes in the local area & region, separate presentations are also done by the faculty of department Hospital administration. All the eligible applicants are called for interview. Based on interview results, final selection list is displayed.

- Fee structure of MHA course - as mentioned in the table below

Name Of The Programme	MHA -MASTER OF HOSPITAL ADMINISTRATION	FEES IN SEMSTER I	FEES IN SEMSTER II	FEES IN SEMSTER III	FEES IN SEMSTER IV
Degree	POST GRADUATE				
Admission Fee (One Time)	1,000	✓	-		
Course Fee Per Semester	10,000	✓	✓	✓	✓
University Fee (One Time)	5,000	✓			
Exam Fee Per Semester	2,000	✓	✓	✓	✓
Convocation Fee (One Time)	2,000	✓			
Total Fees For Complete Programme	56,000*	20,000	12,000	12,000	12,000

- Curriculum transaction

As mentioned in the above section of instructional design, the total hours of the Teaching-Learning and assessment per semester will be 480 hours (16 credits).

The units in each semester is given weightage. The curriculum will be delivered using the set of applicable teaching learning methods with major focus on learning of desired competency in each unit. Similarly assessment of the student will be done by using varied assessment tools to determine the achievement of the required competency.

- The evaluation includes two types of assessments **Ccontinuous or Formative assessment** and **Summative assessment**. The components of Formative assessment are *home assignments, students' response sheets* and *contact programmes*. The summative assessment is in the form of '*semester end examination*'.
- The weightage for 'Formative assessment' is 30% and that of Summative assessment Semester end examination is 70%. Marks or grades obtained in all these heads including the score in Summative examination are shown separately in the grade card.

- **Mode of evaluation for the MHA program**

Sr. No.	Modality	Weighatge
1	Assignments	10%
2	Practicals	10%
3	Project	10%
4	Term end examination	70%

Assessment tools :

1. Written examination- Short answer question, Long answer question with component of higher order cognitive domain.
2. Objective structured Practical Examination (OSPE)
3. Viva voce
4. Log book
5. Directly observed Procedural skills (DOPS)
6. Mini Clinical Evaluation Exercise (Mini-CEX)

- **Scheme of examination: A total of 200 Credits is given for the each semester of MHA programme**

Break up of total 200 credits for student assessment in each semester

Sr No.	ASSESSMENT	% WEIGHTAGE	CREDITS ALLOTED	Time to conduct
Formative assessment (30%) 60 credits				
01	Assignments	10%	20 credits	During semester
02	Practicals	10%	20 credits	
03	Project/Theory (Part completion test)	10%	20 credits	
Summative assessment (70%) 140 credits				
03	Theory Examination	30%	60 credits	At the end of each semester
04	Practical Examination	40%	80 credits	
	TOTAL	100%	200 credits	

- **Formative Assessment : 30% -60 credits out of 200**

Formative assessment	Credits Allotted (A)	Credits obtained (B)	% secured by student (C)	Grade score (D)	Earned Grade Points E= Ax D
Assignments	20				
Practicals	20				
Project/Theory (Part completion test)	20				
Total	60 credits				

- **Summative assessment : 70% - 140 credits out of 200**

I) THEORY Examination: 30% = 60 credits

- There will be two papers of 100 marks for 3 hours duration.
- The questions will be short answer questions (SAQ) and long answer questions (LAQ)

II) PRACTICAL : 40% = 80 Credits

Summative assessment	Credits Allotted (A)	Credits obtained (B)	% secured by student (C)	Grade score (D)	Earned Grade Points E= Ax D
Theory Examination					
Paper I	30				
Paper II	30				
Practical Examination	80				
Total	140 credits				

- **CALCULATION OF GRADES:-**

- '**Grade**' is an assessment of a student's performance in an examination/paper/course.
- Commonly expressed by letter on a scale of **A-F**.
- The **marks** obtained will be converted into **grades** as shown below:

Percentage secured by student	Grade	Grades on 9 Point Score
90 - 100	A+	9.0
80 - 89	A	8.0
70 - 79	B+	7.0
60 - 69	B	6.0
50 - 59	C+	5.0
40 - 49	C	4.0
30 - 39	D+	3.0
20 - 29	D	2.0
10 - 19	E	1.0
Less than 10	F	00

Note – Minimum cutoff for passing is 50% for each assessment head.

- **Earned grade points** = Credits allotted x Grade score
- **GPA** = Total earned grade points in one assessment head divided by the total allotted credits.
- Final grading will be awarded based on 'grades' of all 'assessment heads' taken together.
- The assessment of the overall performance of the student will be obtained by calculating **Cumulative Grade Point Average (CGPA)**.
- PCT, Elective , Theory, Practical & Research project viva.
- **CGPA** = GPA (PCT)+GPA (Elective)+ GPA (Theory) + GPA (Practical) + GPA (Research project viva)/5
- The 'final grade' earned will be as per following table.

CGPA	Grade
8.0-10.0	A+
7.0-7.9	A
6.0- 6.9	B+
5.0 -5.9	B

- The candidate will be declared as successful if she/he scores the CGPA score of "B" or more.

■ Blueprint of question paper of Summative Theory Examination

• Template

Distribution of question as per levels of difficulty and learning

Time : 3 hours

Marks : 100

Question Number	Type of Question	No of questions	Marks	Total Marks
SECTION – A				
1.	S.A.Q. Short Answer Question	6	10marks each	6 x 10marks = 60
SECTION – B				
2.	L.A.Q. Long Answer Question	2	20 marks each	2 x 10marks =40
				100 marks

■ **REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:**

A well-established laboratory is available in the dept. of Administration for carrying out the hospital administration experiments. For online learning, the practical can be conducted and performed by applying virtual reality methods.

■ **COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:**

Calculation of cost of MHA Course fee 2018-2019						
Sr. No.	Nature of Expenses	No. of Staff	Per Month	Annual Expenses (Rs.)-I year	Annual Expenses (Rs.)-II year	Total Expenses
1	Salary & Allowances					
	Teaching Staff					
	Director	1	80000	960000	1056000	2016000
	Associate Professor	2	61221	1469304	1616234	3085538
	Asst. Professor	3	41600	1497600	1647360	3144960
	Non-teaching staff					
	Dy. Registrar	1	20000	240000	264000	504000
	Asst. Registrar	1	15000	180000	198000	378000
	Section Officer	1	10000	120000	132000	252000
	Office Asst.	2	8500	204000	224400	428400
2	Contingencies		50000	600000	660000	1260000
3	Printing & Stationary		50000	600000	660000	1260000
	(15000 Sq. ft.@2000/-) 3 crore					
	Grand Total Expenses A			5870904	6457994	12328898
	Total INTAKE Capacity	I	II			
	MPH	50	50			
	MHA	20	20			
	Sub Total	70	70			
	Total Divisor Factor B					140
	Cost of per student per / Course = (A/B)					88064

The expenses towards development and sustenance of the distance education programs shall be met by fees incurred from the enrolled students. Any additional expenses shall be borne by the University

■ **QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES :**

For this, the curriculum of the course is revised time to time, based on the need of the learners as well as taking into consideration local and global health scenario. There is a separate Board of studies for the MHA course, which looks into the updating and revision of the curriculum, scheme of examination.

For monitoring the effectiveness of the programme- evaluation of the curriculum is done every 3 to 5 years. Feedback from alumni and peer, faculty is also taken.

Detailed curriculum of MHA course

■ COURSE CONTENT OF MHA PROGRAM

MHA -101: HOSPITAL PLANNING		Hours	Credits
Unit No	Topic	60	2
01	History of Hospitals & its role in Healthcare <ul style="list-style-type: none"> • The Hospitals – Past, Present & Future • The Art & Science of Medicine • Hospital Organization & structure • The Growth of Hospitals • Concept of Healthcare services, Changing scenario • Changing concept in Health Facility Planning 		
02	Planning of Hospitals <ul style="list-style-type: none"> • Regional Planning • The Planning Organization Machinery • Planning Health Facilities • Renovation • The process of Planning 		
03	Emerging Approaches <ul style="list-style-type: none"> • Towards Total Healthcare • The Patient Centered Approach • Patient Focused Hospital • Emerging Approaches in Hospital Design • Nucleus concept • Modular Building concept • Hospital Modernization • Cutting construction costs 		
04	Recent Trends <ul style="list-style-type: none"> • Humanizing Health • Autonomous Healthcare facilities • Future trends & Hospitals of Tomorrow 		
05	Key Planning & Design parameters <ul style="list-style-type: none"> • Need assessment • Feasibility Report • Design Brief • Expression of Interest • Request of Proposal • Master plan • Space Programming • Detailed Project Report • Approximation of Costs • Value added services • Approximate Land Area Requirement 		
06	OPD/ Out Patient Department <ul style="list-style-type: none"> • Introduction, Importance & Function • Key Planning & Design Parameters • Physical Facilities • Public Areas • Clinical Rooms • Consulting Rooms • Special Examination Rooms • Administrative areas • Circulation Areas • Ancillary & Auxiliary Areas • Schedule of Accommodation 		

07	Accident & Emergency Department <ul style="list-style-type: none"> • Introduction, Importance, Definition & Functions • Key Planning & Design Parameters • Components of Department • Other Important Areas • Types of Designs • Schedule of Accommodation 		
08	Day Care Services <ul style="list-style-type: none"> • Introduction & Advantages • Key Planning & Design Parameters • Schedule of Accommodation 		
09	Wards/ Inpatient Services <ul style="list-style-type: none"> • Introduction & Functions • Types of Nursing Units • Key Planning & Design Parameters • Design of Wards layout • Other Considerations & Specific Requirements for Wards • Schedule of Accommodation 		
10	Operation Theaters <ul style="list-style-type: none"> • Introduction & Definition • Objectives for Planning • Key Principles for Design • Design Parameters • Zoning of OT • Supply Air • Ultra Clean Air (UCA) Systems • Integrated Operating Room • Schedule of Accommodation 		
11	Intensive Care Units / ICU <ul style="list-style-type: none"> • Introduction & Functions • Types of ICU's • Key Planning & Design Parameters • Schedule of Accommodation 		
12	Radiology & Imaging Services <ul style="list-style-type: none"> • Introduction, Organization & Functions • Key Planning & Design Parameters • Different types of radiology services • Schedule of Accommodation 		
13	Laboratory Services <ul style="list-style-type: none"> • Introduction, Functions & Objectives • Key Planning & Design Parameters • Schedule of Accommodation 		
14	Blood Transfusion Services <ul style="list-style-type: none"> • Introduction, Definition, Importance & Functions • Location & Physical Layout • Key Planning & design Parameters • Space Requirements & Schedule of Accommodation 		
15	Medical Gases <ul style="list-style-type: none"> • Introduction, Definition, Importance & functions • Location • Design & Construction • Physical Layout • Key Planning & Design Parameters • Space Requirements 		
16	Hospital Stores <ul style="list-style-type: none"> • Introduction, Definitions & Objectives • Functions • Types of Stores • Location • Physical Layout 		

	<ul style="list-style-type: none"> • Key Planning & design Parameters • Space Requirements 		
17	Medical Records Department <ul style="list-style-type: none"> • Introduction, Definition & Objectives • Importance & Functions • Location • Physical Layout • Key Planning & design Parameters • Space Requirements 		
18	Mortuary Services <ul style="list-style-type: none"> • Introduction, Definition, & Objective • Functions • Location • Physical Facility • Key Planning & design Parameters • Space Requirements 		
19	House Keeping & Waste Management <ul style="list-style-type: none"> • Introduction, Definition & Objectives • Functions • Location • Key Planning & design Parameters • Space Requirements 		
20	Central Sterile supply Department <ul style="list-style-type: none"> • Introduction, Definition & Aim • Objectives & Functions • Activities • Key Planning & Design Parameters • Space Requirements • Schedule of Accommodation 		
21	Laundry & Linen Services <ul style="list-style-type: none"> • Introduction, Definition, Objectives & Importance • Functions • Key Planning & design Parameters • Space Requirements • Schedule of Accommodation 		
22	Catering Services/ Food & Beverages <ul style="list-style-type: none"> • Introduction • Functions • Key Planning & Design Parameters • Other Considerations • Schedule of accommodation 		
23	Administrative Care Unit		
24	Facilities for Aged & Disabled		
25	Heating Ventilation & Air-conditioning(HVAC) <ul style="list-style-type: none"> • Introduction • Need for HVAC • Components of HVAC • Key Planning & design Parameters • Air Changes in Different Areas of Hospitals 		
26	Fire Safety in Hospitals <ul style="list-style-type: none"> • Introduction • Importance • Categories of Fire • Key Planning & design Parameters • Fire Extinguishing System • Types of Fire Extinguishers 		
27	Lighting in Hospitals <ul style="list-style-type: none"> • Key Planning & Design Parameters • Lighting Considerations for Various areas of Hospital 		
28	Way Finding in Hospitals		

MHA - 102: HEALTH CARE SYSTEMS & PUBLIC HEALTH		Hours	Credits
Unit No.	Topics	150	5
1.	<p>Healthcare System in India</p> <ul style="list-style-type: none"> • Evolution of Health systems • Committees for Health Planning • Concepts of Primary Healthcare • Principles of Healthcare <p>Practical :</p> <ul style="list-style-type: none"> • Important Health Problems in India (GD) 		
2.	<p>Agencies of Healthcare Delivery</p> <ul style="list-style-type: none"> • Public Health Sector • Central Government Health Organisation & Functions • State Government Health Organisation & Functions • District Health Organizations And Panchayat Raj. <p>Practical:</p> <p>Assignment on - Study of Healthcare delivery at AVBRH. Visit to NGO and Study the Role of Voluntary organizations in Healthcare Delivery.</p>		
3.	<p>Basic Concepts of Public Health</p> <ul style="list-style-type: none"> • Introduction & Definitions • Concepts of Disease control <p>Practical :</p> <p>Levels of Health care(GD) Health for All (GD) Modes of Intervention (GD)</p>		
4.	<p>Epidemiology</p> <ul style="list-style-type: none"> • Definitions and Methods of Epidemiological studies • Screening Methods <p>Practical :</p> <p>Investigation of Epidemic (GD)</p>		
5.	<p>Integrated Healthcare in India</p> <ul style="list-style-type: none"> • Health & Population National Policies <p>Practical :</p> <p>Millennium Development Goals (Seminar) Demographic trend – Morbidity & Mortality profile of India (Seminar) National Population Policy (Seminar) NHP & Public Health spending in India (Seminar) Demographic transition, population growth & its effect on Health (GD) Study of Organisation & Function by Visits –</p> <ul style="list-style-type: none"> - PHC - Sub centre - Community Health Centre - AYUSH in Healthcare and Ayurvedic College & Hospital - MRD of Hospital for ICD and notifiable diseases 		
6.	<p>National Health Programmes</p> <ul style="list-style-type: none"> • National Vector borne Diseases control programme • RNTCP • RCH • NRHM • National Programme for NCD (Diabetes & Cancer) 		

	<ul style="list-style-type: none"> • National AIDS Control Programme • National Leprosy control Programme • National Immunization Programme • National Programme for Blindness control 		
7.	International Health Agencies Practical : Assignments on - <ul style="list-style-type: none"> - Organizations Preceding WHO - WHO - UNICEF - CARE, Rockefeller Foundation - FORD, UNFPA, ILO 		
8.	Healthcare systems in Different Countries Practical : GD on <ul style="list-style-type: none"> - USA - UK - China & France (European Countries) 		
9.	Health Insurance <ul style="list-style-type: none"> • IRDA and Cashless Hospitals • Govt Insurance Schemes – CGHS & ESIS Practical : Assignments on – <ul style="list-style-type: none"> - Study some important Health Insurance available in Markets and its Provisions - Study Health Insurance for railways & defence organizations Seminar on – <ul style="list-style-type: none"> - Private & Third Party Negotiations - Medclaim Insurance 		
10.	Hospital Waste Management Practical : Seminar on- <ul style="list-style-type: none"> - Biomedical waste Management & handling Rule GD on- <ul style="list-style-type: none"> - Planning & Implementing Bio Medical Waste management system - Hospital Visit to Study – - Method of Collection, segregation Transportation & disposal of Hospital Waste 		
11.	Research Methodology <ul style="list-style-type: none"> • Introduction, Types, Approach and Scope. • Sampling Design & Characteristics of Good Sample • Methods of Data Collection & use of Computers in Data Collection & Processing Practical : Assignment on- <ul style="list-style-type: none"> - Interpretation of Data & Report Writing 		

MHA - 103: GENERAL MANAGEMENT & BEHAVIORAL CONCEPTS		Hours	Credits
Unit No.	Topic	120	4
1.	<p>EVOLUTION OF MANAGEMENT THEORY</p> <ul style="list-style-type: none"> • Evolution of Management as a subject • Introduction • Importance of Management • Functions of Management • Process of Management • Levels of Management • Skills of Manager & its co relation with levels • Various theories of Management <ol style="list-style-type: none"> a) Scientific management theory b) Administrative management theory c) Management science theory d) Organisational Environmental theory <p>Practical (Group Discussion) : Management by Objectives</p> <p>Practical (Seminar) : Theories of Management <ol style="list-style-type: none"> a) Classical Approaches b) Neo Classical Approaches c) Modern Approaches </p>		
2.	<p>MANAGER AS PLANNER & STRATEGIST</p> <ul style="list-style-type: none"> • The manager as planner • Importance of planning • The planning process • Strategies of planning process • Levels of planning • Types of Plan • The Manager as strategists <ul style="list-style-type: none"> - Strategy formulation & planning - Various levels of strategies - Corporate, Business & Operational Strategies - Importance of Each of above in planning and decision making <p>Practical (Presentations, Role play & Group Discussion) : The manager as Decision maker What is Decision making? Types of decision making Steps in Decision Making Role Play for Decision making Bias in Decisions Individual Decision VS Group Decision</p>		

3.	<p>ORGANISATION</p> <ul style="list-style-type: none"> • Organisational Design & structure • Meaning & Concept of Organisation • Designing a Organisation • Design Process • Differentiation & Integration as Key elements • Centralized & Decentralized Organisation • Levels of Authority in a Organisation • Delegation – Meaning & Concept • Power & Authority, Differences • Formal & Informal Groups • Organisational Behavior & Learning <ul style="list-style-type: none"> - What is OB? - Importance of OB - Challenges in Managing OB - What is Organisational Learning? - Creativity • Organisational Culture <ul style="list-style-type: none"> - Formation of OC & Its importance - Advantages of Good Work Culture - Types of OC - Resistance to Change <p>Practical (Assignments & Discussions) : What is Work Group? What is Work Team? Difference between Work Groups & Work Teams</p>		
4.	<p>MOTIVATION & LEADERSHIP</p> <ul style="list-style-type: none"> • What is Motivation? • Classification of Motivation • Theories of Motivation • Maslow’s Hierarchy of needs • Hertzberg’s Theory • ERG theory • McClelland’s Theory • Adams Inequality theory • Expectancy theory of Motivation • Leadership • Difference Between Leaders & Managers • What is Leadership? • Dynamics of Leadership • Theories of Leadership <p>Practical (Presentation & GD) :</p> <ul style="list-style-type: none"> - Leadership in Health Industry - How to Motivate Hospital Staff? 		

5	<p>BUSINESS ENVIRONMENT</p> <ul style="list-style-type: none"> • Micro & Macro Environment • The eco system surrounding organisation • Importance of Environmental Analysis • Various Environmental analysis methods • Porters five forces analysis • SWOT analysis • PEST analysis <p>Practical :</p> <ul style="list-style-type: none"> - SWOT analysis of Hospital & Discussion regarding the same 		
6	<p>CONFLICTS & NEGOTIATIONS</p> <ul style="list-style-type: none"> • Conflict – Definition • Nature & causes of conflicts • Consequences of conflicts • Phases/Terms of conflicts • Conflict handling mechanism • Negotiation- Definition & importance • Approach to Negotiations • Issues in negotiation • Conflict management styles/processes • Negotiations in Hospitals <p>PRACTICAL(Presentations, Role Play & Group Discussion) :</p> <ul style="list-style-type: none"> - Importance of Negotiation in Hospitals - Where it is required? - Role Play activity – For Negotiations 		
7	<p>Work Teams & Groups</p> <ul style="list-style-type: none"> • Definition of Work teams • Benefits of Work Teams • Types of work teams • Team effectiveness <p>Practical (GD & Case studies) :</p> <ul style="list-style-type: none"> - Difference between Work Groups & work Teams - Case studies of Leading corporate hospitals 		

MHA - 104: EPIDEMIOLOGY		Hours	Credits
Unit No	Topic	150	5
1	Epidemiology basics		
	<ul style="list-style-type: none"> • Introduction to Epidemiology/Science of Public Health , Basic Terminology, Historical Aspects , definition , aims and uses. • History of health programs and strategies • Measurement of morbidity and mortality: Incidence, Prevalence, Age-adjustment and survival analysis, • Characteristic of health indicators / SMART indicator approach • Introduction to public health monitoring • Epidemics and outbreak investigation <p>Assignments: Data base exercises (Example of database (NFHS, DLHS, IDSP etc) - Give case studies in disease control program (for example changes in stunting over time, diarrheal disease epidemic, changing pattern of disease etc) and critique it and present</p>		

	it in class.		
2	Epidemiological Methods / Approaches		
	<ul style="list-style-type: none"> • Classification of epidemiological methods • Ethical issues related to epidemiological studies • Descriptive studies • Analytical - Case-control Studies & Cohort studies • Intervention designs • Clinical trials – History, types, phases, Recruitment and retention of participants, Standard Operating Procedures (SOP's) etc. <ul style="list-style-type: none"> • Bias, confounding and effect modification • Association & Causation • Risk assessment in epidemiology – relative risk, odds ratio, attributable risk, population attributable risk, hazards ratio • Screening in health & diseases • Survival analysis • Disease surveillance (approaches/ types / sampling methodologies) and Integrated Diseases Surveillance Program • Data reduction methodologies – etc principal component analysis • Systematic review and meta analysis <p>Assignments:</p> <ul style="list-style-type: none"> • Interpretation of country public health profiles • Health disparities within countries and districts • Protocol development using various epidemiological approaches and critical assessment through practice • Exercises on risk assessment • Exercises on diagnostic tests / screening tests • Journal article critical review 		

MHA - 201: HOSPITAL SUPPORT SERVICES		Hours	Credits
Unit No.	Topic	90	3
1.	Introduction to support services <ul style="list-style-type: none"> • Principles & methods of organizing support services for hospitals • High quality patient care • Effective community orientation • Economic viability 		
2.	<ul style="list-style-type: none"> • Sound architectural plans Front office of hospitals & Administrative services <ul style="list-style-type: none"> • Enquiry & Admissions • Executive suite, CEO's office • Professional service unit • Financial management unit • Nursing administrative unit • HR department • Public relation department 		

3.	<p>Facilities planning in support services of hospitals</p> <ul style="list-style-type: none"> • Medical records • CSSD • Pharmacy • Hospital stores • Food services department • Laundry & linen department • Housekeeping <p>All the above topics are to be studied under</p> <ul style="list-style-type: none"> • Overview & Introduction • Functions • Location • Design • Organization • Space requirements & facilities • Main issues of concern • Equipment selection (if required) • Other important considerations 		
4.	<p>Facilities planning in Medical & Ancillary services of Hospital</p> <ul style="list-style-type: none"> • OPD • Emergency services • Diagnostic services including radiology • Laboratory services • OT's • Cath lab • Labor/Delivery suits • Physiotherapy & Occupational therapy • Speech therapy • ICU • Wards/IPD services <p>All the above topics are to be studied under</p> <ul style="list-style-type: none"> • Overview & Introduction • Functions • Location • Design • Organization • Space requirements & facilities 		
5.	<p>Other Facilities of Hospital</p> <ul style="list-style-type: none"> • Engineering department • Maintenance department • Biomedical department • Biomedical waste Management • Ambulance & Lift Services • Signage's in Hospitals <p>All the above topics are to be studied under following heads</p> <ul style="list-style-type: none"> • Overview & Introduction • Functions • Location • Design • Organization • Space requirements & facilities • Main issues of concern • Equipment selection (if required) • Other important considerations 		

6.	Safety & Security in hospitals		
7.	Disaster Management in Hospitals		
8.	Hospital Acquired Infections & its prevention		
9.	Important Statutory Requirement for Hospitals		

MHA - 202: INTRODUCTION TO MEDICINE		Hours	Credits
Unit No.	Topics	90	3
1.	Section (A) Introduction to Human Body and Systems Organization of Human Body <ul style="list-style-type: none"> Cell, Functions of cell membrane, Tissue, Various type of Tissues 		
2.	Anatomical Directional Terms and Anatomical divisions of the body.		
3.	Body Cavities <ul style="list-style-type: none"> Boundaries of cavities Contents of cavities 		
4.	Parts of Human Body—Common medical terms		
5.	Life processes, Homeostasis		
6.	Systems of Human Body <p>a) Musculo skeletal systems</p> <ul style="list-style-type: none"> Muscles- various types and function Bones- various types and function Joints- various types and function <p>b) Circulatory System</p> <ul style="list-style-type: none"> Blood Vessels- Types, structure and functions and capillary circulation Heart- Internal structure, properties of cardiac muscles, nerve supply, cardiac cycle, heart sounds, heart rate, pulse, cardiac output, ECG Blood Pressure- clinical application, normal range, systolic/diastolic pressure Shock- Definition, types, stages of Shock. <p>c) Respiratory systems</p> <ul style="list-style-type: none"> Respiratory passage, anatomy and functions Mechanism of respiration, carriage and exchange of gases Regulation of respiration, common respiratory diseases <p>d) Blood</p> <ul style="list-style-type: none"> Composition and functions Plasma components, cellular components and their functions Haemostatic Blood groups, Blood disorders and Blood Tests <p>e) Digestive System</p> <ul style="list-style-type: none"> Functional anatomy, general structure Gastrointestinal Secretions, important constituents and their role indigestion Digestion, absorption and elimination <p>f) Endocrine Systems</p>		

	<ul style="list-style-type: none"> • Functions and general regulation of secretions • Hypothalamus- pituitary relationship • Pituitary hormones, Functions, regulations • Adrenal Hormones, Functions, regulations • Parathormone, calcitonin-functions <p>g) Reproductive system</p> <ul style="list-style-type: none"> • General anatomy of male/female reproductive system <p>h) Central Nervous system</p> <ul style="list-style-type: none"> • General arrangement- CNS, PNS, ANS, Meninges, blood supply • CSF-composition and function • Basal Ganglia- Functions • Thalamus and Hypothalamus- functions • Brain Stem-mid brain, Pons, medulla, Reticular formation introduction, • Cerebellum-Structure and Functions, spinal cord- Structures and functions, • cranial and spinal Nerves <p>i) Special Senses</p> <ul style="list-style-type: none"> • Eye, Ear, Nose, Tongue, Their basic introduction and function <p>j) Autonomic Nervous system</p> <ul style="list-style-type: none"> • Introduction and functions 		
01.	<p>Section B- Common Infections and Conditions Note- No Treatment Part is to be taught</p> <ul style="list-style-type: none"> • Introduction • History taking • Clinical skills 		
02.	<p>CVS (Cardio Vascular System)</p> <ul style="list-style-type: none"> • Symptomatology • Examination • Investigations • IHD/MI • RHD • Valvular heart disease • Arrhythmias • Shocks • HT • Congenital heart disease • Disease of myocardium 		

03.	RS (Respiratory System) <ul style="list-style-type: none"> • Basics • Clinical approach • Examination • Disease of Upper Respiratory Tract • Bronchial Asthma • COPD • Pneumonia, Bronchiectasis • PTB • ILP • Occupulmonary lung disease • Sarcoides • Pulmonary Embolism • Disease of Pleura 		
04.	GIT (Gastro Intestinal Tract) <ul style="list-style-type: none"> • Basics • Clinical approach • Endoscopies • Disease of Mouth, Salivary glands • Disease of Esophagus • Peptic ulcer • Disease of Stomach/Duodenum • GI bleeding • Diarrhea • Mal-absorption • Tropical • Abdominal TB • Inflammatory Bowel disorder 		
05.	HEPATOLOGY (4 hours) <ul style="list-style-type: none"> • Metabolism • Clinical approach • Imaging • Hepatitis ABCDE • Acute liver failure • Cirrhosis of Liver • Complications • Encephalopathy • Disease of Gall Bladder • Acute Pancreatitis 		
06.	NEPHROLOGY <ul style="list-style-type: none"> • Introduction • Clinical approach • G .N. • Tubular Filtration • Acid Base Balance • ARF • CRF • Nephrotic Syndrome • Renal calculi disease 		
07.	NEUROLOGY <ul style="list-style-type: none"> • Basic • Clinical approach • Headache • ICT • Disorders of Consciousness • Dementia/Aphasia • Seizures/Sleep disorders • CVE 		

	<ul style="list-style-type: none"> • Neuro TB • Other infections of CNS • Demyelinating diseases • Extra pyramidal diseases • Cerebellar diseases • Diseases of Spinal Cord • Trauma Spinal Cord • MNP • Diseases of ANS 		
08.	HEMATOLOGY <ul style="list-style-type: none"> • Anaemia • Approach to patient • Anemia's- Megaloblastic, Hemolytic, • Leukemia's- ALL, CLL, AMC, CCL • Disorders of coagulation • Blood Grouping and Rh Typing 		
09.	DISEASES OF ENDOCRINE GLANDS <ul style="list-style-type: none"> • Basics • Clinical approach • Diseases of Hypothalamus, Pituitary • Thyroid, Adrenal • Parathyroid, Gonads • Diabetology • Addison's disease 		
10.	RHEUMATOLOGY <ul style="list-style-type: none"> • Basics • Clinical approach • RA • SLE • Gout • Vacuities • Dermatomastitis 		
11.	DISORDERS OF BONE <ul style="list-style-type: none"> • Bone & Mineral Metabolism • Osteoporosis 		
12.	DERMATOLOGY		
13.	INFECTIOUS DISEASES		
14.	ENVIRONMENTAL MEDICINE		
15.	GENETICS		
16.	COMMON POISONING		
17.	TOXICOLOGY HIV		
18.	Radiological Investigation in General X Ray / CT, MRI / USG / C.ECO / Doppler		

MHA -203: HUMAN RESOURCE MANAGEMENT		Hours	Credits
Unit No	Topic	150	5
01	Human Resources Planning Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India;		
02	Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning. Selection, Induction & Placement Selection Process, New tools /Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Factors Affecting Recruitment; Sources of Recruitment; Recruitment Practice in India; The Problem of The 'Sons of The Soil';		
03	Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme – Do's & Don'ts, Placement – Internal Mobility, Transfers, Employee Separations. Training and Development		
04	What is training? Nature of training, Significance of training, Importance of training, Scope & Objectives of training, Benefits of training, Philosophy of training Identification of training needs, Environment for training, Areas of training, Responsibilities for providing training, Training Calendar, Facilities for training. Cost of training, Input-output ratio in relation to effectiveness, Productivity, HRD Audit. Performance Appraisal Nature, Objectives, limitations-various methods – Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats – Personnel Files, Attendance, Leave, Medical Records.		
05	Scope & importance of employee relation Meaning & scope, Labor welfare & welfare officer in Indian Industry, his role, perceptive, limitations, role perception and role performance, New challenges & expectations, Training of welfare officers; Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance, origin and growth of the idea of social security		
06	Grievance Redressal & Settlement of Disputes Nature & causes, settlement machinery, social obligations, Disputes, causes, remedial & prevention measures. Consequences of disputes on Industry & Society, Significance of Peace & Harmony to Productivity & progress		
07	Discipline Programmes HR System Design: Principles and Practices, Machinery Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management, case studies. Concepts, Nature and objectives of Compensation, Wages, Wage Fixation, Wage differentials, legal Status of Wages (basics), Wage Plans – Rowan /Halsey.		
08	Performance Management System Career development plan Perks, Fringe Benefits, Pay for Performance – Incentives. Career development counselling & it effectiveness.		
09	Personnel Audit HR accounting and Audit: Need, significance and techniques, HR Valuation, H.R. Research process: Importance and difficulties in HR research.		

MHA – 204: REPRODUCTIVE & CHILD HEALTH (RCH) AND DEMOGRAPHY		Hours	Credits
Unit No	Topic	150	5
	<p>Reproductive and Child Health</p> <ul style="list-style-type: none"> History and evolution of Reproductive and Child Health (RCH) and Family Welfare services in India including programmes and policies related to Reproductive & child health and development Components and services of Reproductive and child health Essential Obstetrical Care (ANC, INC, PNC) Emergency Obstetrical Care Care of children (newborn, under five) including Immunization, IMNCI, Family Welfare Evaluation of RCH & FP Services <p>Assignments: Critical review of RCH program and other topics related to RCH, Data base exercises and participation in field activities along with Health System (such as Quality assurance visits etc)</p>		
2	<p>Gender Issues</p> <ul style="list-style-type: none"> Concept of sex and gender Gender identity, gender discrimination and its impact on health and health care Violence against women / domestic violence Global issues related to gender <p>Assignments:</p> <ul style="list-style-type: none"> Gender base analysis of data sets / HMIS and interpretation and presentation 		
3.	<p>Demography</p> <ul style="list-style-type: none"> Demography – Definition & scope, demographic Cycle Sex ratio and age pyramid Demographic transition - demographic trends in India & globally and its impact on disease pattern and public health problems Key demography related indicators Population explosion <p>Assignments Data base exercises Group discussion on declining sex ratio in India</p>		

MHA -301: MATERIALS AND INVENTORY MANAGEMENT IN HEALTHCARE		Hours	Credits
Unit No	Topic	150	5
01	Role of Materials Management in Business		
02	Role of Purchasing in Business- Purchasing objectives		
03	Fundamentals of Purchasing Competitive bidding/types of contract		
04	Right Quality Determination/control/specifications/standardization		
05	Right Source Selection of vendors/ethics/vendor management/vendor analysis / Make or Buy Decisions		

06	Right Price comp bidding/negotiations/price analysis/learning curve/pricing practices in contracts/discounts		
.07	Right Time Stable & unstable markets/speculative buying/hand to mouth buying/timing & inventory control		
08	Right Quantity Economic order quantity/order point/safety stock		
09	Materials Planning Management process/planning concepts/annual operational plan/budgeting/strategic materials planning		
10	Inventory Control Need/EOQ/methods of stock control/selective inventory control		
11	Receiving & Inspection Location of receipt section/function & responsibilities/receipt procedures/inspection methodology		
12	Codification Need/advantages methodology/codification systems		
13	Standardization Benefits/why do it/variety reduction		
14	Storage Systems Objectives/importance of efficient storage/storage methods/types of storage equipments		
15	Preservation of Materials in Storage deterioration of materials/storage hygiene/preservation measures		
16	Stock Verification Techniques/advantages		
17	Scrap & Surplus Materials Definition/identifying surplus/obsolete stocks/disposal		
18	Stores Documentation Documents covering the life cycle of an item		

MHA -302: STRATEGIC MANAGEMENT IN HEALTHCARE & HEALTH ECONOMICS		Hours	Credits
Unit No	Topic	120	4
01	Section A - Strategic Management in Healthcare Introduction/ Definition/ Understanding Strategy		
02	Strategic Decision Making / Process of Strategic Mgmt.		
03	Theories of strategy/Different Schools of Strategy Formations.		
04	Strategic Intent/Vision/Mission.		
05	Strategic Analysis/SWOT/PESTLE		
06	Environmental Appraisal		

07	Environmental Sectors / Scanning		
08	Organizational Appraisal / Internal Environment / Methods of Appraisal		
09	Corporate level strategies		
10	Business level strategies		
11	Structural implementations/Organizational Design /Systems / Change		
12	Strategic Operational Control		
13	Implementation of Functional Strategies' / Plans Policies		
14	Implementation of Operational Plans Policies		

01	Section-B Health Economics Introduction Fundamental concepts like healthcare market, healthcare demand Definition, scope of health economics		
02	Economic Analysis Definition, scope, methodology, limitations Key issues in economic analysis Process and steps for analysis		
03	Cost control Definition, scope, type of costs Concept of cost centre, cost unit, cost elements, cost sheet, cost schedule Classification of cost, behavior of different types of costs Relationship between and pattern of total cost, average cost, marginal cost		
04	Demand and supply Law of Demand & Supply Demand & Supply Curves and how price affects them Law of Diminishing Returns Market Equilibrium Application of Demand & Supply Dynamics		
05	Impact of competition Forms of competition Competition and its effects on economics and business Different competitions types, their behaviour, characteristics and comparison Competition curve and cost and demand behaviour. Price determination		
06	Impact of regulation Government intervention in medical practices Price control, entry restriction in health care market		
07	Economics of production Production possibility frontier Factors of production Production function and its stages		

	Long Run production function & Short Run production function Laws of returns, returns to scale Economics and diseconomies of production		
08	Economics of distribution Different Distribution Theory Inequalities and their properties		
09	Cost benefit analysis Definition Difference between cost benefit, cost utility and cost effectiveness analysis Concept of cost minimization		
10	Quality of life analyses Meaning and definition of QALY, DALY		

MHA -303: FINANCIAL MANAGEMENT IN HEALTHCARE		Hours	Credits
Unit No	Topic	120	4
01	BASICS OF FINANCIAL MANAGEMENT Meaning of Financial Management.; Finance Decision- Investment Decision, Financing Decision, Dividend Decision and Working Capital Decision; Objective of Financial Management; Function of Finance executive.		
02	CAPITAL BUDGETING Meaning of Capital Budgeting, Feature of Capital Budgeting Decision, Types of Project, and Techniques of Capital budgeting.		
03	UNIT 3 WORKING CAPITAL MANAGEMENT Meaning of working Capital, Concept of working Capital- Gross and Net working Capital, Types of Working Capital, operating Cycle, Determinants of Working Capital, Adequacy of working capital, Advantages and Disadvantages of Adequate and Inadequate working Capital.		
04	WORKING CAPITAL <i>Inventory Management</i> - Meaning of Inventory Management, Reasons of Inventory, Inventory Cost. <i>Cash Management</i> – Meaning of Cash Management, Motives Behind holding Cash, Factor Determining cash needs, Advantage of adequate cash. <i>Receivable Management</i> – Meaning and Introduction of Receivable Management, Factor Influencing size of receivable, Cost of Maintaining receivables.		
05	CAPITAL STRUCTURE Meaning of Capital Structure, Capital Structure theories, Consideration in determining capital structure. Financial distress and its cost.		
06	SOURCES OF FINANCE Long term sources- Shares and its type, Debenture and Its type, Term loan, Retained Earnings , Leasing, Hire Purchase, Public Deposit ; Short term sources		
07	RATIO ANALYSIS Meaning, Limitation and Advantages of Ratio Analysis. Numerical on- Current Ratio, GP Ratio, Earning per share ratio, Debt Equity Ratio.		
08	UNIT 8 CASH FLOW & FUND FLOW Meaning, Importance & Limitation of Cash Flow and Fund Flow Statement. Difference between Cash flow and Fund Flow.		
09	UNIT 9 FINANCIAL STATEMENTS		

	Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system. Income Statement-Trading Account, Profit and Loss Account; Balance Sheet		
10	UNIT 10 BEP ANALYSIS Concept of BEP, PV ratio, Contribution and Margin of Safety.		

MHA – 304 : HOSPITAL POSTING		Hours	Credits
Postings at various Clinical, Administrative Departments of Hospital		90	3

MHA -401: QUALITY MANAGEMENT IN HEALTHCARE		Hours	Credits
Unit No	Topic	120	4
01	The concept of Quality		
02	Components of quality in health care		
03	Types of Quality in Healthcare: A) Patient Quality B) Professional Quality C) Management Quality		
04	Evaluation of quality standards & parameters		
05	Quality cycles, modules & frameworks		
06	Quality assurance		
07	Quality parameters & their measurements		
08	Measures to improve quality		
09	Setting up a quality programme		
10	Monitoring performance		
11	Clinical audit		
12	Hospital equipment utilization audit		
13	Total quality management		
14	Measurement of service quality & customer satisfaction		
15	ISO certification		
16	NABH Accreditation of healthcare institutions		
17	International accreditation initiatives		
18	JCI Joint Commission International		
19	Legislation for accreditation of healthcare institutions in India		
20	Accreditation of hospitals- National & International		

MHA -402: MARKETING HEALTH CARE SERVICES		Hours	Credits
Unit No	Topic	120	4
01	Introduction to Service Marketing: Introduction, classification of services, differences in goods versus services, reasons for growth in services sector, case from hospital industry		
02	Consumer behaviour: Customers interact with service operations, Reference Group influence, purchase process, customers' needs and expectations, difficulty in evaluation of services, service, customer loyalty, understanding CRM.		
03	Service product and revenue management: Planning and creating services, identifying and classifying supplementary services, branding service products, new service development, objectives and foundations for setting prices, methods of service pricing, revenue management.		

04	Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning.		
05	Communication, Advertising & Distribution: objectives for marketing communications, Challenges and opportunities in Service Communication, Media of communications, Media selection; Advertising effectiveness, Distribution in a service context, options for service delivery, decisions about place and time, service delivery		
06	Service delivery and service quality: Designing Hospital Services, the customer as co-producer, Demand Fluctuations, integrating service quality and productivity strategies, measuring and improving service quality.		

MHA -403: HEALTH CARE INFORMATION SYSTEMS		Hours	Credits
Unit No	Topic	120	4
01	Overview <ul style="list-style-type: none"> • HIS versus MIS • Information Systems concepts • Data Processing • Database management • Data communication • Data from patients • Coding & classification • Patient record • Bio-signals • Medical imaging 		
02	Patient centered information systems <ul style="list-style-type: none"> • Hospital logistics & patient flow • Electronic medical Records • Concept processing • Computerized physician order entry • Laboratory information system • Radiology information system 		
03	Information Technology in Health care today <ul style="list-style-type: none"> • Primary care • Clinical departmental systems • Clinical support systems • Nursing information systems • Electronic patient record • Healthcare information for decision support 		
04	Electronic Data Processing <ul style="list-style-type: none"> • Health level systems • Communication protocol • Picture Archiving & Communication Systems • Decision support system • Role of the Chief information officer or IT manger • Clinical decision support • Historic Development • Integrating the Healthcare Enterprise • Technical choices • Security • Financial implications • Designing & implementing • Challenges in implementation 		

05	Telemedicine <ul style="list-style-type: none"> • The history of Telemedicine • Telemedicine in India • Overview of Telehealth applications • Enabling technologies for Telehealth systems • Key Telemedicine applications • Security of Internet-Based Telemedicine systems • HIPAA & Telemedicine • Role of standards In Telehealth systems • Medico-legal aspects of Telehealth systems • Challenges in implementation of Telehealth systems 		
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MHA – 404 : Research Project work	Hours	Credits
Course description	120	4
Dissertation work – <ul style="list-style-type: none"> • Field work, data collection • Data management and analysis • Report writing 		