

**REGULATIONS OF THE UNIVERSITY (Post-graduate Degree course under Allied Health Science)**

**MASTER OF HOSPITAL ADMINISTRATION (MHA)**

**SHORT TITLE AND COMMENCEMENT:-**

These regulations shall be called as “**MASTER OF HOSPITAL ADMINISTRATION (MHA)**” of the Tamil Nadu Dr. MGR Medical University, Chennai.

They shall come into force from the academic year 2017-2018

The regulations framed are subject to modification by the Standing Academic Board from time to time.

**OVER ALL OBJECTIVES:**

The **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** is prepared

to assist Medical and Allied Health Professionals with in-depth knowledge and competencies suited to the various organizations in the healthcare field

To provide intensive and practical knowledge of healthcare management

To hone the student analytical abilities

**\*1. ELIGIBILITY FOR ADMISSION: 2017-2018**

The candidates belonging to All categories for Admission to Master of Hospital Administration (MHA) Degree Course under Allied Health Sciences should have obtained any one of the following degrees:

1. MBBS / BDS/ BAMS/ BHMS/ BNYS/ BUMS AND BSMS.
2. B.E. Biomedical Engineering / B.Tech Biotechnology.
3. B.Sc (N) / B. Pharmacy / BPT
4. B.Sc. Allied Health Sciences (any)
5. BBA and BHA in Hospital Administration
6. B.Sc (Biochemistry / Microbiology / Biotechnology / Chemistry / Physics/ Botany / Zoology)

These modifications will be implemented from the Academic year 2017-2018 admissions onwards.

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016**

## **2. ELIGIBILITY CERTIFICATE:**

Candidates who have passed any qualifying examination as stated above other than the Tamil Nadu Dr. M.G.R. Medical University shall obtain an “Eligibility Certificate” from this University by remitting the prescribed fees along with the application form and required documents before seeking admission to any one of the affiliated institutions. The application form is available in the University website :[web.tnmmu.ac.in](http://web.tnmmu.ac.in).

## **3. REGISTRATION:**

A Candidate admitted to **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** in any one of the affiliated institutions of this University shall register his / her name with this university by submitting the prescribed application form for registration duly filled along with the prescribed fee and a declaration in the format to the Controller of Examinations of this University through the affiliated institution within 30 days from the cutoff date prescribed for the course for admission. The applications should bear the date of admission to the said course.

## **4. MIGRATION/TRANSFER OF CANDIDATE:**

(a) A student studying in **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** can be allowed to migrate / transfer to another institution of Allied Health Science under the same or another University.

(b) Migration / Transfer can be allowed to another affiliated institutions under extraordinary circumstances. The Vice - Chancellor has the power to issue Migration / Transfer order.

## **5. COMMENCEMENT OF THE COURSE:**

The course shall commence from 1<sup>st</sup> September of the academic year. Cut off date for Admission is 30<sup>th</sup> September.

## **6. MEDIUM OF INSTRUCTION:**

English shall be the Medium of Instruction for all the Subjects of study and for examinations of the **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES**.

The Curriculum and the syllabus for the course shall be as prescribed in these regulations and are subject to modifications by the Standing Academic Board from time to time.

#### **8. DURATION OF THE COURSE:**

The duration of certified study for the **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** shall be two academic years including period of exam. The candidate should complete this course in 4 years (double the duration) from the date of joining the course. Otherwise he/she will be discharged from the above said course.

#### **9. RE-ADMISSION AFTER BREAK OF STUDY:**

The regulations for re-admission are as per the University Common Regulation for Re-admission after break of study for all courses.

#### **10. WORKING DAYS IN THE ACADEMIC YEAR.**

Each academic year shall consist of not less than 270 working days  
Total No. of working days including (Term day 270 days 85%) Examination period

#### **11. ATTENDANCE REQUIRED FOR ADMISSION TO EXAMINATION:**

(a) No candidate shall be permitted to appear in any one of the parts of **MASTER OF HOSPITAL ADMINISTRATION (MHA) DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** Examinations unless he/she has attended the course in the subject for the prescribed period in an affiliated institution recognized by this University and produce the necessary certificate of study, attendance and satisfactory conduct from the Head of the institution.

(b) A candidate is required to put in a minimum of 85% of attendance in both theory and practical separately in each subject before admission to the examinations.

#### **12. CONDONATION OF LACK OF ATTENDANCE:**

There shall be no condonation of lack of attendance before examination

There is no vacation

**14. INTERNAL ASSESSMENT MARKS:**

The Internal Assessment should consist of the following points for evaluation:-

- i) Theory
- ii) Dissertation

(a) A minimum of three written examinations shall be conducted in each subject during a year and the average marks of the three performances shall be taken into consideration for the award of Internal Assessment marks.

**15. CUT-OFF DATES FOR ADMISSION TO EXAMINATIONS:**

- (i) 30<sup>th</sup> September of the academic year concerned
- (ii) The candidates admitted up to 30<sup>th</sup> September of the academic year shall be registered to take up the 1st year examination during 15<sup>th</sup> October of the next year.

**16. COMMENCEMENT OF THE EXAMINATIONS:**

15th October

If the date of commencement of examination falls on Saturdays / Sundays or declared Public Holidays, the examination shall begin on the next working day.

**17. MARKS QUALIFYING FOR PASS:**

50% of marks in the University Theory Examinations

50% of marks in the subject where internal evaluation alone is conducted 50% of marks in aggregate in Theory, I.A. & Oral taken together

**18. CARRY OVER OF FAILED SUBJECTS:**

1. Carry any number of failed papers to second year course but has to be completed before appearing for Second Year papers.
2. Only three attempts are allowed in each subject including 1st attempt
3. The candidate has to successfully complete the course in double the duration of the course (i.e. 4 years from the date of joining)

**19. REVALUATION/RETOTALLING OF ANSWER PAPERS:**

Re - totalling / Revaluation of answer papers is not permitted.

Sl.No.	Subject Title	IA		Theory	
		Max.	Min.	Max	Min
1.	Management Concepts and Organization Behaviour	50	25	100	50
2.	Bio-Statistics and Operations Research	50	25	100	50
*3.	Financial and Management Accounting	50	25	100	50
*4.	Health Care Economics	50	25	100	50
5.	Principles of Epidemiology and Community Medicine	50	25	100	50
6.	Marketing of Hospital Services	50	25	100	50
7.	Logistics and Supply Chain Management in Health care Services	50	25	100	50
8.	Healthcare Human Resources Management	50	25	100	50
9.	Hospital Management Information System	50	25	100	50
*10.	Materials and Equipment Management	50	25	100	50
*11.	Public Health, Health Education and Ethics	50	25	100	50

### **MHA Second Year Written Examination**

Sl.No.	Subject Title	IA		Theory	
		Max.	Min.	Max	Min
1.	Essentials of Strategic Management	50	25	100	50
2.	Research Methodology in Healthcare	50	25	100	50
3.	Quality Management in Hospitals	50	25	100	50
4.	Organization and Management of Hospitals and Healthcare Units	50	25	100	50
5.	Occupational Safety in Hospitals	50	25	100	50
6.	Project Planning & Management	50	25	100	50
7.	Legal Framework for Hospitals	50	25	100	50
*8.	Managing Healthcare across International Borders	50	25	100	50

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016 regarding change of Nomenclature in First year at Sl.No. 3 & 4 . Further at Sl.No. 10 & 11 in First Year and Sl.No. 8 in Second Year introduced as Internal Paper.**



## TMR FORMAT – SECOND YEAR

	ESM			RMH			QMH			OMH&H			OSH			PPM			LFH		MH AIB	
	Theory	IA	Total	Theory	IA	Total	Theory	IA	Total	Theory	IA	Total	Theory	IA	Total	Theory	IA	Total	Theory	IA	Total	IA
M A X	100	50	150	100	50	150	100	50	150	100	50	150	100	50	150	100	50	150	100	50	150	50
M I N	50	25	75	50	25	75	50	25	75	50	25	75	50	25	75	50	25	75	50	25	75	25

**\*\* In the second year of study, the candidates shall submit dissertation apart from seven theory papers**

### 3. DISSERTATION:

- a.a) All candidates admitted to undergo Post-Graduate Degree in MHA course shall be assigned a topic for dissertation / Thesis by the head of the concerned Unit and the title of the topics assigned to the candidates be intimated to the Controller of Examinations of this University by the Head of the Department through the Head of the Institution before the end of 1st year of the course.
- a.b) The dissertation / thesis shall be a bound volume of a minimum of 50 pages and not exceeding 75 pages of typed matter (Double line spacing and on one side only) excluding certification, acknowledgements, annexure and Bibliography colour of wrapper should be in Light Green
- a.c) 4 copies of dissertation shall be submitted six (6) months prior to the commencement of the theory examinations on the prescribed date to the Controller of Examinations of this University.
- a.d) Two copies are to be submitted as an electronic version of the entire dissertation in a standard C.D. format by mentioning the details and technicalities used in the C.D. Format.
- a.e) The concerned Professors/Readers are to supervise and to see that the dissertations are done properly by utilizing the clinical materials of their own department/institution. The students must learn the design and Interpretation of research studies, responsible use of informed consent and research methodology and interpretation of data and statistical analysis. They should seek the help of qualified staff members in the conduct of research. If necessary, they can utilize the facilities in other Institutions. They must learn to use the library and computer based search. This training will help them to develop skills in planning, designing and conduct of research studies.
- a.f) For Dissertation Max Marks 200, Viva-voce on Dissertation / Presentation Marks 50 and IA 50 – Total 300 Minimum mark to pass 150.
- a.g) LOG BOOK: Based on the curriculum to be maintained and presented at the time of discussion of dissertation.

# DETAILED CURRICULUM

## **FIRST YEAR**

<b>PAPER – 1: MANAGEMENT CONCEPTS AND ORGANIZATION BEHAVIOUR</b>
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### **Objectives:**

- i.1. To introduce the management concepts and principles as an induction to the management course.
- i.2. To apply the principles in the hospital administration
- i.3. To improve the communication, decision - making planning organizing staffing leading and controlling the process of the management.
- i.4. The subject deals with people at work in organizations. It emphasis the influence of motivation. Leadership, power and politics over the organizational function.

### **UNIT – 1: EVOLUTION OF MANAGEMENT**

Introduction to Management - An art or science - History of management - Management for the nineties' integration of clinical practice and management skills - Functions of the manager - Social Responsibility of Managers.

### **UNIT – 2: PLANNING & ORGANIZING**

Introduction to planning - Characteristics of Planning - Functional objectives - Policies and procedures - methods and rules - Management By Objectives (MBO) & Strategic Planning (SP) - Introduction to MBO - Historical development & advantages of MBO - Participants in MBO & MBO cycle - strategic planning. Introduction to organizing concepts - the process of organizing - fundamental principles and span of management - Line & staff relationships - the dual pyramid form of organization in health care - Basic department & flexibility in organizational structure - formal V/s informal organization - classification of health care organization - the TOWS Matrix. A Modern Tool for Analysis of the situation.

### **UNIT – 3: STAFFING & CONTROLLING**

Definition of Staffing - Defining the Managerial Job - The Systems Approach to Human Resource Management - Selection: Matching the person with the job - system Approach to Selection - Position requirement and Job Design - skills and Personal Characteristics Needed by Managers - Matching qualification with Position Requirements - Orienting and Socializing New Employees. The Basic Control Process - Control as a Feedback Systems - Feed forward Control - Requirements or Effective Control - Control Techniques.

### **UNIT – 4: DECISION MAKING**

Introduction to decision making - participants in decision making - Evaluating a decision's importance - Steps in decision making - Barriers to rational choice - Bases for decision making - Decision making tools & techniques - Health care practitioners as decision makers - Case studies & clinical reason capability analysis tools - control charts - models - clinical reasoning.



## **UNIT – 5: FUNDAMENTAL CONCEPTS OF OB**

Significance of organizational behavior - scope historical development of organizational behavior - A conceptual model of organizational behavior - Hawthorne experiments and their significance in the industries - Organization structure and theories - organization culture and climate - values and attitudes and job attitudes and job satisfaction - Leadership theories leadership models motivation and theories organizational changes - Resistance of change - organizational Development.

## **UNIT – 6: INDIVIDUAL BEHAVIOUR & GROUPS**

Foundations of individual behavior - Biographical characteristics personality stage of personality development and personality theories – perception - The dynamics of group behavior theories of group behavior - determinants of group behavior - types of groups, group norms employee participation- Strategies for improving group decision making. Transactional analysis - conflict and conflict resolution models - Traditional and modern view of conflicts, power and politics - sources of power and cause for politics.

### **Reference Books:**

1. Management Principles for Health Professionals, 2<sup>nd</sup> edition (1992) - Joan Gratto Lieblev, Ruth Eller Louvine, Jeffrey Rothman, Aspex publication, Gaithersburg, Maryland
2. Management Principles – Shakthivel Murugan, New Age Publication
3. Essentials of Management – Harold Koontz and Heinz Weihrich – Tata McGraw Hill – Fifth Edition
4. Organisational Behaviour, 5<sup>th</sup> edition (1991) - Fred Luthans, McGraw-Hill Book company
5. Theories and Models In Applied Behavioural Science, Vol.4. Organisational (1993) - J. William Pfeiffer and Arlette C. Ballew, Pfeiffer and Company. USA.
6. Organisational Behaviour, Third Edition – Dr. K. Aswathappa, Himalaya Publishing House
7. Organisational Behaviour, Ninth Edition – Stephen Robbins, Prentice Hall

## PAPER – 2: BIO-STATISTICS AND OPERATIONS RESEARCH

### Objectives:

1. To provide broad understanding of the statistical concept and techniques for research study
2. To develop an understanding of basic management science techniques and their role in managerial decision-making using operations research techniques

### UNIT – 1: INTRODUCTION TO BASIC STATISTICS

Introduction to concepts - Experimental settings and tests of hypothesis - Areas of application in statistics - Introduction to some essential features - Data recorded in routine clinical practice - qualitative and quantitative observations - Scale of measurement.

### UNIT – 2: FREQUENCY DISTRIBUTION, MEASURES OF CENTRAL TENDENCY

Conceptual issues - Frequency distribution - characteristics and diagrams - Arithmetic mean. Median, Mode, position of averages, percentiles - Geometric mean and Harmonic mean - selection of appropriate measures of central tendency - Measures Of Dispersion - Concept of range - main deviation – Inter-quartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation

### UNIT – 3: LINEAR REGRESSION AND CORRELATIONS

Introduction - Scatter diagram, correlation and regression - correlation coefficient and regression equation and restriction - Multiple regression and other extensions.

### UNIT – 4: TESTS OF SIGNIFICANCE

Introduction to procedures, test of significance for large and small samples - Estimations for large and small samples - distribution of chi - square - formula, degree of freedom - application and misuses of chi-square test - Non parametric statistical tests further statistical methods - Introduction to concepts - Advantages and disadvantages of non parametric tests - Non parametric tests examples and illustrations

### UNIT – 5: INTRODUCTION TO OPERATION RESEARCH

Evolution of Operations Research - Models - Formulation of Models - using models for problem solving - Techniques of Operations Research - Limitations of Operations Research

### UNIT – 6: LINEAR PROGRAMMING

Requirements of L.P. Applications of L.P. - Graphical methods and Simplex methods of solving optimization problems - Duality and Sensitivity Analysis - Technical issues in Simplex method - SPECIAL PURPOSE ALGORITHMS Transportation model - Balanced and Unbalanced Problems - North - West Corner rule - Vogel's Approximation method - Assignment model - Hungarian model.

### Reference Books:

1. Business Statistics and Operation Research, P.R.Vittal, Margham Publication
2. An introduction of Biostatistics - A manual for students in Health in Health Sciences". 3rd Edn. (1996) - P.S.S.Sundar Rao and J.Richard, Prentice Hall of India publishers.
3. Introduction to Statistics – Levin – Prentice Hall
4. Statistics - S.P. Gupta - Sultan & Sons

## **\* PAPER – 3: FINANCIAL AND MANAGEMENT ACCOUNTING IN HEALTHCARE**

### **Objectives:**

1. To acquaint the students with the various concepts, techniques, methods, process of accounting data, analysis, interpretation, decision making in the areas of financial and Management Accounting.
2. To apply the financial principles in the area of Hospital administration
3. To critically evaluate various financial decisions for hospitals

### **UNIT – 1: SCOPE OF ACCOUNTING**

Functions - Distinction between management accounting Financial accounting and cost accounting - Tools and Techniques of Management accounting - Accounting concepts and conventions - financial statement Balance sheet - Profits and loss account - Relation between balance sheet and profits and loss account - Study of Balance sheet – Ratio Analysis – Marginal Costing – Absorption Costing – Cost Volume Profit (CVP) Analysis – Activity Based Costing (ABC)

### **UNIT – 2: FUNDS FLOW & CASH FLOW ANALYSIS**

Funds flow statement - working capital - Receivables Management - Uses and limitations of funds flow statement - Preparation of funds flow statement - working capital statement - Cash Flow Statement - Difference between funds analysis and cash flow analysis - Preparation of cash flow statement - Computation of cash form operation - computation of funds from operations - External sources of cash - Form of statement of cash from operations.

### **UNIT – 3: BUDGETING AND BUDGETARY CONTROL**

Meeting and definition - Difference between forecast and budget - Objectives of budgetary control - Advantages and limitations of budgetary control - Preparation of budget - classification of budget - control ratios.

### **UNIT – 4: CAPITAL BUDGETING**

Definition - Capital expenditure budget - Importance of capital budgeting - types of capital expenditure - Methods of capital budgeting - Capital rationing - time preference for money - Compounds value - Present value - Value of an annuity due - Multi - period compounding - Net present value - present value and rates of return.

### **UNIT – 5: SOURCES OF SHORT TERM FINANCING**

Management of working capital - meaning of working capital Net Working capital - Financing mix approaches - Sources of working capital financing - Management of cash and marketable security. Importance of cash and liquidity - cash balance deciding factors - Determination of Cash Cycle - Cash - Cash turns over - Cash management strategies - working capital control - banking policy - Receivable management - Inventory management - Intermediate term financing.

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016 regarding change of Nomenclature**

## **UNIT – 6: SOURCES OF LONG TERMS FINANCING**

Loan term financing - Nature of long term financing - common stock - Preferred stock - Debt financing - Secured and Unsecured debts - Repurchase of shares Under writing of shares - right issue : Meaning - rights issue procedure - Pricing the rights issue - Undertaking of rights - Dilution of market price rights - market price of shares.

### **References Books:**

1. Financial and Management Accounting, T.S.Reddy and Hariprasad Reddy, Margham Publication
2. Financial and Management Accounting, S.N.Maheshwari
3. Financial Management, I.M.Pandey, Vikas Publishing House Ltd

## **\* PAPER – 4: HEALTH CARE ECONOMICS**

### **Objectives:**

1. To familiarize the students with concepts & analytical tools in Managerial Economics, applied in a variety of day-to-day business situations.
2. To acquaint the students with concepts and techniques used in Micro, macro - Economic Theory and to enable them to apply this knowledge in business decision - making

### **UNIT – 1: MEANING AND SCOPE OF MANAGERIAL ECONOMICS**

Managerial Economics & its relationship with Economics - Fundamental Concepts; Opportunity - Cost Principle – Equi-marginal Principle - Marginal & Incremental Principle - Discounting Principle – Economic Profit & Accounting Profit. 3

### **UNIT – 2: THEORY OF DEMAND & SUPPLY**

Law of Demand – Demand Function- Demand Curves -Types of Demand - Elasticity of Demand – Measurement of Elasticity- Business applications – Law of Supply – Elasticity of Supply

### **UNIT – 3: THEORY OF PRODUCTION & COSTS**

Production Function; Short run & Long run – Optimal Combination of Factors of Production - Fixed Costs – Variable Costs - Unit Costs - Cost Curves - Decision Making Costs – Break Even Analysis.

### **UNIT – 4: MARKET STRUCTURE**

Different types of Markets – Pricing under Perfect Competition, Monopoly, Monopolistic competition and Oligopoly.

### **UNIT – 5: FISCAL AND MONETARY POLICY**

National plans, public, private and joint sectors - Industrial finance - Fiscal and monetary policies - Problems of economic development in the inflationary situation - world Economics and Globalization - Origin(s) of crisis - Terms of Trade - Globalization - rationale, process and implications.

### **UNIT – 6: BUSINESS CYCLE AND NATIONAL INCOME**

Business cycle - Inflation - National Income and Economic growth - Structure of the economy Determination and measurement of national income.

### **References Books:**

1. Managerial Economics – S.Sankaran, Margham Publication
2. Managerial Economics - R.L. Varshney & K.L.Maheshwari, 13<sup>th</sup> edition (1995), Sultan Chand & sons, New Delhi.
3. Introduction to Managerial Economics – Savage C.L. & Small J.R., Introduction to Managerial Economics
4. Understanding Health Economics, - A guide for healthcare decision makers – Paul R.Maccrone – U.K. Kogan

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016 regarding change of Nomenclature**

## PAPER – 5: PRINCIPLES OF EPIDEMIOLOGY AND COMMUNITY MEDICINE

### **Objectives:**

1. To make students familiarize with epidemiological methods
2. To understand communicable and non communicable diseases
3. To understand hospital infection control

### **UNIT – 1: CONCEPT OF HEALTH & DISEASES**

Concepts of Health, Definition and Dimensions of Health, spectrum of Health, Determinants of Health, Indicators of Health - Concept of disease, Concept of disease causation, Natural history of disease, Concept of disease control, Levels of prevention, Modes of disease intervention, Internal classification of disease

### **UNIT – 2: PRINCIPLES OF EPIDEMIOLOGY & EPIDEMIOLOGICAL METHODS**

Definition and basic concepts of Epidemiology including epidemiological triad. Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology, Infectious disease epidemiology, Investigation of an epidemic outbreak

### **UNIT – 3: COMMUNICABLE & NON-COMMUNICABLE DISEASES**

Nosocomial infectious and other common communicable disease - Measles, Chickenpox, Tuberculosis, viral hepatitis. HIV / AIDS, Tetanus. Common Non communicable diseases - Coronary Heart Disease, Hypertension, diabetes, Cancer.

### **UNIT – 4: DEMOGRAPHY & FAMILY PLANNING**

Demographic Cycle, Demographic trend in India, National population policy 2000, Family Planning / Welfare Concepts Contraceptive methods. National Family Planning Programme.

### **UNIT – 5: HOSPITAL INFECTION CONTROL**

Definitions, Hospital infections - importance determinants sources routes of transmission Principles of Control of Hospital infections. Infection control teams, Committees, policies and objectives of infection control department. Environmental Health and Hospital Waste Management : Environment and health Pollution - Nature sources health effects and management concept of disinfection and decontamination, Hospital waste management, Control measures in wards operation theaters, laundry, kitchen, etc.

### **UNIT – 6: HEALTH PLANNING & MANAGEMENT**

National Health Policy - Provision of medical care – Primary healthcare – Health for All - Health manpower development - Planned development of health care facilities - Encouragement of indigenous systems of medicine - Process of health planning in India - Inter-relationship between community development block and primary health centre - Staffing pattern of community health centers - Primary health centers - Rural health centre

**References Books:**

1. Epidemiology in Health Services Management, (1984) - G.E. Alan Dever, Asper publication. In Gaithersburg, Maryland
2. Textbook of Preventive & social Medicine, (1997) 15<sup>th</sup> edition - J.E. Park

## PAPER – 6: MARKETING OF HOSPITAL SERVICES

### **Objectives:**

1. To familiarize the students about the environment of market, consumer Behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the purchase decision
2. To inculcate application of Marketing for service businesses from a managerial perspective
3. To provide a managerial frame work of service marketing

### **UNIT – 1: INTRODUCTION**

Introduction to concepts of marketing in a medical care organization - Needs wants, demands products, value, satisfaction and quality - Exchange transactions and relationships - medical marketing and marketers - Evolution of Marketing - Relationship Marketing.

### **UNIT – 2: STRATEGIC PLANNING**

Strategic planning - mission, objectives, goals - setting marketing objectives - the marketing process - Target consumers, marketing strategic for competitive advantages for competitive advantage and developing this marketing mix - strategic Business Units - SBU - Concept of a marketing environment - the Macro environment in which the company operates - Demographic, economic, technologist cultural, political, etc - managing the marketing effort - analysis, planning, organization implementation, control and environment - Unit objectives - global marketing in the medical sector - WTO and its implications.

### **UNIT – 3: MARKET SEGMENTATION AND DEALING WITH COMPETITION**

Market Segmentation, Targeting and Positioning for competitive Advantage - market and market segmentation - Requirements for effective segmentation - market targeting - evaluating and selecting market segments - Positioning for competitive advantage - Dealing with the competition - Identifying - analyzing competitions - Designing the competitive intelligence system Designing competitive strategies.

### **UNIT – 4: MARKETING SPECIAL SERVICES IN HOSPITALS**

Women's Health Care and Maternity Services – Marketing Birthing Rooms – Geriatric Services Educational Programme for Marketing to the elderly – Psychiatric Care Referral sources Special clinics – Pediatric Service – Dental service – Cardiac Services – Trauma Care – Neurology Service – Preventive Medicine – Promotion Mix – Public Standing of a Hospital – employees first line of PR – function of Public Relations – Promotional tools.



## **UNIT – 5: HOSPITAL MEDIA RELATIONS & MARKETING NON – PROFIT ORGANIZATIONS**

Establishment of media relations policy – Developing an effective media Relations Programme – Handling news media during disaster – Service Scope in Hospital – employees communicate real spirit – Public relations marketing tools – Clean and Hygienic Hospital – Food Service – Liner service – What makes patients select a Hospital – Economic Imperatives – Non – Profit organizations are different – Need for marketing Non – Profit Organizations – to market or notices market – six Alternatives – Understanding the marketing mix.

## **UNIT – 6: MARKETING FOR ORGANIZED SECTOR**

Introduction – Prevention and Wellness Programmes – Market Survey – Occupational health and Safety Measures – Description of programmes – promoting and marketing programmes – Cardiopulmonary Resuscitation – High blood pressure control – Executive Examination – Pre employment examination.

### **References Books:**

1. Principles of marketing - Philip kotler & Gary Armstrong (1996), Prentice Hall of India New Delhi. 14<sup>th</sup> Indian Reprint.
2. Marketing Management - analysis, planning and control - Philip Kotler, (1987), 5<sup>th</sup> edition, Prentice hall of India, New Delhi.
3. Fundamentals of Marketing – William J. Stanton and Charles Futrell
4. Marketing Management – Rajan Saxena
5. Helen Woodruffe, 2001. "Services Marketing", Macmillan India Limited, New Delhi.
6. Valarie A. Zeithaml and Mary Jo Bitner, 2000. "Services Marketing", Tata McGraw Hill Publishing Company Limited, New Delhi.
7. Dr. B. Balaji, 2006. "Services Marketing and Management", S. Chand & Company Private limited, New Delhi.
8. G.D.Kunders, “How to Market your Hospital without Selling your Philosophy” Prism Publication

**Objectives:**

1. To explore development of the logistics functions
2. To examine the strategic function of logistics Management in the Modern corporation
3. To familiarize in the concept of supply chain management

**UNIT – 1: LOGISTICS ROLE IN THE ECONOMY AND THE FIRM**

Definition of Logistics Management - Logistics role in the Economy - Logistics Role in the Firm - Development of Logistics Management - Future Challenges - the Integrated Logistics Management Concept - Introduction - Logistics and the Marketing function - The total cost concept - Logistics and corporate Profit performance - the financial Impact of Logistics Decision - Conducting a Logistics and Marketing audit - developing a Logistics Strategy.

**UNIT – 2: CUSTOMER SERVICE**

Element of customer Service - Consumer Reactions to Stock outs - cost / Revenue Trade - offs - ABC Analysis - the Customer Service Audits - Identifying Potential solution - Establishing customer service levels - Developing and Reporting customer service standards - Impediments to an Effective customer Service strategy - Improving customer Service Performance Transportation - time and place utility - Transportation / Logistics / marketing interface - Factors influencing Transportation costs / pricing - Transportation Service Characteristics - the Transportation system - Transportation Regulation - Regulatory Reforms.

**UNIT – 3: WAREHOUSING**

Nature and Importance of Warehousing - type of Warehousing - A comparison of Public and Private warehousing - Warehousing Operations Facility Development - size and Number of Warehouses - Location Analysis - Warehouse Layout and Design - Package - computer Technology, Information and Warehouse Management - Warehouse Productivity Measurement - Improving Warehouse Productivity.

**UNIT – 4: FINANCIAL IMPACT OF INVENTORY**

Financial Aspects of Inventory Strategy - Inventory Carrying costs - the impact of Inventor Turnover on Inventory Carrying costs - Inventory Management - Basic Inventory Concepts Basic Inventory concepts - Basic Inventory Management - Inventory management under conditions of certainty - inventor - Management under Uncertainty - Calculating Safety Stock Requirements - Calculating Fill Rate - Symptoms of poor Inventory Management - Impact of an Inventory Reduction on Corporate Profit Performance - Economic Quantity.

**UNIT – 5: EXIM POLICY & ORDER PROCESSING**

Import Export Policy - Letter of Credit - Import of goods, equipment - General consideration - Impact documentation and customs clearance - Medical Equipment procurement considerations - Order processing and Information systems - Customer order cycle - the communications function - Advanced order Processing systems - Inside Sales /Telemarketing Electronic Data Interchange (EDI) - Integrated Order Processing and the company's Logistics - Management of Information system.

## **UNIT – 6: SUPPLY CHAIN MANAGEMENT**

Principles - Supply Chain Networks - Product Life cycle - Implications to Supply Chains - Forecasting and Inventory Management - Supply Chain Processes - Supply Chain Information Systems - Supply Chain Performance and Metrics - Lean Supply Chains - Risk Management - Legal and Ethical Issues

### **References Books:**

1. Strategic Logistics Management – James R. Stock & Douglas M.Lambert, Tata Mc-Graw Hill International Edition
2. Hospital Stores Management – An Integrated Approach, Shakthi Gupta, Jaypee Brothers Medical Publishers Ltd

## PAPER – 8: HEALTHCARE HUMAN RESOURCES MANAGEMENT

### **Objectives:**

1. To acquaint the learner with various concepts, principles of HRM in Hospitals
2. To understand the importance of Human Resources Management in the hospitals, how training and development, performance appraisal and compensation can help improving the functioning of personnel ; the role played by industrial relations and labour laws in shaping HRM.

### **UNIT – 1: SCOPE OF HRM IN HOSPITALS**

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

### **UNIT – 2: HR PLANNING AND DEVELOPMENT**

Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection.

### **UNIT – 3: TRAINING AND DEVELOPMENT**

Methods of Training – Executive Development – Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.

### **UNIT – 4: WAGE AND SALARY ADMINISTRATION**

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

### **UNIT – 5: LABOUR LAWS**

The Industrial Dispute Act 1947 - Industrial Employment (Standing Orders) Act 1946 - The Trade Unions Act 1926 - Contract Labour Act.

### **UNIT – 6: ACTS APPLICABLE TO HOSPITALS**

Employee's Provident funds Act 1952, and payment of Gratuity Act 1972 - Payment of Wages Act 1936 - Minimum Wages Act, 1948 - E.S.I. Act 1948 - Workmen Compensation Act. 1923.

### **References Books:**

1. Handbook of Health Care Human Resources Management, 2<sup>nd</sup> edition (1990) - Norman Metzger, Aspen Publication Inc. Rockville, Maryland, USA
2. Principles of Personnel Management – Edwin Flippo – McGraw Hill
3. Managing Human Resources – Straus and Sayles – Prentice Hall

## PAPER – 9: HOSPITAL MANAGEMENT INFORMATION SYSTEM

### **Objectives:**

1. To understand the importance and application of Information Technology in Hospitals
2. To learn the modern method of promoting Hospitals through the role of IT
3. To study and understand the importance of data resources for Hospitals to explore the information needs of hospitals and understand the importance of computerization of medical data.

### **UNIT – 1: INTRODUCTION TO INFORMATION SYSTEMS IN HOSPITALS**

The need for Information systems – the Increasing Value of Information Technology – the Networking of computing – Business Process Re engineering – IT as a tool for competitive advantage

### **UNIT – 2: HARDWARE & SOFTWARE SYSTEMS**

Computer Peripherals – Input Technology Trends – Voice Recognition and Response Optical Scanning – Output Technology and Trends – Video Output – Storage Trends Application software for End Users – word Processing and Desktop Publishing – systems Software – Operating Systems – Programming Languages.

### **UNIT – 3: DATABASE MANAGEMENT SYSTEM**

Foundation Data Concepts = The Database Management Approach – Types of Databases types of Databases – Database structure – Data Mining – Benefits and Limitations of Database management.

### **UNIT – 4: INTERNET AND ELECTRONIC COMMERCE**

Business Use of the Internet – Interactive marketing – E-Commerce Application – Business to Consumer – Business – to Business Commerce.

### **UNIT – 5: MEDICAL RECORDS**

Role of Medical Records in Health Care Delivery – General Medical Records Standards and Policies – Legal Aspects of Medical Records –Medical Audit Computerization of Medical Records – Information Needs in the Hospital – sources of Health Information – User of Health and Hospital Data.

### **UNIT – 6: CLINICAL INFORMATION SYSTEMS**

Management decision and Related Information Requirement – Clinical Information Systems – Administration Information systems = Support Service Technical Information Systems – Medical Transcription.

### **References Books:**

1. Management Information System, James A.O'Brien, Tata Mc-graw Hill
2. Managing a Modern Hospital, A.V.Srinivasan, Response Books
3. Health Management Information System, Jack Smith, Open University Publication, U.K

**\* Syllabus for Internal Papers**

**MHA – Course**

**First Year**

**1) Materials and Equipment Management:**

**MHA students are expected to know the following as they finish their course: To describe the operations of the Materials Management Department, and the systems needed to ensure the cost effective procurement maintenance and disposal of hospital equipment. To critically review the systems in place in a hospital for purchase, receipt, safekeeping and maintenance of equipment and consumable items, and make recommendations for improvement.**

**2) Public Health, Health Education and Ethics**

**As MHA students are mastering in the field of health-care, they should be aware about public health, health education and ethics involved in it. The objective of this subject would be to understand the aspects of promotion, maintenance, or restoration of health, public health policies and practices; to promote the development of positive health attitudes and practices; to promote a risk – free environment; identify and define moral issues in the context of public health practice, Distinguish between a moral issue or argument and other types of issues or arguments & Articulate moral arguments for or against public health policies & practices.**

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016 introduction of Internal Paper**

## SECOND YEAR

<b>PAPER – 1: ESSENTIALS OF STRATEGIC MANAGEMENT</b>
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### **Objectives:**

1. To develop the decision making ability of the student through case discussions seminars, Role playing Management games etc in business environment and formulation of business plans strategies in the real world situation.

### **UNIT – 1: INTRODUCTION TO BUSINESS POLICY**

Business Policies – Originated policy – appealed policy externally imposed policy – Need and importance of policies Principles of policy making – Method of formulating a new or revised policy Administration – functional Policies – Relationship of business policies to company goals, plans and strategies.

### **UNIT – 2: SCOPE OF STRATEGIC MANAGEMENT**

Type of policies used in Corporation – corporate planning :Difference between operational and strategic planning – Characteristics of strategic steps involved in a strategic plan – A corporate Marketing plan framing action programmes - Strategic Management – Evolution – nature and importance of Strategic Management – Relationship between Strategic Management and Operational Management.

### **UNIT – 3: POLICY DEVELOPMENT**

Marketing orientation to development policy – corporate strategy – distinction between strategy and strategic plan – defensive strategy – Offensive strategy – classification strategic – Competitive Analysis – Industry Analysis – Self Analysis of organizations

### **UNIT – 4: STRATEGIC MARKETING VARIABLES**

Strategic use of marketing variables – Business Portfolio Analysis – Merger – Horizontal merger – Vertical merger – conglomerate merger – Product extension – Market extension – Pure conglomerate extension – Acquisition – Joint Venture.

### **UNIT – 5: DIVERSIFICATION & CORPORATE IMAGE**

Concept of Product diversification – Classification of diversification – Single product diversification – Horizontal diversification – conglomerate diversification – Market penetration – Market development – Product development – diversification in selected Indian Industries - case study of some Indian Industries – corporate image – corporate image versus brand image – Dimensions of corporate image – Survey method to determine the corporate image – Social audit – social Performance – Business ethics – Evolution – Concepts – social Marketing – Social Auditing – Basic Procedures – Benefits of social audit.

### **UNIT – 6: BUSINESS ENVIRONMENT**

Organizational environment – stable environment – changed environment – turbulent environment matching the system to the environment – Matching system – organic system differentiation – Integration – Organizational Life cycle – Evolution – Revolution Creativity – direction, Coordination – collaboration – Management environment – Social – Cultural Economic political – Educational – Ethics environment.

**References Books:**

1. Business Policy and Strategic Management, Azhar Kaazmi, Tata Mc-graw Hill
2. Strategic Planning and Management, P.K.Ghosh
3. Strategy Formation and Management Action, William F.Gluk



## PAPER – 2: RESEARCH METHODOLOGY IN HEALTHCARE

### **Objectives:**

1. To introduce the concept of scientific Research and the methods of conducting scientific data collection.
2. To introduce the statistical tools of data Analysis and to conduct a Research study and prepare the report writings protocol.

### **UNIT – 1: INTRODUCTION TO RESEARCH METHODOLOGY**

Introduction to concepts – Definition, objectives, types approaches, significance – Research methods v/s methodology – Research process – Criteria of good research – Research problems encountered by researchers – Types of Research - Defining the Research problem – Defining a Research problem, and its importance – Technique involved in a selecting a Research problem- Selecting the Research problem – Research Design – Meaning and need for research design – Features of a good design – Important concepts relating to research design – Explanation of different types of research designs and their uses – Developing a research plan.

### **UNIT – 2: SAMPLING DESIGN**

Census and sample survey – the Sampling Process – Sample Size – Determination – Various sampling methods – Measurement and scaling Techniques – Measurement concept in research – Measurement scales and test of sound measurement – Technique of developing measurement tools – Sources of errors in measurement – Scaling – definition, classification, important techniques – derived Attitude Scales – Scale construction techniques – questionnaire Design.

### **UNIT – 3: METHODS OF DATA COLLECTION**

Concept of primary and secondary data – Methods of data collection – questionnaire, schedule – Observations, interview, case study, etc – Appropriate method of data collection and guideline Data Processing and Analysis – Processing operations – Problems in processing – Unvaried Hypothesis Tests – Hypothesis tests Requirement interval data – Hypothesis tests using ordinal data – Hypothesis tests using nominal data – Multivariate Hypothesis Test – ANOVA without interaction – ANOVA with interaction – Measures of Association – Measure of Association between two variables – Multivariate Measures of association – types of analysis and statistics in research

### **UNIT – 4: INTERPRETATION AND REPORT WRITING**

Meaning of interpretation – Need and technique of data interpretation – Caution in interpretation – significance and steps in report writing – Marketing Information and Decision Support systems – Marketing Information systems – Marketing Decision support systems – Expert systems.

### **UNIT – 5: FORECASTING METHOD**

Judgmental Methods of forecasting – forecasting by time Series Analysis and Projection – Casual methods of Forecasting – error costs and the value of Forecasts – the choice of Forecasting Models.

### **UNIT – 6: ETHICAL ISSUES IN RESEARCH**

The nature of Ethical issues in Research – Ethical Issues in Medical Research – Health Management Research – Introduction to concept of HMR – Steps in the Process of HMR – HMR as a tool in health management decision making process – Avenues and approaches to HMR.

**References Books:**

1. Research Methodology - Methods & Techniques - C.R. Kothari, 2<sup>nd</sup> Edition (1992), Eastern limited publication
2. Research Methodology, Ravi Lochanan, Margham Publishers Ltd.
3. Marketing Research – Measurement & Method – Donald S. Tull, Del I. Hawkins, Prentice Hall India.

## PAPER – 3: QUALITY MANAGEMENT IN HOSPITALS

### **Objectives:**

1. To acquaint the students with the basic concepts of Total Quality (TQ) from design assurance to service assurance
2. To give emphasis on International Quality Accreditation and Certification System
3. To understand the process approach for quality management in hospitals.

### **UNIT – 1: INTRODUCTION & EVOLUTION OF QUALITY SYSTEMS**

Definition – Concepts & Perspectives – Types of Quality – Dimensions of Quality – Evolution of quality – Quality characteristics – Importance and Benefits of Quality – Variables and Attributes – Conforming and Non-conforming unit – Defect – Standards or specification – Quality of design – Quality of conformance – Quality of performance – Quality Control – Total Quality Control.

### **UNIT – 2: TQM & SIX-SIGMA**

TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis – Root Cause Analysis – Quality Improvement Teams

### **UNIT – 3: PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS**

Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.

### **UNIT – 4: QUALITY ASSURANCE METHODS**

Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.

### **UNIT – 5: QUALITY CERTIFICATION SYSTEMS**

Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.

### **UNIT – 6: QUALITY ACCREDITATION IN HOSPITALS**

Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission – Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patient Rights and Education – Benefits of NABH to Hospital – Employees – Patients and TPA's.

### **References Books:**

1. Total Quality Management, Dr.K.C.Arora, S.K.Kataria & Sons, New Delhi
2. Total Quality Management, Shridhara Bhat
3. Creating Quality, William J. Kolarik, Mc-Graw Hill International Editions
4. Quality Assurance & Methods, K.C.Poornima

## **PAPER – 4: ORGANIZATION AND MANAGEMENT OF HOSPITALS & HEALTHCARE UNITS**

### **Objectives:**

1. To understand the structure and functions of different departments of a hospital and health care organization.
2. To develop skills in planning, building and managing hospitals and health care.
3. To make familiarize students with concepts and techniques of Modern Management in different health care units.

### **UNIT – 1: INTRODUCTION**

Concept of Hospitals - Planning and Design of a Hospital (Building & Physical Layout) - space Required for Separate Functions - Different types of Hospitals - Problems and constraints in different type of Hospitals - History of Hospital Development - Departmentation and organization structure of different types of hospitals.

### **UNIT – 2: DEPARTMENTATION IN HOSPITAL**

Organization - Structure - Vertical & Horizontal - Clinical & Non - clinical - supportive & Ancillary Service Departments.

### **UNIT – 3: MANAGEMENT & ORGANIZATION OF CLINICAL SERVICES**

Organization and Administration of various clinical services - Outpatient service - Inpatient Services - Emergency Services - Operation Theater - ICUs - super Specialty Service including their utilization study - Nursing Care and Ward Management.

### **UNIT – 4: PLANNING & ORGANIZATION OF SUPPORT SERVICES**

Imaging - CSSD - Laboratory - Blood Bank - diet - Medical Records - Mortuary - Pharmacy - Admission and Discharge Procedure - Billing Procedure - Bio Medical Equipments Planning.

### **UNIT – 5: ORGANIZATION & MANAGEMENT OF UTILITY SERVICES**

Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control managing the Estate (Hospital Security) - Recent trends in disaster Management - Hospital Engineering Services (Plumbing, electricity, Civil, A/c, Lifts)- Ambulance Service.

### **UNIT – 6: EVALUATION OF HOSPITAL & HEALTH SERVICES**

Accreditation - Setting of objective - Health indicators - applying Economic concepts to Service Evaluation - Assessing Patient Satisfaction - Techniques of Hospital Service Evaluation - Indicators of Hospital Efficiency and Effectiveness - Evaluation of Quality of Hospital Services - Management of Hazard and Safety in a Hospital Setup - Nursing Services in a Hospital - current - Issues in Hospital Management - Telemedicine - Bio - Medical Waste Management - Organ Transplantation - Rehabilitation Services - Health Insurance and Managing Health Care - Medical audit - Hazard and Safety in a hospital Setup.

### **References Books:**

1. Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995.
2. Health Policy and Management - The health care Agenda in a British political context - Colum Paton, 1996, Chapman & Hall Publication (Madras).
3. Health Planning For Effective Management - William A. Reinke, 1988, Oxford University Press.

## PAPER – 5: OCCUPATIONAL SAFETY IN HOSPITALS

### **Objectives:**

1. To familiarize the students to identify the areas of Safety and Risk in Hospitals
2. To familiarize the hospital administration in the area of disaster management of the Hospital with special emphasis of risk management.

### **UNIT – 1: HOSPITAL ACQUIRED INFECTION**

Objective – Introduction - Control and Prevention – House Keeping – Dietary Services – Linen and Laundry – Sterile supply Department (CSSD) – Security – engineering Aspects – Nursing Care – Waste disposal – antibiotic Policy – Hospital Infection control committee – Composition – Role and Functions – Surveillance – Processing of information collected – Mode of Transmission – Interruption of Transmission – High risk Procedures – training and Education – Universal precautions for Health Care Workers – Legal Aspects.

### **UNIT – 2: DISASTER MANAGEMENT**

Objective – Basic Concepts – General – disaster Classification – disaster Process – Spectrum of disaster Management – Special characteristics – disaster Management in India – National level – state Level – Principles of disaster Planning – disaster and health Problems – Organization for Medical Relief – Principles of Mass – Casualty Management – Objectives of Hospital disaster plan – need for Hospital Disaster Plan – Objective and Purpose – Planning Process and Development of Plan – disaster Committee – Organization – role and Responsibilities – Organizing Disaster Facilities – disaster Response – Response – alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

### **UNIT – 3: FIRE HAZARDS**

Elements of fire – fire Hazard Triangle – Causes of Hospital Fires – fire Protection – Structure Planning and Design Consideration – Building harness communication zone – Building Services – Central Air - conditioning Facilities – Electric Installation – special Hazards – fixed Installation – Hazards Associated with furnishing Material curtains Upholstery, Dresses, Bed and Bedding Materials – Water supply - fire points and Escape routes – Fuel Store – Manual Call Points Means of Escape – risk Evaluation.

### **UNIT – 4: RADIATION HAZARDS**

Introduction – Biological Effects of Radiation Hazards – diagnostic Imaging – Radiator Protection and Safety – Radiation safety Monitoring – Principles in the layout of a diagnostic X –ray room – Video Imaging Modalities – contrast Media – Laser Imaging – Magnetic Resonance Imaging – Planning constrains – Preventive Measures Against Magnetic field Hazards – Nuclear Medicine Department – Facility Planning – radiation Protection Aspects – Radioactive Waste Collection and disposal – Procedure for obtaining clearance Radiation therapy – Facility Planning and Procedure – Radiation Protection Facility – Radioactive Waste.

## **UNIT – 5: SECURITY ORGANISATION AND MANAGEMENT**

Security Threats and Vulnerabilities of Hospital – threats and Vulnerabilities of Hospitals – threat Groups – Security Sensitive Areas – function of Hospitals – Strategic Security system – Role of Hospital Security – function of Hospital Security Department – Non – traditional “Service” Function – Security organization and Physical Security Measures – Security Organization – the Staff Complement – Physical Security Measures – Perimeter Protection system – Implementing Physical Controls – Access Control Concepts - Definition Means and Components – Integration of Security

## **UNIT – 6: SECURITY AND LAW**

Introduction – some Basic provisions of the Indian Penal Code (IPC) – concerning Security – Authority to Arrest, use Conduct Searches, First, Inspect, Interrogate and Interview – Reporting procedure – Strategic Security Policies and Procedure – Introduction – Effective Security Management IN Hospitals – Central Security Control Room – Patrols and Post – Procedures /Techniques – Control of Visitors / OPD Patients/Attendants – Standing Instructions for security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and updating of Security procedures

### **References Books:**

1. Safety and Risk Management, Shailendra K. Singh, Mittal Publishers
2. Safety, Security and Risk Management, J.H.Diwan

## PAPER – 6: PROJECT PLANNING & MANAGEMENT

### **Objectives:**

1. To explore the opportunities in project management field
2. To familiarize the students towards project management techniques
3. To study project implementation process and how to identify contractors

### **UNIT – 1: CONCEPT OF PROJECT MANAGEMENT**

Concept of a project - categories of projects - project life cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager

### **UNIT – 2: PROJECT MANAGEMENT PLANNING**

Exploring opportunities in the project management field - Developing project management skills - Categorising different types of projects - Understanding the difference between projects and programmes - Planning a project - Identifying and delivering on your client's priorities - Managing stakeholders - Developing a project management plan - RACI Matrix - Preventing 'scope creep' - Assessing the feasibility of a project - Identifying and managing risks

### **UNIT – 4: PROJECT FORMULATION**

Project formulation - stages - bottlenecks - feasibility report - financing arrangements - finalization of project - implementation schedule

### **UNIT – 5: PROJECT CONTRACTING**

Entering into a contract - Managing a project - Setting up a project database - Creating an effective work schedule - Organizing human resources and contracting - project manager - project manager's authority - project organization - accountability in project execution - contracts and selection of contractors - team building

### **UNIT – 6: ORGANIZING SYSTEMS AND PROCEDURES**

Working of systems - design of systems - projects work systems design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and projects diary

### **References Books:**

1. Project Management, S.Choudary, Tata Mc-Graw Hill
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling (11th Edition) Harold Kerzner, Ph.D.

## PAPER – 7: LEGAL FRAMEWORK FOR HOSPITALS

### **Objectives:**

1. To understand the legal issues pertaining to Hospitals
2. To familiarize students towards Healthcare Laws

### **UNIT – 1: CODE OF MEDICAL ETHICS:**

Code - Duties of Physician to their patients - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action.

### **UNIT – 2: THE MEDICAL TERMINATION OF PREGNANCY ACT 1971**

Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion

### **UNIT – 3: THE PRENATAL DIAGNOSTIC RECHNIQUES ACT 1994**

Regulation of genetic counseling center - Regulation of pre -natal diagnostic technique - Determination of Sex prohibited - dying Declaration - Definition - Precautions - Procedure of Recording - Special Circumstances - Importance (section 32 & 157 ) of Indian Evidence Act - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate.

### **UNIT – 4: MEDICAL JURISPRUDENCE**

Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act

### **UNIT – 5: MEDICO LEGAL ASPECTS**

Impotence - Sterility - Sterilization & Artificial Insemination - Medico Legal aspects of Psychiatric and mental health - toxicology - Laws Relating to toxicology - Organ Transplantation At - Tamil Nadu clinics Act

### **UNIT – 6: LEGAL FRAMEWORK**

Introduction to Legal framework - Patient's rights & provider's responsibility - Medical Malpractice of Medical Malpractice

### **References Books:**

1. Doctor & Laws, Singhal
2. Forensic Medicine and Toxicology, Dr.V.V.Pillay
3. Organ Transplantation Act – Bare Act, Supreme Court of India



**Syllabus for Internal Papers**

**MHA – Course**

**SECOND YEAR**

**1) Managing Healthcare across International Borders: II Year**

**MHA students should be given exposure on managing healthcare across International borders. This subject is aimed to enhance the students' knowledge in areas of international healthcar management; to give an orientation on various healthcare models across the World, International political and economic policies that contribute to international healthcare, Medical tourism and its impact & Integrated cross cultural healthcar management.**

**\* It was resolved to approved 52<sup>nd</sup> Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016 introduction of Internal Paper**

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