

Proposed
Syllabus and Ordinance
for
M.H.A.
Masters in Hospital Administration
2-year full time course
Effective from 20.....-20-..... Academic Session

Affiliated to:
Sri Dev Suman Uttarakhand University
Badshaithol, Tehri (Garhwal)

- 1. Pattern of Examination:** The maximum marks for each paper, except in case of Project Report, Training Report, Seminar, Viva- voce, shall be of 100 (one hundred) marks of which 70 (seventy) marks shall be awarded on the basis of the external Semester Examination and 30 (Thirty) marks shall be awarded on the basis of Internal Examination. However, in the matter of Examination papers related to Information Technology group the External Semester Examination paper shall be of 50 (Fifty) marks & the Practical Examination shall be of twenty (20) marks. The practical Examination twenty (20) marks shall be conducted by the External Expert appointed by the University in similar manner as Viva – voce Expert is appointed. In case of training Report, Seminar, Viva – voce the maximum marks shall be 50 (Fifty) 100 (One Hundred) as the case may be and the project (Dissertation shall be of 200 (two Hundred) marks. The Seminar, training Report, shall be assessed by the Internal Expert appointed by the head of Department/ Director of the Affiliated Institution for the students of the respective Department/ Institution. The project report (Dissertation) shall be evaluated by the External expert appointed

by the University. The Viva – voce will be conducted jointly by an Internal expert nominated by the head of the Department / Director of the Affiliated Institution in case of their respective students and by an External Expert appointed by the University with the approval of the Vice-chancellor on the basis of the panel of the experts submitted by the Head of department. On similar line the Viva – voce Expert shall be appointed by the University.

Marks for Internal Examination shall be awarded on the basis of the Assignments, Internal tests and students general performance – class participation in Assignments of 5 (five) marks each for each paper, except in Seminar, Viva – voce, Training Report, Project Report, shall be required to be completed by each student, out of which the best one shall be assessed for the Internal Assessment. 3 (Three) Internal tests of 10 (ten) marks each in each paper, except in Seminar, Viva – voce, Training Report, Project Report shall be conducted by the Department / Affiliated Institution, out of which the performance in best 2 (Two) shall be counted for the purpose of the Internal Assessment. Accordingly there shall be a Maximum of (five) 5 marks for Assignment, 20(twenty) marks for Internal Test and 5 (five) marks for general performance in class participation and attendance of the student. These 5 marks in each paper as mentioned above shall be awarded by the teacher concerned on the basis of the class participation and attendance of the student.

In so far as the External Semester questions paper is concerned each examination paper shall be of three hours duration with the maximum marks being 70 (Seventy). The pattern of Question Paper setting for External Semester Examination is indicated at Annexure – 1. The duration of the Internal Tests and the modalities of the Tests shall be decided by the teacher concerned in the respective subjects in consultation with the head of the Department/ Director of the Affiliated Institution as the case may be. The maximum marks for Internal Assessment shall be 30 (Thirty) as indicated above.

The Department/ Affiliated Institute shall forward the Internal Examination marks awarded by the teacher/ Internal Expert concerned in the respective paper to the registrar before start of the External Semester Examination for being incorporated with the result of the Semester Examination.

2. Presentation of Seminar: Each student shall be required to present a seminar in each semester, except in the fourth semester where the emphasis is on the Project report, lasting approximately for one hour divided into 5 minutes for introduction of the topic by the chairperson, 35 minutes for presentation of the seminar by the student concerned, 15 minutes for summing up by the chair person. The marks shall be awarded by the Internal Expert appointed by the Head of the Department/ Director of the Affiliated Institute for respective students, on the basis of pre determined criteria illustrated at Annexure- II. In the First Semester, the Student being fresh to the environment and coming from different academic background, the topic of the Seminar shall be on general subjects of their choice. In second Semester the seminar shall be on the topics related to Trade, Industry, Commerce, Corporate world and Corporate Affairs. The seminar in the Third Semester shall be based on the training Report.

3. Summer Training And Project Report: It is compulsory for all the students to attend and complete 45-60 days training at the end of Second Semester in any trading, commercial, Industrial, Financial or similar organization to be approved by the Department/ Affiliated Institution as the case may be for their respective students. On completion of the training the student shall submit Training Report to the Department/ Affiliated Institution within fifteen days of the completion of the training. In the Fourth Semester. The students are required to undertake a Project under the supervision of a Teacher and for that purpose the topic of the project work and time schedule shall be allotted by the designated teacher concerned to the students under their charge immediately at the beginning of a third Semester so that the project report shall be in the form of Dissertation and two copies of the report shall be submitted by the students in the Department/ Affiliated Institution before conclusion of the Fourth Semester Examination. The Department/ Affiliated Institution Immediately shall forward one copy of the said Project Report to the registrar after the students, for getting it evaluated by the External Expert, have submitted it. The teacher concerned under whose supervision must certify the Project report and the guidance the Project has been undertaken.

4. Eligibility for Passing the Examination: The Minimum marks for passing the

examination in each of the Semester shall be 50% (Fifty Percent) in aggregate subject to a minimum of 45 % (Forty Five %) in each paper. Further a student who has secured minimum marks to pass in each paper as mentioned above but has not secured the minimum marks to pass in aggregate for the Semester concerned shall be eligible to reappear in two papers in which he/she secured minimum marks in that semester so as to improve the aggregate marks in the concerned Semester.

5. Provisions regarding Promotion:

6. No student shall be admitted to Second year of the course unless he/she has passed in at least 10 (Ten) papers out of Fourteen (14) papers offered by him /her during the first year of the course (First & Second Semester Examinations Taken together) In that way a student can be allowed to reappear, in 4 (Four) Examination paper of External Semester Examination in which he/she failed in respective Semester Examination, during Second year of the course as back paper. Further the student will be allowed to re-appear in any paper in the respective External Semester Examination subject to the condition that the total numbers of papers shall be within the total limit of (four) (4) back papers in a year as mentioned in this Para and further that total number of attempts for a paper shall not exceed the total span period of programme of 4 (four) years. Further all students shall have to pass the Degree programme within the span period of the programme which is four years from the date of the admission in the programme. In case of those students whose back papers are more than 4 (Four) as mentioned above, they shall not be allowed to proceed to Second Year (Third Semester) unless they pass the First year course (First Semester and Second Semester).

The students who have thus failed shall be Ex-students and shall repeat the respective Semester. The back paper examination held with the respective regular Semester Examination. If a student fails to clear the degree programme during the span period of four years from the date of admission then he or she shall not be eligible to be readmitted in the MBA degree programme. The Ex-students shall be exempted from paying Fees and may be exempted from attending the classes. Back papers facilities shall not be available in Internal Examination.

It is here by clarified that promotion from First Semester to the second Semester shall be further subject to the condition that at the end of the First Semester , a student would be promoted provisionally to the Second Semester provided he/she has appeared in the First Semester Examination and his/her continuation to the second Semester shall be subject to the condition that on declaration of the result of the First Semester he/she should not have failed in more than four Examination papers. In case the student fails in more than four Examination papers, his/her admission to the Second Semester shall stand cancelled.

Similarly, promotion from Second Semester to the Third Semester shall be subject to the condition that at the end of the Second Semester, a student would be promoted provisionally to the Third Semester provided he/she has appeared in the second Semester Examination and his/her continuation to the Third Semester shall be subject to the condition that on declaration of the result of the Second Semester Examination he/she should not have failed in a total of more than four Examination Papers First and Second Semester Examinations taken together. In case if the student fails in a total of more than four Examination papers in the First and Second Semester taken together, his/her admission to the third semester shall stand cancelled.

The promotion to the subsequent Semester shall also be subject to the condition that at the end of the previous Semester a student would be promoted provisionally to the subsequent Semester provided that he/she has appeared in the previous Semester Examination and his/her continuation in the concerned subsequent Semester shall be subject to the condition that on declaration of the result of the previous Semester Examination and any back papers that the student may have appeared in, he/she should not have a cumulative of more than four back papers. It is further approved that the provisions mentioned in these ordinance are also applicable to the ongoing students of respective courses.

7. Provisions for Attendance: To constitute a regular course of study a student must attend at least 75% (seventy five percent) of the lectures in each paper. If the attendance is short than 75% (seventy five percent) then he or she shall not be eligible to sit in the respective Semester Examination.

8. **Award of Division:** A student who obtained 60% (Sixty Percent) or more marks in aggregate in all the semester taken together shall be awarded First Division, those with 50% (Fifty percent) or more marks less than 60% shall be awarded Second Division. In case of those students whose aggregate marks are 75% (Seventy five percent) or more shall be declared passed with distinction and this fact shall be indicated in the mark sheet of Final Semester.

9. **Medium of Instructions:** The medium of Instruction of study and the examinations shall be English.

10. **Admission Criteria :** MBBS/BDS/BVsc/B.Sc. (Nursing), BBA or any other discipline from a recognized university with min. 45% marks.

11. **Admission fees & Other Charges:** Admission fee and other charges to be levied from the students shall be as such decided by the University from time to time.

12. **Omnibus Clause:** This ordinance and the syllabus shall come into effect from the academic session 2013 - 2014 with effect from July, 2013. In case of any clarification on any points mentioned in the ordinances and the syllabus or for any dispute on any points the decision of the university with the approval of the Vice- Chancellor would be final and binding on all concerned.

Annexure - I

Pattern for question Paper Setting-External Semester Examinations:

In the External Examination paper in each subject, except Training Report, Project, Seminar & Viva voce, the examination paper will carry a maximum of *70 marks normally divide among the questions and will be for duration of three hours. The question paper will be divide into two sections. There will be a compulsory short case study or some problem seeking solution under section A. In section b, there will be four questions all of which have to be attempted. First question Section B will ask for a short note (to answers any 4 out of 8) **Each of the other three (3) questions will include an alternate choice.** A model of the question paper is present below.

Note: All questions have to be attempted.

Section – A

1. Short case study / problem – Case study/ Problem given should not be of more than five hundred words

Section - B

2. Write short notes (up to fifty words) on any **four** of the following **3 marks**
each
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
 - (f)
 - (g)
 - (h)
3. Describe X Y Z .? **OR**
Describe A B C .? **14 marks**
each
4. (Pattern as same in 3) **14 marks**
each
What is A.B.C.?

OR

What is X.Y.Z.?

5. (Pattern as same in 3)

14 marks each

Explain the U. V

.WOR

Explain R. S. T

(Incase of the papers related to Information technology Group the question paper will be of 50 marks consisting of 10 marks each question as above mentioned since in this group there will be practical examination in each paper of 20 marks.)*

Note: Their must be 8 questions in examinations papers as per indicated above and should be within the syllabus – copy enclosed.

Annexure – II

Seminar Assessment Sheet

Name of the Student:

Chair Person:

Topic of Seminar:

Date of Seminar:

Parameter	Maximum marks	<i>Marks Obtained</i>	Parameter	Maximum marks	<i>Marks Obtained</i>
<u>Text</u>	04		<u>Handling Queries</u>		
Abstract			Confidence	10	
Text Reference	04		Adequacy	10	
Data Source (Credibility)	04		Tactics	05	
Data Analysis	04				
Quality of Text	04				
<u>Presentation (Appearance)</u>	04		<u>Chair Person Role</u>		
Gesture	04		Opening Address	02	
Audibility (Clarity)	04		Summarizing	02	
Confidence	04		Leading	02	
<u>OHP/LCD Presentation</u>	04		Command	02	
Reading (Extempore)	05		Control	02	
Time Management	05		Conclusion	05	
Innovative Method	05				

Slides Explanation	05				
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Total marks – 100

No. of participants attended the Seminar:

Marks Obtained:

Signature of Expert:

MHA I Sem	Code	Internal marks	External Marks	Total marks
Basic Concept of Health and Epidemiology	MHA101	30	70	100
Hospital based healthcare & its changing scenario	MHA102	30	70	100
Health Education and Communication	MHA103	30	70	100
Basics in Information Technology	MHA104	30	70	100
Principles of Management	MHA105	30	70	100
Quantitative Management	MHA106	30	70	100
Healthcare services	MHA107	30	70	100

MHA II Sem		Internal marks	External Marks	Total
Hospital Support Services	MHA201	30	70	100
Material management	MHA202	30	70	100
Personnel Management and Industrial Relations	MHA203	30	70	100
Biomedical Waste Management	MHA204	30	70	100
Financial Management	MHA205	30	70	100
Marketing Management	MHA206	30	70	100
Management Information System	MHA207	30	70	100

MHA III Sem		Internal marks	External Marks	Total
Health Economics	MHA301	30	70	100
Legal Aspects of Health	MHA302	30	70	100
Organizational behaviour	MHA303	30	70	100
Strategic Management and Operational Research	MHA304	30	70	100
Management Accounting	MHA305	30	70	100
Medical Terminology	MHA306	30	70	100
Medical Record Science	MHA307	30	70	100
Training ,Project and Viva- Voce	MHA 308	50	100	150

MHA IV Sem		Internal marks	External Marks	Total
Hospital Planning	MHA401	30	70	100
Quality Management in Health care Services	MHA402	30	70	100
Medical Equipments & Bio-Medical engineering	MHA403	30	70	100
Recent Advances in Hospital Administration	MHA404	30	70	100
Principles of Hospital management	MHA405	30	70	100
Nutrition, Dietetics & Drug Management	MHA406	30	70	100
Risk Management in Hospitals	MHA407	30	70	100

MHA 101: Basic Concept of Health and Epidemiology	
UNIT	TOPIC
1	<p>Health- Concept, Definition, Dimensions, Spectrum of Health, Determinants, Right to health, Responsibility for Health, Indicators, Positive health, Concept of well being, Concept of disease</p> <p>Concept of causation- Germ theory, Epidemiological triad, Multifactorial causation, Web of Causation</p> <p>Natural history of disease</p> <p>Prevention aspect of diseases</p> <p>Dynamics of disease transmission</p> <p>Changing pattern of diseases</p> <p>Concept of health indicators</p>
2	<p>Aims of epidemiology</p> <p>Epidemiological Approach</p> <p>Rates and Ratios</p> <p>Measurement of mortality</p> <p>Measurement of morbidity</p> <p>Principles of Epidemiology</p> <p>Methods of Epidemiological studies- Descriptive, Analytical, experimental</p> <p>Uses of epidemiology</p>
3	<p>Infectious disease epidemiology</p> <p>Disease transmission</p> <p>Disease prevention and control</p>
4	<p>Epidemiology of communicable diseases - Study of epidemiological determinants, Agent factors, Host factors, Environmental factors, incubation period, modes of transmission, causative agent, symptoms, diagnosis, control, treatment of the following diseases:</p> <p>Respiratory infections-small pox, chicken pox, measles, rubella, mumps, influenza, diphtheria, whooping cough, tuberculosis</p> <p>Intestinal infections-polio, diarrhoea, cholera, typhoid, Amoebiasis</p> <p>Arthropod infections- dengue, malaria</p> <p>Zoonoses- rabies, Chikungunya, plague, Taeniasis</p> <p>Surface infections-trachoma, tetanus, leprosy, STD, AIDS</p> <p>Hospital Acquired Infections</p>
5	<p>Epidemiology of non-communicable diseases-Study of burden of disease, epidemicity, risk factors, prevention, control and treatment of the following diseases:</p> <p>Cardiovascular disease</p> <p>coronary heart disease</p> <p>hypertension</p> <p>stroke</p> <p>rheumatic heart disease</p> <p>cancer</p> <p>diabetes</p> <p>obesity</p> <p>blindness</p>
6	<p>Host defense</p> <p>Immunizing agents</p> <p>Cold Chain</p> <p>Immunization</p> <p>Disease monitoring and surveillance</p> <p>Screening for disease- concept, uses, criteria</p>

	Investigation of an epidemic
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FIRST SEMESTER

MHA 102: Hospital based healthcare & its changing scenario	
UNIT	TOPIC
1	Hospital Definition Historical development (Evolution of hospitals) Growth of hospitals in India Present status of hospitals in India Role of Hospitals Factors responsible for ill health of hospitals Types and classification of hospitals Hospital viewed as a social system Peculiarities of hospital System,
2	Scope of services/ Departments of hospital – medical/ surgical/ ICU/ Emergency/ Administration/ paramedical/ support/ Wards and Rooms/ clinical/laboratory services, Furniture and Equipments in Hospital- Consulting room/ OPD/ IPD/ General ward/ OT/ Changing room/Scrub room/ Autoclave room/ ICCU/ PICU/ NICU/ Recovery room/ labor room/ general list of furniture and equipments, Medical gases- Types/ Colour Codes/ uses/ properties/ Procedure for purchase/ safety measures/ precautions Invasive and non-invasive diagnostic facilities in modern hospital
3	Concept of Corporate Hospital in India- Infrastructure and lay out of an ideal corporate hospital/ Functioning of modern hospitals Understanding functioning of corporate multi-specialty hospital Managerial activities for effective hospital functioning Duties and responsibilities of Hospital Managers Qualities of effective Managers Effective inter and intra departmental co-ordination
4	Effects of Globalization in Health care

MHA 103: Health Education and Communication	
UNIT	TOPIC
1	Health Education-Definition, Aims, Levels, Methods, Principles, Need IEC (Information, Education, Communication) NIC (National Information Centre)
2	Communication Definition Nature Objectives Need Importance Communication network (Formal, Informal, Rumor, Computer based) Communication styles (Verbal, Written, Non Verbal, Pictorial), Barriers to effective Communication and how to overcome them Principles of effective Communication- Seven Cs Chain of Command (upward, downward, horizontal, diagonal)
3	Internal communication Memorandum Office circulars Business reports Types of reports in any organization, Types of reports in hospital, Essentials/ characteristics of good report, Layout for report writing
4	External communication-introduction to: Public notices Invitation to tenders, specimen of tender notice Quotations
5	Oral communication Definition, methods, advantages, disadvantages, electronic devices used in oral communication, characteristics of a good speech, Guidelines for effective delivery of speech, effective use of body language in oral presentation and manner of speaking, Audio visual aids used in presentation, group discussion definition, salient features, purpose, objectives, Discussion skills
6	Written communication Definition, methods, advantages, disadvantages, Letter writing

	<p>kinds of letters/ business letters, characteristics, structure/ format, layout styles, types- trade enquiry, placing an order, letter of complaint, circular, banking correspondence, insurance, official, semi official, employment, correspondence with Government departments</p>
7	<p>Non verbal communication Definition, Importance, Forms (Sign language, Action language, Object language), Sign language (definition, features, Aspects- Visual aids/ Audio aids/ Audio visual Aids), Types (Body language, Paralanguage, Proxemics, Chronemics), Body Language (definition, elements, advantages, disadvantages, effective use)</p>

- 1) Introduction of computers, Generations, Characteristics, applications, Classification of computers, Hardware devices, Software devices, Storage devices, peripherals, Applications of computers in hospital
- 2) Operating Systems and its features, Functional knowledge of MS-DOS, LAN, MAN, WAN, Introduction to internet and browsers
- 3) MS office
MS Word- Basic formatting, Headers and footers, tables and sorting, working with graphics, templates, wizards
MS Excel-basics, formatting techniques, functions, charts, Graphics, worksheets
MS Power point- Different presentation styles, inserting, editing, slides, menus, slide sorter, miniature, slideshow, chart, tool menu, slides animation
- 4) ERP system with all modules, importance of effective health information system
- 5) Hospital information System (HIS)
Basic Management cycle in hospitals, categories of information system in hospitals, Sources of health information, Managing Information System, Information needs in Hospital
- 6) Domain for designing HIS Software
Designing the hospital activities fields, Registration module, Lab test module, Radiology test module, Pharmacy module, Features of trauma module, Patient's Discharge Summary, Forms required for hospital patient Care management
- 7) Designing Hospital Ward Nursing Administration Activities
Nursing Administration including the following categories: dietary/ Laundry/ CSSD/Pharmacy/ housekeeping/ maintenance/ biomedical department/ patient valuables/ transportation/ VIP admission and discharge/ Serious patient treatment, daily admission and discharge, MLC/ etc , Services/ Functions, Bed Allocation
- 8) Telemedicine services
Meaning, importance, How does the system work?, Key challenges, Future Aspects, Need, Applications in health care, e-Health

1) Nature of Management thought

Definition, Importance, Nature (Science or Art), Taylor and Scientific Management, Fayol's Principles, Bureaucracy, Human Behaviour Approach, Systems Approach, Contingency Approach

2) Management Process and Skills in relation to Hospitals

Functions, Roles, Functions at various Levels of management, Functional areas of management, Mgt. skills, Challenges before Hospital managers

3) Planning

Definition, nature, objective, importance, Steps (process), types (corporate/ functional, strategic / Operational, long term/ short term, Formal/ Informal), Types of plans, Barriers to effective planning, Making planning effective

4) Organizing

Definition of organization structure, organization chart of Hospital, factors affecting Organization Structure, need for formal organizational structure, features of good organizational structure, Departmentation-its need and importance, Departmentation in hospitals, types (line and staff , functional, divisional, project, matrix), Authority (definition, Max Weber theory), responsibility (definition), Delegation of Authority (features, steps, principles, measures for effective delegation), centralization and decentralization (factors determining degree of decentralization, benefits of centralization/ decentralization), Organizational Manual-its merits and demerits

5) Staffing

Definition, importance, factors affecting staffing, manpower planning (definition, importance, process), Job analysis (definition, uses, process), Job description(definition, contents, uses), Job specification (definition, contents), Recruitment and selection (difference between the two, sources of manpower supply, selection process, selection tests- types and advantages) , Training and development (role, training methods), Transactional Analysis (definition, ego states, life positions, transactions, uses, Johari window), performance appraisal (definition, objectives, methods, barriers to effective appraisal) , Job evaluation (definition, objectives, methods)

6) Directing

Definition, importance, features, principles, techniques, models (Autocratic, Custodial, Supportive, Collegial), Motivation (definition, nature, types of needs, theories of motivation- Maslow need/ Herzberg/ McClelland/ Alderfer/ Vroom/ McGregor), Incentives (definition, types), Job design (definition, mechanism), job enrichment (definition, uses, limitations), Quality of Work life(factors, effects), Job Satisfaction(definition, determinants, effect), Morale (definition, morale and productivity, measurements, uses, morale building), Leadership (definition, features, importance, theories, Qualities essential for leadership, styles-power orientation/ managerial grid/ Fiedler model)

7) Controlling

Definition, features, importance, steps, types, stages, control areas, design of effective control system, behavioral implications

8) Social responsibility and ethics

Concept, making social responsibility operational, Approaches for measuring social performance, Medical Audit, definition of ethics, need for ethics, ethical dilemma, definition of values, characteristics of values, terminal and instrumental values

- 1) Biostatistics
Introduction, definition, Characteristics, Applications, Role, Nature, Scope, Importance, Limitations
- 2) Graphical representation of Data
Data and its classification, Tabulation of data, Frequency table, Preparation of Frequency table ,
Types of Graphs, Modes of Graphical representation, Line graph, bar graph, Pie chart, Pictograph,
Graphical representation of grouped Data, Histogram, Frequency polygon, Frequency curve, Ogive-
Less than/ more than, Collection and classification of data, planning and statistical investigation,
methods of collecting primary and secondary data, methods of classification and tabulation
- 3) Diagrammatic and Graphic Presentation: location of median/ quartiles/ mode graphically, one and
two dimensional diagrams
- 4) Measures of Dispersion
Range, Inter quartile Range, Average deviation, Coefficient of mean deviation, Standard deviation-
Merits, demerits and uses , Calculation of Standard deviation
- 5) Measures of Central Tendency
Characteristics, Statistical Averages- uses, limitations, Calculations/ merits / demerits/Uses of mean,
mode, median, Empirical Relation between mean/ median/ mode
- 6) Correlation analysis
Simple correlation, Scatter diagram, Methods of computation of correlation, Karl Pearson and Rank
correlation Coefficient
- 7) Regression Analysis
Definition and meaning, Regression Coefficients, properties of Regression Coefficients, standard
error and Probable error

- 1) Health care- Characteristics, Levels of health care, Health for All, Primary Health Care-Declaration by Alma Ata, Definition, Elements, Principles, Health system- components
- 2) National Health Policy
- 3) National Population Policy
- 4) Health Planning in India- Health Committees and their recommendation
- 5) National Five year plans
- 6) Health system in India-at centre level, state level and district level, Panchayati Raj, Rural development
- 7) Health Care Delivery system in India-model, Present health status in India, Health problems, Health care system in India
- 8) National Health Programmes in India- Malaria, DHFP, Leprosy, AIDS, TB, IDSP, Immunization, National Rural Health Mission
- 9) Indigenous system of medicine in India
- 10) Community participation in healthcare delivery system
- 11) International Health under United Nations
- 12) Demography – its concept
 - Vital events of life & its impact on demography
 - Significance and recording of vital statistics
 - Census & its impact on health policy

- 1) Outpatient department
Types of OPD, Importance, demand, functions, physical facilities, location, layout, size, equipments required, staffing, policies and procedures, managerial issues, evaluation of services
- 2) Inpatient services
Features, location, size, forms of wards, Size, space, facilities, objectives of ward management, personnel management in wards, role of nursing services, nursing needs of patients, factors influencing in-patient care, functions of nursing services
- 3) Emergency services
Functions, types, planning, location, physical facilities, layout, equipments, staffing, policies and procedures, managerial issues, evaluation of services
- 4) Operation Theatre
Effective functioning of OT, criteria for good OT air conditioning, Common equipments present in OT, checklist before starting any procedure, duties and responsibilities of OT in charge/ technicians/ nurse, physical facilities , engineering specifications
- 5) Laboratory services
Types, components, facilities, layout
- 6) Radiology services
Types of services, layout, facilities, equipments, staffing
- 7) Blood Bank
Definition, objectives of the department, Duties and responsibilities of blood bank officer, precautions to be taken for blood transfusion
- 8) Central sterile supply department
Layout, workflow, physical facilities
- 9) Linen and Laundry services
Objectives, types of services, methods of distribution, managerial issues
- 10) Mortuary
Planning construction, Physical facilities, Equipment, Staffing,
- 11) Housekeeping
Functions of housekeeping services, qualities of a good housekeeper, housekeeping activities, Recent trends
- 12) Safety and Security services
Definition of patient safety, patient safety tips for hospital, problems of security in hospital, security measures, safety measures, duties of security guards, duties of hospital fire officer
- 13) Fire hazards-elements of fire, causes of hospital fire, classification of fire, Fire manual, elements of fire safety, Do's and Don'ts for electrical fire prevention, Action to be taken in case of fire in hospital,
- 14) Pharmacy
Effective pharmacy Services, Right billing and right issues, return of medicines, Drug Formulary, Role, Functions and types of pharmacy, planning layout considerations, Computerization of Pharmacy services
- 15) Dietary Services
Canteen Administration, Duties and responsibilities of Dietician
- 16) Hospital infection control
Components of effective infection control committee, predictors of infection, Guidelines and recommendations for HIC program, Hand washing techniques/ Indicators/Facilities, Standard Precautions, HIC committee, Duties and responsibilities of Infection Control Nurse,
- 17) Public relations in hospital
Operative methods, Communication methods

- 1) Material management – Basic concepts
Definition, functions, Aim, Objectives, Importance, Material management in health care organization, Material cycle, integrated Material management-Advantages, Elements, Myths and Realities of Material management,
- 2) Stores management
- 3) Definition, Functions, Types of hospital stores, Planning of hospital stores, Indenting of stores, Indenting groups, Duties of store keeper, Duties of medical officer-in-charge, Control of stores, location of stores, layout design, Space requirements, Role of computers in Stores management
- 4) Procurement management
Definition of purchasing, Purchase Cycle, Tender process, Purchase Order Contents, rules regarding purchase order, Types of contracts, inspection of Articles, Registration of firms, Procedure for registration, Payment terms, Rules and instructions governing purchase of stores, Registration of firms, Tender system- Invitation to Tender/ Modes of purchase/ Types/ Evaluation of tenders
- 5) Purchasing
Definition, Objectives, Elements of good Purchasing System, Fundamentals of Purchasing, Effective Management and Supervision, Purchasing system- Centralization/ Decentralization/ Group purchasing, Principles of Purchasing , Purchase, selection and Audit Committees for Stores management, Receipt and Inspection of stores, Stock verification, Distribution System, Codification, Condemnation and disposal, Stock outs of Hospital stores
- 6) Inventory control
Definition of Inventory, Types, Objectives of Inventory Control, principles, Important terminology- Lead time/ EOQ/ Buffer stock/ Reorder level, Optimum Safety Stock, Tools and techniques for inventory control Analysis, Inventory control costs, Ordering System
- 7) Preservation of stores
Definition of deterioration, Factors responsible for deterioration, Agents of Deterioration, General precautions to avoid deterioration of chemicals/ scientific equipments/ furniture/ medical equipments/ Pharma Products/ Medical Gases/ Rubber, Pilferage- Preventive measures,
- 8) Stores documentation
Documents used for stores recording, invoice, Bin Card, Stock card, Receipt Book, Stores Ledger, Day book, Kardex system
- 9) Continuous Quality Improvement in Stores Management
TQM, PDCA, CQI, COQ, BIS, Value Analysis
- 10) Recent trends in Hospital Stores management
- 11) Automation, Palletisation, EDI, Canalization, System Approach

- 1) HRM- Definition, Nature, Objective, Requirements for attaining objectives, Scope, Functions, Importance, System approach, HRM model, HRM vs Personnel management, Environment of HRM, Roles and qualities of HR manager
- 2) HR Planning (HRP) - Definition, Nature, Purpose, Need, Significance, Steps in HRP, Quantitative aspects (Demand Forecasting/ Supply Forecasting), Qualitative Aspects (Job Analysis/ Job Description/ Job Specification), Problems in HRP, Guidelines For effective HRP, System Approach to Staffing, HR Audit (Definition, Importance,
- 3) Job Analysis(Definition, Uses, process, Job Description, Job Specification), Job Designing (Definition, Significance, techniques, Approaches), Recruitment (Definition, Features, Purpose, Policy, Factors affecting recruitment, Sources of Recruitment, Methods, Evaluation), Selection(Definition, significance, Steps, Requirements for effective selection, e- Selection), Interview (Definition, purpose, Significance, limitations, kinds, procedure, Guidelines for effective interview), Promotion (Definition, need, Basis of promotion), Demotion (Definition, Causes, Demotion policy), Transfer (Definition, Transfer vs Promotion, Purpose, Importance, Types, Transfer Policy, Separation of employees from Organisation –resignation /dismissal / retirement /Lay-off)
- 4) Human Resource Development (HRD) - Definition, Need, Purpose, Objectives, Functions of HR deptt, Mechanism of HRD, Variables governing HR process
- 5) Training- Definition, Training vs Development, Objectives, Need, Importance, Training needs and their analysis, Organisation of Training Programme, Principles of Training, Kinds of Training Programme, Methods of training
- 6) Performance Appraisal- definition , purpose, need, importance, essentials, traditional methods, 360 degree appraisal and its components, components of effective performance appraisal programme
- 7) Wage and salary administration- Concept of wage and salary, factors affecting wages, Objectives of Wage and salary administration, Functions of Wage and salary Committee, Types of compensation, Fringe benefits, Problems of Wage and salary administration, Principles of Wage and salary administration, National wage Policy, Minimum Wages Act 1948, Wage Incentive Plans- Time Wage System/Piece Wage system, Types of Incentive plans
- 8) Job Evaluation- Phases, Definition, nature, objectives, significance, Role of Job evaluation in Wage and salary administration, Limitations, principles, Job Evaluation Programme methods
- 9) Job Satisfaction (Definition, Factors affecting Job Satisfaction), Absenteeism (Definition, causes, control), Workers' Participation (Definition, scope, significance, methods), Quality of Work life (Definition, needs satisfaction, impact, approaches, Quality circles
- 10) Industrial relations- Different laws applicable to hospitals, Role of Hospital administration in Labor relations, Collective Bargaining- its advantages

- 1) Waste (Definition, Sources, types, categories), Hospital waste (Definition, sources, importance), Biomedical waste (Definition, categories)
- 2) Hospital waste management program
Steps, implementation, BMW Committee, BMW Manual, Policy, Risks involved with poor waste management program, Nosocomial Infections
- 3) Segregation of waste
Definition, Factors on which segregation depends, Colour coding criteria
- 4) Collection and storage of waste
Definition, Prerequisites, Characteristics of good containers
- 5) Transportation
Definition, Types- Intramural/ Extramural, Transport to final disposal site
- 6) Treatment of waste
Definition, Factors on the final choice of treatment method, Characteristics for the selection of type of equipment for the treatment of waste, Methods for the treatment of waste-Chemical (Oxidation and reduction, Acid base neutralization, Chemical precipitation, Hydrolysis, Ion exchange method, Disinfection), Thermal (Autoclaving, Hydroclaving, Microwave Irradiation, Incineration), Mechanical (Compaction, Grinding and shredding, Pulverization), Biological, Advanced methods (Molten Salt technology, Plasma torch technology, Infrared system, Detoxification technology, Wet oxidation technology, Thermal dry heat technology, Electro thermal deactivation technology, Thermal hydrolysis), Costs involved in the treatment of waste
- 7) Disposal of waste/ Landfill, Surface impoundments, safe burial on hospital premises, Inertization, encapsulation
- 8) Personal protective devices, Authority of the government, Awareness and education, Liquid BMW, Radioactive waste
- 9) Waste reduction activities in hospitals
- 10) Biomedical Waste (Management and Handling) Rules 1998- Schedules I - VI

- 1) Accounting
Basics of accounting, types of accounts, principles of double entry, documentation, basic books, columnar books, bank reconciliation, finalization, capital and revenue expenditure, quality of accounting system
- 2) Measurement of hospital services
Measuring output of input of Inpatient department and OPD
- 3) Budgeting
Overview of budgeting, Budget Manual, Budget Administration, Functional Budgets, Types of Budgets, mechanics of budget preparation, income of hospital, pattern of hospital expenses, liabilities and assets of hospital, cash planning, budgetary control, departmental budgets, problems in budgeting, post audit of investment projects
- 4) Cost accounting
Meaning, procedure, analysis of cost, overheads, computation of unit cost, departmentalization, cost assignment, cost allocation, measuring hospital output, standard time, cost behaviour, types of cost, break even analysis, cost accumulation, standard cost accounting, effective uses of resources, cost reduction, limiting factor
- 5) Pricing of hospital services
Pricing rationale, cost oriented prices, full cost pricing, rate of return Policy, demand oriented and competition oriented prices, depreciation, standardised prices, pricing exercise in charitable hospitals, pricing and revenue pattern in hospitals
- 6) Hospital financial information system
Types of information, features, daily reports, Monthly Reports, Ratio analysis, liquidity ratios, Profitability ratios, turn over ratios, operating Ratios
- 7) Sources of funds in hospitals
Nature of funds, loan funds, short term funds, other revenues for funds, investment planning, types of capital expenditure, capital expenditure budget, appraisal, estimating project cost, computation of financial ability, methods of financial appraisal, capital expenditure manual
- 8) Working capital
Inventory control, ABC Analysis, Receivables patients' dues, cash management, investment, sundry investors, availability of bank finance
- 9) Accounting control
Internal control, operating manual, internal control checklist, investment income, expenses, balance sheet, cash and bank balance, Assets, capital expenditure

- 1) Nature and Scope of Marketing
Introduction, Market- Features, Concept, Types, Marketing – Definition, Features, Importance, Scope/ functions, Approaches
- 2) Marketing management
Definition, Objectives, Responsibilities, Process, Marketing Plans, Marketing Mix, Functions, Marketing Organisation, Marketing Environment (Definition, Mkt. Mgt. and its environment, Macro environment, Microenvironment), Market segmentation(Definition, features, benefits, Approaches, Strategies)
- 3) Consumer Behaviour
Definition, Factors influencing CB- cultural, social, personal, Psychological, Basic model of consumer decision making, Buying process, Theories- Economic, Maslow, Learning, Psychoanalytical
- 4) Concept of Demand, Forecasting, Sales Forecasting- Factors, Methods, Limitations
- 5) Marketing information system
Information system concept, MIS- Definition, characteristics, need, dimensions, components, design, marketing research- definition, importance, features, objectives, decision areas, product research, sales research, consumer research, promotion research, ethical issues, role, types, process, methods of data collection
- 6) Marketing strategy
Planning-definition, importance, marketing planning- definition, importance, strategic marketing planning, steps, porter’s five forces model, SWOT Analysis, principles of competitive marketing strategies, mkt planning, implementation and control
- 7) Branding
Definition, importance, reasons for branding, essentials of good brand, types of brands, branding and marketing programme, brand strategy and policy
- 8) Pricing
Definition, importance, objectives, factors influencing pricing decisions, pricing strategies, policies, procedure for price determination
- 9) Distribution channels
Definition, role, marketing flow, channel choice, channel decision, routes of channels of distribution
- 10) Marketing communication mix- elements, model, integrated marketing communication-components
- 11) Advertising
Definition, 5 Ms, features, purposes, communication goals, classification, characteristics of important media, Creation of advertising theme, elements of good advertising copy, essentials of good advertisement
- 12) Sales promotion
Definition, objectives, major decisions in sales promotion, Consumer sales promotion
- 13) Sales management
Definition, role, objectives, importance, types of sales organization, basic functions of sales organisation
- 14) Marketing of services
Nature, scope, features of services, scope of services, marketing concept in service marketing, classification of services, problems in service organization, Marketing mix for marketing of services, improving service quality

15) Social responsibility -Definition, social marketing functions

- 1) Hospital information System (HIS)
Basic Management cycle in hospitals, categories of information system in hospitals, Sources of health information, managing information system, information needs in hospital
- 2) Domain for designing HIS Software
Designing the hospital activities fields, Registration module, Lab test module, Radiology test module, Pharmacy module, Features of trauma module, Patient's discharge Summary, Forms required for hospital patient Care management
- 3) Designing Hospital Ward Nursing Administration Activities
Nursing Administration including the following categories: dietary/ Laundry/ CSSD/Pharmacy/ housekeeping/ maintenance/ biomedical department/ patient valuables/ transportation/ VIP admission and discharge/ Serious patient treatment, daily admission and discharge, MLC/ etc , Services/ Functions, Bed Allocation
- 4) Hybrid from Manual to Electronic Records, Establishment of Central Medical Record Archives Training and Research Department (CMRATRD)
- 5) Computerization of MR Management System, Electronic Health Record (EHR), Challenges of EHR Adoption, Limitations of EHR, EHR Standards, EHR System Implementation and Maintenance, Medical negligence, Documentation of medical records, The Indian Penal Code 1860, legal aspects of EHR , Guidelines for completion of MR, Administrator's role in computerization of MR, HIPO Chart, linkage of computers in the hospital, Advantages of computerized patient's clinical record
- 6) Medical Record Management
Record Management in Hospital, Essentials of Record Management, Contents of Medical Records, Mechanism of Record Management, Uses of Hospital Statistics, MR Department, Duties and Responsibilities of medical record officer, Role of Hospital managers and MRD personnel in MR keeping, Important forms to be filled in Patient case sheet before sending it to MRD, ERP Modules in Hospital

- 1) Introduction to Economics
Definition, Concept of Economics, Characteristics of Economics, Dimensions of Economics, Significance of Economics
- 2) Introduction to Health Economics
Concept, Scope, Focus, Areas, Health and Economic Development, Areas of economic development
- 3) Costs of health care
Definition of principle of Health, Concept of cost, Types of Cost, Costs of production, Cost Benefit Analysis, Cost Effectiveness Analysis, QALY, DALY, Causes of Health Problems in India, The Millennium Development goals, Solutions to Health problems, Government policies in health care, Health planning in India, Environment Health, Primary Health Care- Principles, Economic Evaluation- Kinds, methods and techniques
- 4) Demand and Supply in Health Care
Concept of demand, Law of Demand, Factors affecting demand, Demand of Services, Structure of Health care, Characteristics of health care system, The price system, Demand for health, Demand and supply in Medical care, Determination of demand for medical care, Supply- introduction, law of supply, Determinants of Supply, Theory of demand and supply, demand and supply schedule, Elasticity of demand for health care, Price Elasticity of demand for health care, Basic Human Needs,
- 5) Price and Output Determination
Theory of price determination,
- 6) Production Function, Input and Output Optimization
Production –introduction, process, factors of production, production function, production of Health, measures of health status
- 7) Market and Health Care Service Market
Kinds of market structures- perfect/ imperfect competition, Monopoly/Oligopoly, market –definition, categories of market, medical care market, Health care service market
- 8) Financing of Health Care in India
Introduction to Finance, Sources of Health financing/ Revenue collection for health care, Health Insurance Schemes, Health Plans and Outlays in India, Role of State and Central Govt., Factors influencing State’s ability to finance Health Care, Voluntary Health Agencies in India, Health related spending in India, Public Private Partnership, Health care personnel
- 9) Health Five Year Plans in India
- 10) Health Insurance-Basics of Insurance, Concept of Health Insurance, Factors affecting Insurance price, Medicare, Health Policy in India, role of TPA,
- 11) Health Care Agencies
Introduction to Health Administration, Public Health, Health care at central, State, District , Urban level, Voluntary health Agencies, NGOs, hospital Statistics/ Indicators measuring impact of health care Administration
- 12) Hospital Budgeting System
Budget-basic concepts, hospital budget, budget methods, process, types, budget mechanics, budgetary control
- 13) Economics of following diseases
Breast feeding, Alcohol Abuse, smoking, disease prevention, HIV, Malaria, Cancer

- 1) Medico legal aspects of Clinical Practice
Duties and responsibility of doctors towards Patients, Consent of Patients, Doctor- Patient relationship, Professional secrets and privileged communication-births/ deaths/ abortion/ MTP/ communicable disease
- 2) Medico legal Manual- guidelines for preparation of postmortem report
- 3) Consumer Protection act in Hospitals
Salient features, aims and Objectives of the Act, Act with relation to the hospital, structure of consumer forums and their jurisdictions, legal avenues available to aggrieved patients to sue against health professionals, rights and privileges of registered medical practitioners conferred by IMC Act, 1956, Indian penal Code, medical negligence, Do's and Don'ts for doctors, preventive measures
- 4) Objectives, Salient features of Transplantation of humans Organs Act, 1994, MTP Act 1971, Drugs and Cosmetics Act, ESI Act, PNDT Act, Industrial Dispute Act
- 5) Medical Ethics- Basic Principles, Issues, Importance, Process of developing and implementing ethics and values in institution, Declaration of Geneva, MCI Regulation- list of offences and professional misconduct of doctors, Medical Jurispedence, Professional conduct, Etiquette and Ethics
- 6) Medico legal Issues- Definition of MLCs in medical Practice, General Guidelines for dealing with medico legal cases, Precautions to be taken in MLCs, guidelines for preservation of medico legal documents, special precautions in case of death in hospital, general guidelines for sudden death/ found dead cases, medico legal aspects of sexual offences/ poisoning/ patient found missing
- 7) Licenses and Acts applicable to Hospitals, preventive Steps for doctors / hospitals to avoid litigation- consent form/ life support/ Dying declaration/ Death certificate/ High risk procedures/ Post martem

- 1) Organization(Definition, Characteristics, Types, Organizational Goals, Strategies to fulfill Organizational goals), Organizational structure(Definition, need, elements, Departmentalization-their advantages and disadvantages, Departmentation in hospital)
- 2) Overview of Organizational Behaviour- definition, key elements, nature, scope, contributing disciplines, process, models (Autocratic, Custodial, Supportive, Collegial), Development of OB model
- 3) Human behaviour and its causation (Personal biographical factors, Psychological factors, environment factors, Organizational factors), Models of man (Rational, Economic, Self actualizing, Complex, Social, Organizational)
- 4) Personality- Definition, Determinants, Primary traits, theories (type, trait, psychoanalytical, Social learning, Self), Types of personalities (Introvert/ Extrovert, Type A/Type B, Judging/ Perceptive), Development of personality (Freud four stages, Erikson's Eight Life, Argyris, Sheldon's Personality development), Perception(Definition, Process, Factors affecting perception, Improvement of Perception, Applications of Perception in Organizational behaviour), Attitudes (Definition, Salient features, Formation, Types -Job Satisfaction/ Job involvement/ Organizational commitment), Values (Definition, Types -Terminal / Instrumental), Job satisfaction (Definition, Dimensions, Determinants, Effects), Learning(Definition, Determinants, Principles, Learning and human behaviour), Motivation (Definition, Nature, Process, Need, Theories -Maslow, Herzberg, McGregor, Argyris, Vroom, Porter)
- 5) Group- Definition, Characteristics, Theories of group formation, Types (Formal/ Informal), Stages of group development, Intergroup Relationship (Group norms, Group role, Intergroup behaviour, Intergroup conflicts), Group decision making(Process, Advantages, Disadvantages, Improvement techniques), Quality Circle(Definition, Objectives, Implementation, Problems in Implementation), Team work(Definition, Features, Types of teams, Training guidelines for developing team effectiveness)
- 6) Organisational Conflict-Definition, Sources of Conflict, Types of conflicts, Aspects of conflicts, Conflicts Management/ Conflict Handling Styles

- 1) Introduction
Strategy- Definition, Strategic Management Process, Scope, Importance, Scope, Nature, Model, Levels, Role of key persons in strategic management
- 2) Strategic planning
Concept of planning, planning process, types of strategic planning, types of strategies, Guidelines for drafting successful business strategies
- 3) Strategy implementation and evaluation
Strategy implementation method, process, Mintzberg's model
- 4) Forecasting methods
- 5) OR techniques in hospital-(theoretical aspects)

The students are required to cover numerical aspects of Journal, Ledger, Profit and Loss Account, Balance Sheet and Trial Balance

- 1) Introduction, Origin of Accounting and its Importance, Book keeping, Functions of Accounting, Objectives of Accounting, Limitations, Kinds of Accounting Activities, Users of Financial Accounting
- 2) Double entry system of Accounting ,Golden Rules of debit and credit with reference to different types of Accounts
- 3) Fundamentals of Financial statements- meaning and definition of Financial statements, nature, Objectives, characteristics, limitations
- 4) Journal, Ledger and Trial Balance, Types of Accounts, Voucher System, Rules of Posting/ Closing and balancing of Accounts/ Methods of preparation of trial balance/ preparation of Financial Statements- Profit and Loss Accounts/ Balance Sheet, Accounting Concepts in relation to Balance Sheet, Trading Account
- 5) Analysis of Financial Statements- Types, importance, Methods, Ratio Analysis/ Solvency Ratio/ Profitability ratio/ Liquidity ratio (theoretical concepts)
- 6) Cash flow Statement- Basic Concept, Format
- 7) Management Accounting- Definition, Nature, Scope, Functions, Objectives, Importance, Tools and Techniques, Difference between Financial Accounting and Management Accounting, limitations, Installation of Management Accounting System

Human Anatomy and Physiology

1) Introduction to Human Anatomy and Physiology

Introduction to medical sciences, Structural Organization of the Human Body (Basic components of the body, Basic life processes, Survival needs, Homeostasis and its control system, Levels of structural organization, Cell organization, fundamental tissues of the body, Organ systems: an overview, Basic terminology used in organization of human body- Major cells/ Major glands/ Body fluids/ Different membranes in the body/ Body positions/ Body cavities/ Abdominopelvic regions/ Body quadrants/ Body planes and sections/ Regional terms/ Directional terms)

2) Digestive system

Anatomy of organs and glands of digestive system, mechanism of digestion

3) Respiratory system

Anatomy of respiratory organs, mechanism of respiration, factors affecting respiration, nervous control of respiration, lung volumes and capacities

4) Circulatory system

Composition of blood, Functions of blood, types of blood corpuscles with their functions, blood groups, Blood Coagulation, Blood vessels, Heart-structure, Cardiac cycle, Heartbeat, Blood pressure, pulse, ECG, Conducting system of heart

5) Lymphatic system

Lymph, lymph vessels, lymphatic organs and tissues- lymph nodes, spleen, thymus gland, MALT

6) Excretory system

Urinary system of humans- structure, parts and their functions, Internal Structure and functions of kidney, Juxta-glomerular apparatus, structure of nephron, mechanism of urine formation, constituents of normal urine

7) Musculoskeletal system

The skeleton -functions, classification of bones, structure of a typical long bone, skeleton-classification of skeletal system of humans- Axial and Appendicular, sutures, fontanelles, air sinuses, ribs, vertebral column-features, Girdles-Pelvic and pectoral, Joints-classification, functions, examples, movements

Muscles- classification, properties of muscles, skeletal muscles- structure, types, functions, mechanism of muscle contraction

8) Nervous system

Division of nervous system, functions, structure of neuron, classification of neuron, properties of nerve, organization of nerve fibres, brain- structure and functions, spinal cord, ANS-Sympathetic and parasympathetic nervous system

9) Reproductive system

Male and female reproductive system- parts, functions, Puberty, menstrual cycle, Ovarian cycle, spermatogenesis

10) Sense organs

Eye, Ear, Physiology of hearing and sight

11) Endocrine system

Major endocrine glands in the body, their anatomical features, hormones secreted by the glands

Diseases-

The students are required to study the causes, signs and symptoms, prevention and treatment of the following diseases:

1) Digestive system

Ulcers, Crohn's disease, hernia, intestinal obstruction, jaundice, hepatitis, gastritis, Appendicitis, Cirrhosis of liver, Gall stones, Hemorrhoids, Pancreatitis, Ascites, Dysentery, Cholera,

2) Respiratory system

COPD, Pneumonia, TB, Infections of Lungs, ARDS, Respiratory failure, Asthma

3) Cardiovascular disease

Hypertension, Shock, Anaemia and its types, CHF, Angina, MI, Cardiac arrhythmia, Infections of pericardium, Raynaud's disease, Atherosclerosis, Polycythaemia, leukocyte disorders, Congenital disorders of blood

4) Musculoskeletal system

Fractures, Arthritis, Osteoporosis, Paget's disease, Rickets, Gout, Myasthenia Gravis, Osteomyelitis

5) Excretory system

Urinary incontinence, Glomerulonephritis, Nephrotic Syndrome, Renal stone, ARF, CRF, UTI, ATN, Diabetes

6) Nervous system

Neuropathy, Hydrocephalous, Haemorrhage, Seizures, CVD, Spina Bifida, Headache, Meningitis, Encephalitis, Myasthenia gravis, Parkinson's disease, Bell's palsy, Stroke, Head injuries, Guillian Barre syndrome, Dementia

7) Skin

Burns, lesions

8) Endocrine system

Type I, type II diabetes, diabetes mellitus, Diabetic coma, Insulin Coma, Hyperthyroidism, Hypothyroidism, Simple Goitre, Diabetes insipidus, Cushing Syndrome, Addison's disease, hyper and Hyposecretion

9) Eye

Glaucoma, Trachoma, Cataract, Inflammation, Myopia, Hypermetropia, Presbyopia

10) Ear

Otitis media, Mastoiditis, Otosclerosis, Meniere's disease, Deafness

11) Reproductive system

STD- Sexually transmitted diseases, PID- Pelvic Inflammatory disease

Basic knowledge of Diagnostic and Therapeutic procedures done in Hospital, Various Abbreviations used in Prescription writing, Prefixes, Suffixes, Combining Forms, Medical specialties

- 1) Medical Record (MR)
Definition, types, Importance, Historical Background of Medical Record Administration, Development of medical records, MR System, MR Procedures, Quality Assurance Standards, Utility and functions of MR in Health care delivery system- POMR/ database/ Patient Care plan/ Progress notes/ Nursing services
- 2) Hybrid from Manual to Electronic Records, Establishment of Central Medical Record Archives Training and Research Department (CMRATRD)
- 3) Computerization of MR Management System, Electronic Health Record (EHR), Challenges of EHR Adoption, Limitations of EHR, EHR Standards, EHR System Implementation and Maintenance, Medical negligence, Documentation of medical records, The Indian Penal Code 1860, legal aspects of EHR , Guidelines for completion of MR, Administrator's role in computerization of MR, HIPO Chart, linkage of computers in the hospital, Advantages of computerized patient's clinical record
- 4) Medical Record Management
Record Management in Hospital, Essentials of Record Management, Contents of Medical Records, Mechanism of Record Management, Uses of Hospital Statistics, MR Department, Duties and Responsibilities of medical record officer, Role of Hospital managers and MRD personnel in MR keeping, Important forms to be filled in Patient case sheet before sending it to MRD, ERP Modules in Hospital
- 5) Statutory requirements of maintenance, coding, indexing and filling of records, Reports and returns by the MR department, Use of ICD
- 6) Standards of MR services, Assembling of forms in medical record folder, Staff MR, Patient's property, Microfilming, preservation of records, Rights and Responsibilities of a patient, Basic MR and their performas
- 7) Medical record procedures
Central registration and appointment system, OPD, Emergency services, Accident services, admissions office, Wards, processing of outpatient records, Processing of inpatient records, hospital statistics, filing and retrieving of patient files and X-Rays, medical record library

- 1) Proposal, Preliminary Survey, Planning for a new Hospital, Guiding Principles in Planning Hospital Facilities and services, Financial Planning,
- 2) Hospital planning – Site selection, Master Plan, Planning for growth and Change, Weather conditions, Colours and lighting, Visual impact of hospital, Hospital engineering, Hospital hygiene, List of Important departments in Hospital , Recruitment and training- nursing staff/ Administrative / Finance officer/ Other administrative staff
- 3) Planning individual departments
Health clinics, OPD, Public Health Services, IPD, Emergency, Pediatric, Maternity, Antenatal, Geriatric, Physiotherapy, dental, Surgical, ICU, Laboratory, Non medical services, MRD, Housekeeping, Mortuary
- 4) Hospital design- Master plan, Architectural design, Engineering services, Equipment plan, Commissioning plan, Preparation of Architect's Brief, Planning for water supply/ Electricity/ Drainage/ Sewage disposal/ lighting/ ventilation, Planning for various categories of Staff
- 5) Planning of 30,100, 250,500,750 bedded general/ specialty/ teaching/ super specialty hospitals
- 6) Checklist of various departments that needs to be verified at every level of progress of the work by responsible personnel with scheduled dates, Checklist of the various categories of posts that need to be verified at every level of recruitment process by responsible personnel with scheduled dates

- 1) Concept of Quality and Quality management, Components of Quality , Evolution, Principles of Quality management, Customer, Customer- Supplier relationship, Organization of Quality management System in Hospitals, Patient safety goals for 2007, Improving Hospital Performance
- 2) Deming's Principles, Juran Triology, Kaizen Principles, Philip Crosby's Principles
- 3) Accreditation
Definition, Why Accreditation, Assessment Process in General, Advantages of Accreditation, List of accreditation Organization-ISO/ JCI/ NABH/ NABL/ JCAHO/ BIS/ Other International Organizations, Process of Accreditation
- 4) Guidelines for NABH Accreditation in hospitals, ISO-meaning/ benefits/ ISO 9000, Concept of TQM,CQI, PDCA Cycle, Six Sigma, DMAIC, DMADV,5-M, 5-S, Development of Quality Manual/ HIS, Medical Audit
- 5) Quality Assurance Program
Functions, Planning, Organizing and Implementation of QAP

- 1) List of common Medical Equipments used in Hospital
- 2) Justification of purchase proposal
- 3) Letter of credit- Definition, opening of letter, types, Precautions at the time of opening of LOC, Bank charges, Scrutiny, Insurance
- 4) Strategies for Hospital Equipment Planning and Selection- Essentials for Equipment Selection, Factors affecting Hospital equipment utilization, Objectives of Equipment maintenance, levels of Maintenance, Evaluation of Material Management Function, Equipment selection guideline, Estimation of cost and Q.C. Planning, Purchase / Installation / Commissioning of Medical Equipments
- 5) Legal and ethical aspects in Material management- Law of Contract, Laws pertaining Sales of Goods, Principles and Standards of Purchasing Practice for Material Manager

- 1) Hospital Administration-Introduction and Rationale
Meaning, definition, IPO Model, Roles of hospital Administrator- general/ specific towards the patients and hospital organization, linkage functions, skills of hospital administrator, functions and levels of management, principles of scientific management/ management, challenges of the hospital in the present scenario, hospital organization and management model, management approach in hospitals, comparative study in hospitals and business organization, Role of Hospitals, Changing concepts of hospitals
- 2) Contracting in Health care
Definition of contract/ contracting, model of Public private partnership in hospital, Approaches to contracting in health system
- 3) Health care financing
Introduction, background, Role of World bank and UNDP, Time bound goals of eleventh five year plan, CGHS, Concerns, Challenges and Recent Trends in the field
- 4) Role of Health Insurance
State of public health in India, Health Insurance Policy, Types of Insurance Plans, TPA, IRDA, List of insurance companies in India
- 5) Telemedicine
Meaning, importance, How does the system work?, Key challenges, Future Aspects, Need, Applications in health care, e-Health
- 6) Hospitality management in Hospitals- Aims , Objectives, Methods, Importance
- 7) Medical Tourism
Definition, meaning, Factors affecting Medical tourism, Risks and benefits, Medical tourism in India
- 8) Research in Hospital Administration
Definition, types, prerequisites to conduct research, steps in conducting research, Format for Report writing

1) Unit I

Management of Indian hospitals- challenges and strategies, Modern management techniques used in Hospital, Use of models in hospital functioning

2) Unit II

Hospital- Definition, Organization Structure of Hospital/ medical staff/ nursing staff, Governing body, Hospital Committees- Administrative Committees/ Types of Committee members/ Tips for effective functioning of committees, Hospital functionaries, Functions, Classification, Classification of Providers of health care services, List of various specialities that exist in a multispecialty Hospital, Scope of services in hospital Administration/ management, Important components of hospital, Procedures in hospital- Admission of patient/ Transfer of Patient/ Discharge of Patient

3) Unit III

Duties and Responsibilities of hospital staff

Receptionist (all shifts), Housekeeping department in charge, Billing staff, Sanitary technician, Sweepers, Ambulance driver, Ambulance paramedical staff, CSSD technicians, Ward assistants and Ayahs, Male nursing assistants, Public relation officer, Maintenance Manager, Physiotherapists, Tips to the administrator

4) Unit IV

Sensitive Issues in Hospitals: Role of Administration

Brought in dead cases, Replacement of Drugs, Refusal of Admission, Terminal patients, Redo Tests, Outpatient Department, Reception, Billing, Estimated cost of treatment, Pharmacy, Hospital Acquired Infection

5) Unit V

Facility management

Importance, Strategies for the success of facility management which lead to patient safety, Role of facility managers for managing activities

6) Unit VI

Standard operating Procedures in hospital

Outpatient services, Inpatient services, Surgical Department, Nursing services, Clinical lab services, Radiology and Imaging services, Rehabilitation, Pharmacy, medical services, Dietary, CSSD, material management, laundry, Engineering, disaster, housekeeping

- 1) Food groups, Classification of nutrients & their importance- carbohydrates, proteins , fats, minerals and vitamins, functional classification- energy building, body, body building, protective foods, classification, functions, digestion, absorption and metabolism of carbohydrates/ proteins/ fats, classification and functions of various vitamins and minerals
- 2) Balanced diet
- 3) Therapeutic diets of patients with following diseases-peptic ulcer, coronary heart disease, high b.p., gout, renal failure, diabetes mellitus
- 4) Antioxidants- Definition, Types, Role of antioxidants in diet
- 5) Food adulteration- Definition, Steps to prevent food adulteration, Quality control of Food
- 6) Hospital kitchen- location, layout, Management committee, staff required, Hygiene and special precautions required in hospital kitchen, management of dietary services in the hospital, Role of Dietician in hospital
- 7) Drug management- selection of site, space layout, legal requirements, purchase of drugs- procedure/ objectives/ importance, selection of suppliers, tender system, contract , drug storage, handling of drug stores, methods of ordering of drugs by the departments of hospital, Computerized drug management
- 8) Inventory control- definition, tools and techniques, objectives
- 9) Hospital Pharmacy and its organization, Pharmacy and Therapeutic Committee, Hospital Formulary, Pharmacy communications and Procedural Manual, Relationship of hospital pharmacist with MR
- 10) Drug dispensing and distribution system in hospitals

1) Infection Control

Sterilization of Instruments , Sterilization and Maintenance of MVA Equipments, Components for effective infection control program , Predictors of infection , Guidelines and recommendations for HIC program , Hand washing techniques / indications / facilities , Standard precautions , HIC committee (HICCOM) - Functions of the committee , IST, Duties and responsibilities of infection control nurse, High Risk Procedures in the Hospital, Role of services departments in the control of hospital infections-housekeeping/ dietary/ laundry/ CSSD

2) Disaster Management

Classification of disasters, Phases in the management of disasters, Assessment of the disaster, Course of action in disaster management, Principles, Health problems associated with disasters

3) Hospital Security Services

Critical Assets of the hospital, Role of Hospital Security services, Staff Security Awareness program, Need for security Technology, Development of security technology plan, Management of security Organization, Law and security

4) Occupational Safety in Hospitals- Universal precautions, Common Occupational hazards in different areas of the hospital- admin office, CSSD, laundry, Radiology, Dietary, Morgue, Workplace stress

