



MAHATMA GANDHI UNIVERSITY
of
MEDICAL SCIENCES & TECHNOLOGY
JAIPUR

Syllabus

**Masters in Hospital Administration (MHA)
(2 Years Post Graduate Degree Course, Full Time, Regular)**

Edition 2019-20

Notice

1. Amendments made by the Board of Management of the University in Rules/ Regulations of Post Graduate Courses shall automatically apply to the Rules/ Regulations of the Mahatma Gandhi College of Hospital Administration (MGCOHA).
2. The University reserves the right to make changes in the syllabus/ books/ guidelines, fee-structure or any other information at any time without prior notice. The decision of the University shall be binding on all.
3. The jurisdiction of all court cases shall be Jaipur Bench of Hon'ble Rajasthan High Court only.

RULES AND REGULATIONS OF MASTERS IN HOSPITAL ADMINISTRATION (MHA)

INTRODUCTION

1. Modern day hospital is a complex matrix organization with amalgam of social architecture and latest technology. It is important to strike a balance between internal operations and external connections with emphasis on planning, development, efficient operation and cost containment. There is a growing demand of qualified hospital administrators/ managers in the health care sector to improve the quality and patient safety.
2. First time ever in Rajasthan the Post Graduate Degree Course - Masters in Hospital Administration (MHA) will be started. The training of MHA students shall be done by renowned faculty on the best available clinical material and State-of-the-Art facilities at Mahatma Gandhi Hospital, Jaipur, first ever accredited hospital in Rajasthan for NABH, NABL and NABH for Blood Bank. Mahatma Gandhi Hospital is 1400 bedded teaching hospital, which will give maximum practical experience to the students, to deal with hospital issues with confidence while working in various departments of hospital.
3. This post graduate degree program is designed to develop and enhance problem solving and decision making abilities of students when working in healthcare organizations, awareness of socio - economic environment of hospitals, analysis and logical data interpretation, data processing skills, marketing, operations, quality and strategic management skills. Curriculum will tune students to the best and latest practices in hospitals.

AIM & OBJECTIVES

1. To prepare the candidate to assume the responsibility of a hospital executive in health sector and to subsequently function at higher levels in the hierarchy with requisite experience.
2. To develop the skills and enhance the knowledge base to function as hospital manager at various levels in the hospitals.
3. To provide training in key issues of hospitals like hospital planning / designing, quality and safety in patient care, Accreditation of hospitals and resource management.

TITLE OF THE COURSE

The title of the course shall be “**Masters in Hospital Administration**” (MHA).

DURATION OF THE COURSE/ PERIOD OF TRAINING :

This course will be of Two Years duration, Full Time and Regular. There will be 04 semesters, each of 06 months duration. The student, upon successful completion of the course, will be awarded “Masters in Hospital Administration” from MGUMST.

ELIGIBILITY FOR ADMISSION:

1. Recognized Bachelor’s Degree (like MBBS/ BDS/ BHMS/ BAMS/ BUMS/ BVSc & AH/ BHA/ B.Sc./ B.Pharma/ BPT/ BOT/ BBA/ BA/ B.Com/ BCA, etc.) of minimum three years duration with at least 50% marks in aggregate for general category, 45 % marks for General PH and 40% marks for candidate belonging to SC, ST, OBC NCL and MBC NCL.
2. Candidates will be required to produce evidence of their passing Graduation latest by the day of Personal Interview.

3. Candidates with relevant work experience are encouraged to apply. Working professionals will be considered for admission only after submitting NOC from their employer for two years full time regular MHA Course.

APPLICATION PROCEDURE

Prospectus cum Application Form can be downloaded from University website (www.mgumst.org) or obtained physically from Admission Office, MGUMST.

CRITERIA FOR SELECTION

Selection of Candidates: Selection for MHA Courses shall be done by an Admission Board of the University strictly on merit. It will consist of two-step process –Written Entrance Examination followed by Personal Interview (PI).

1. Students matching eligibility criteria can apply for MHA Course.
2. All applicants will have to appear for Written Entrance Examination to be conducted by MGUMST. The medium of Written Entrance Examination shall be English.
3. Candidates who appear in Written Entrance Examination but fail to produce proof of their passing graduation with the criteria mentioned above will not be allowed to attend the PI.
4. Written Entrance Examination will be of Two Hours duration. It will consist of 100 MCQs in General knowledge, Analysis & reasoning, English comprehension and Current affairs.
5. A candidate will be eligible for Personal Interview only if he has appeared in written entrance examination.
6. PI will be conducted by Admission Board. A candidate will be eligible for PI only if he has appeared in Written Entrance Examination.
7. Merit list shall be prepared on the basis of marks obtained by the candidates combinedly in Written Entrance Examination and Personal Interview.

COMMENCEMENT OF THE COURSE

The Course shall commence from the 1st August of every Academic year

MEDIUM OF INSTRUCTION

The Medium of instruction will be English.

ATTENDANCE

Minimum 75% attendance is mandatory in each semester, both, for theory and practical classes. Student with deficient attendance will not be permitted to appear in semester examinations/ final examination.

RESERVATION:

Reservation of seats shall be applicable in accordance with Rajasthan State Government reservation policy.

ENROLMENT AND REGISTRATION:

- (i) Every student who is admitted to MHA Course in Mahatma Gandhi College of Hospital Administration (MGCOHA) shall be required to get himself/herself enrolled with the Mahatma Gandhi University of Medical Sciences & Technology after paying the prescribed eligibility/enrolment fees.
- (ii) The student shall have to submit Application Form, duly filled-in, to the University through Principal of the College for Enrolment/ Eligibility/ Registration along with the original documents and prescribed fees (upto November 30 of the year of admission without late fees and upto December 31 of the year of admission with late fees).
- (iii) All students will be required to Register their Dissertation with the University by paying prescribed Registration Fee along with Enrolment Fee.

DISSERTATION

- (i) Every student will be required to write a dissertation involving primary research in his/her area of interest. The dissertation includes a critical review of literature pertaining to the specific area of interest, data collection and analysis of the selected problem.
- (ii) One faculty member will be assigned as Guide to each student.
- (iii) Synopsis/protocol of the Dissertation shall be submitted by the student within three months of admission to MHA course to Institutional Ethics Committee (IEC).
- (iv) Dissertation duly completed and signed by Guide shall be submitted to Principal, MGCOHA, after paying prescribed fee, at least three months before the University Exam.
- (v) Dissertation will be examined during Practical Examination by all the four examiners. Dissertation will be evaluated as "Accepted" or "Not Accepted". An Examiner grading Dissertation as "Not Accepted" will spell out reasons for doing so in writing. A student whose Dissertation is graded "Not Accepted" by two or more Examiners will present his/ her Dissertation, duly corrected, in the Supplementary/ subsequent Examination.
- (vi) A student will be considered fit for award of degree only if the Dissertation is graded "Accepted" by three examiners out of four. Result of University Examination of a student whose Dissertation is graded "Not Accepted" by two or more Examiners will not be declared.

INTERNAL ASSESSMENT

- (a) Internal Assessment (carrying 30% weightage) will be conducted in every semester. Internal Assessment will consist of Departmental Examinations, Hospital Posting Evaluations, participation in Seminars and conducting 04 (four) Case Studies/ Project Repots. The objective is to allow students to have hands on experience. It would also help students to develop managerial skills and competencies. It is compulsory to secure 50% marks in each Semester Exam individually to pass.
- (b) If a student fails in any semester examination except fourth semester, she/he will be allowed to write Supplementary Examination after every 06 months. However, she/he will be promoted to next Semester.
- (c) If a student fails in fourth semester examination, she/he will be allowed to write supplementary exam within 30 days of the last day of examination.
- (d) Consolidated Score Sheet of Internal Assessment will be submitted by Principal, MGCOHA to MGUMST within 15 days of conclusion of fourth semester examination.

UNIVERSITY EXAMINATION

(a) THEORY

- (i) A student will be permitted to appear in the University Examination only after passing all four Semesters Examinations conducted by the College.
- (ii) Theory Examination will consist of 04 papers (one paper to represent each semester).
- (iii) Each theory paper shall be of 03 hours duration.
- (iv) If a student fails in any paper in University Examination, she/he will be allowed to write supplementary exam within 60 days from the date of declaration of the Result. If a student fails in Supplementary Examination of University, she/he will be allowed to write University Examination for that subject paper in University Examination of subsequent years. For any subsequent attempt her/his Internal Assessment (IA) marks secured will be carried forward.
- (v) Each Theory paper will carry maximum 70 marks.

(vi) NOMENCLATURE OF PAPERS:

Paper-I	MHA 5271	General Management
Paper-II	MHA 5272	Health Administration and Medical Care
Paper-III	MHA 5273	Hospital Administration and Planning
Paper-IV	MHA 5274	Administration of Clinical and Non- Clinical Services

(b) PRACTICAL AND VIVA VOCE

- (i) The practical examination will consist of skill test (short case, long case, spots), presentation on Dissertation and viva voce.
- (ii) Board of Examiners for University Practical and Viva Voce Examination will be as under:
 - o Principal, MGCOHA
 - o 01 x Faculty, MGCOHA/ Department of Hospital Administration, MGMCH
 - o 02 x External Examiners
- (c) If a student fails in Practical & Viva Voce in Supplementary, she/he will be required to appear for University Examination in subsequent Examination for all four Theory papers and Practical & Viva Voce Examination.
- (d) The University will not conduct more than two examinations in a year.

(e) Result - Successful candidates will be categorized as under-

1.	Those, securing 50% and above but less than 60% in the University Examination conducted at the end of two years	Pass
2	Those, securing 60% and above but less than 75% in the University Examination conducted at the end of two years	Pass with I Division
3	Those, securing 75% and above in the University Examination conducted at the end of two years	Pass with Honors

(e) SCHEME OF MARKS

S No	Subject/ Paper	Maximum Marks		Total	Minimum pass marks
		UE	IA		
1.	Paper I (MHA 5271) General Management	70	30	100	50
2.	Paper II (MHA 5272) Health Administration and Medical Care	70	30	100	50
3.	Paper III (MHA 5273) Hospital Administration and Planning	70	30	100	50
4.	Paper IV (MHA 5274) Administration of Clinical and Non-Clinical services	70	30	100	50
5.	Practical and Viva voce	400		400	200

UE – University Examination; IA – Internal Assessment

APPOINTMENT OF PAPER SETTER/ EXAMINER AND EVALUATION

1. The President will appoint two Internal Examiners and two External Examiners for Practical & Viva Voce. One of the External Examiners will be invited from other recognised University/ Institution in the state of Rajasthan and the other one will be from recognised University/ Institution outside the state of Rajasthan.
2. Question Papers will be set by External Examiners to be appointed by the President.
3. Answer books will be evaluated by External Examiners.
4. Qualification of the Paper setter / Examiner: Professor/ Additional Professor/ Associate Professor/ Assistant Professor of any other University/ Institution conducting MHA / MBA (Hospital and Health Management)/ MD (Hospital Administration) or similar Course.
5. Paper setter can be an examiner.

Re-VALUATION, GRACE MARKS AND NUMBER OF ATTEMPTS

1. Revaluation of Answer Books is not permitted. However, scrutiny of Answer Books is allowed as per MGUMST rules.
2. There will be no grace marks awarded.
3. It will be incumbent upon a student to qualify for award of degree of MHA within a period of 04 (four) years from the date of admission, failing which his/ her name will be struck off from the Rolls of University.

MIGRATION

1. No student, once admitted to the course and enrolled by the University, will be permitted to migrate to any other Course/ University.
2. No student will be admitted to the Course on migration from any other Course/ University.

COURSE OUTLINE

Time duration available:

Duration	02 yrs
Working Days [{365 –72 Holidays and Sundays}*2]	586 days
Working hours @ 8 hrs per day	4688 hrs
Total Semesters	04
Hrs available per semester	1172

Paper wise details

Paper I- General Management	
Module 1- Concept and Principles of Management	
1.1	Introduction to Management: Terminology, Definitions; History and evolution of management thoughts; Management: science, theory and practice; Principles of management and their applicability in hospital field.
1.2	Social responsibility of managers; Ethics in hospital management
1.3	The Management Process
1.3.1	Fundamentals of planning; Types of plans, Steps in planning, Planning process; Objective setting, Strategic planning, Strategic planning process; Premising and forecasting; Modern tools for analyzing situations e.g. TOWS matrix, etc.; Rationality in decision-making, Search and evaluation of alternative; Creativity and innovation.
1.3.2	Organizing: Nature of organizing and entrepreneuring, Organizational structure; Departmentation, matrix organisation, Authority, responsibility, delegation, and decentralization; Hospital as an organization
1.3.3	Controlling: Basic control process, Critical control points and standards, Stages of control, Relationship of planning and controlling.
1.3.4	Co-ordination: Need for coordination, Types of coordination, Approaches to coordination, Features of coordination.
1.4	The Role of the Executive: Management functions and tools; Management levels and skills; Styles of management, Participative management; Management by exception; Management by objectives; Systems approach to management; Challenges to manager in the hospital field; Strategic business units (SBUs)
1.5	Time management

Module 2- Organisational Behaviour	
2.1	Communication
2.1.1	Types of communication, Elements of communication, Communication process
2.1.2	Communication Barriers
2.1.3	Improving Communication in Hospitals
2.2	Organizational Behaviour and Administrative Styles
2.2.1	Introduction to organizational behaviour: Need and demands, Motives and behaviour, Attitude, Acquired and learned drives, Personality, Perception
2.2.2	Motivation: Types of Motivation, Need hierarchy, Theories of motivation
2.2.3	Group Dynamics: Defining and classifying groups, Group structure and process, Group decision-making, Team building
2.2.4	Leadership
2.2.5	Conflict: Conflict process, Conflict resolution, Negotiation, Conflict in hospitals
2.2.6	Organizational Change and Stress Management: Forces for change; Planned and unplanned change; Change agents; Resistance to change; Managing resistance to change; Work stress and management of stress
2.2.7	Organizational Culture and Organizational Development: Matching people with culture; Learning organizations; Transactional analysis; Organizational commitment, Johari's Window

Module 3- Human Resource Management	
3.1	Principles of Human Resource Development (HRD)
3.1.1	The Concept of Human Resource Development
3.1.2	Manpower Planning: Number of categories of staff; Job analysis and job specifications
3.1.3	Recruitment and Selection
3.1.4	Training
3.1.5	Performance Appraisal: Staff evaluation and merit rating; Reward system and incentives; Performance linked reward system
3.2	The functions of HR Manager
3.3	Relationship of Management and Employee Organizations
3.4	Considering the Rights and Responsibilities of Employees
3.5	Collective Bargaining and Trade Unions
3.6	Grievance Redressal, Absenteeism
3.7	Problems of HR in Hospitals
3.8	Welfare and Morale
3.9	Allowances and Benefits

3.10	Downsizing and Voluntary Retirement Schemes (VRS)
3.11	Office Procedures
3.12	Enquiries and Disciplinary Actions
3.13	Credentialing and Privileging

Module 4- Quality of Medical Care and Patient Safety

4.1	Quality of Medical Care
4.2	Quality Concepts
4.3	ISO Standards
4.4	Quality Circles / CQI
4.5	Quality Control
4.6	Total Quality Management in Hospitals
4.7	Value Added Management (VAM)
4.8	Six-Sigma Concept
4.9	Accreditation of Hospitals
4.10	Progressive Patient Care
4.11	Evaluation of Hospital Care and Methods of Evaluation
4.12	Committees
4.13	Code and Drills
4.14	Hospital Acquired Infections
4.15	Patient Rights and Responsibilities

Module 5- Essentials of Hospital Administration

5.1	Definitions-Hospitals and Medical Care Institutions
5.2	History and Development of Hospitals
5.3	Hospitals in India: Types; Size; Distribution; Ownership; Utilization ratio; Trends; Problems of Hospital Administration: Govt Hospital; Private hospital; Specialized hospital; Cancer hospital; AYUSH hospital (Ayurveda & Yoga, Unani, Siddha and Homeopathy hospitals); Psychiatric hospital; Children's hospital; Maternity hospital; Administration of a teaching hospital; General hospital, District hospital, Taluka hospital and Municipal hospital; Indian Red Cross society and hospitals
5.4	Functions-Medical care, Prevention, Professional Education, and Research
5.5	Role of Hospital in Health Spectrum
5.6	Hospital Administration: Principles of administration, Responsibilities, Functions
5.7	Hospital Organisation

5.8	The Governing Organisation
5.9	The Hospital Administrator: Qualifications, Responsibilities, Authority, Relationship, Motivation, Role, Functions
5.10	Challenges of Hospital Administration
5.11	Hospital as a Matrix Organisation
5.12	Channels of Authority and Communication
5.13	Staffing Norms in Various Departments and Hospitals
5.14	Nursing Administration
5.15	Nursing Organisation Structure
5.16	Nurse Doctor Relation
5.17	Doctor Patient Relation
5.18	Issues in Nursing Administration
5.19	Recent Trends in Nursing Profession and Nursing Practices
5.20	Case Method Study of Hospital Problems
5.21	Health Care Facility Management
5.22	Transfer to Other Hospitals
5.23	Hospital Welfare Services
5.24	Reports and Returns
5.25	Medical Boards
5.26	Entitlement of Treatment
5.27	Inspection, Medical Superintendent's Rounds
5.28	Hospital Standing Orders
5.29	Exit Interview & Discharge Procedure
5.30	Enterprise Resource Planning (ERP)

Paper II- Health Administration and Medical Care

Module 6- Health Administration

6.1	Development and Organization of Health services in India (Central, State, Defence, Railway and Other public sector undertakings and Voluntary health agencies).
6.2	Health Care Delivery System in India – Primary/ secondary/tertiary care; Indigenous systems of medical care; Regionalisation – Organization and Functioning
6.3	Need and Demand for Medical Care
6.4	Availability and Cost of Medical Care
6.5	Review of Reports on Health Care: Bhore Committee; Mudaliar Committee; Jain Committee; Chadha Committee; Kartar Singh Committee, Srivastava Committee; Bajaj

	committee, Rao committee; Committee on planned projects (COPP)
6.6	NITI Aayog / Five year plans with special reference to Health Plans
6.7	National Health Programmes & National Health Mission
6.8	National Policies relating to Health
6.9	Health Sector Reforms
6.10	International Organizations related to Health Services and International health regulations. WHO, UNICEF and other UN and Multilateral agencies engage and forms of international cooperation
6.11	Rehabilitation, IEC and Community Participation, Health Education

Module 7- Epidemiology	
7.1	Epidemiology
7.2	Evolution and Uses of Epidemiology
7.3	Definitions and Terminology
7.4	Natural history of disease and role of hospital in various levels of Prevention
7.5	Types of Epidemiology
7.6	Methods of Epidemiological Studies
7.7	Socio-Economic Status and occupation as determinant in Disease Distribution
7.8	Cause and Effect Relationship
7.9	Epidemiology of Hospital Infection
7.10	Epidemiology of Non-Communicable Diseases
7.11	How to investigate an epidemic and role of the hospital in its control
7.12	Common Diseases in India-their Epidemiology and Prevention
7.13	Screening and Surveys
7.14	Concept of Health Indicators
7.15	Disability adjusted life years (DALY's), Quality adjusted life years (QALY's), Disability adjusted life expectancy (DALE), Physical quality of life Index (PQLI) etc.

Module 8- Research Methodology	
8.1	Introduction
8.2	Social Survey-its role and development in India
8.3	Planning a Research Project and Selecting a Research Problem
8.4	Research Protocol Writing
8.5	Bibliographical Data
8.6	Questionnaires, Interview and Observations

8.7	Case Study
8.8	The Experimental Technique
8.9	Measurement and Analysis of Data
8.10	Reporting and Write-Up
8.11	Research in Social Sciences
8.12	Errors of Measurement.

Module 9- Biostatistics, Hospital Statistics and Operational Research

9.1	Biostatistics & Demography
9.1.1	Basic Concepts – Introduction, Definitions; Basics of Medical Research
9.1.2	Presentation of Data
9.1.3	Frequency Distribution
9.1.4	Measurements of Central Tendency Mean, Median, Mode
9.1.5	Measures of Disease Frequency
9.1.6	Measurements of Dispersion-Mean and Standard Deviation
9.1.7	Sampling Methods and Errors in Sampling
9.1.8	Normal Curve and Poisson Distribution
9.1.9	Testing of Hypothesis
9.1.10	Test of Significance-Normal test, “t” test and chi-square test
9.2	Health Statistics
9.2.1	Health Statistics and Health Information System in India
9.2.2	Methods of Registration-Fallacies/ Difficulties and Sample Registration
9.2.3	Common Rates and Ratios in India
9.2.4	Incidence and Prevalence Rate
9.2.5	Morbidity Statistics-Problems of measurements, Sources of morbidity and
9.2.6	I.C.D
9.2.7	Notifiable Diseases
9.2.8	Health Information System in India
9.2.9	Health Indicators
9.3	Operational Research
9.3.1	Modern Management Techniques
9.3.2	PERT
9.3.3	CPM
9.3.4	Work Study And Method Study

9.3.5	Or Methodology
9.3.6	Linear Programming
9.3.7	Transportation Model
9.3.8	Assignment Model
9.3.9	Dynamic Programming
9.3.10	Queuing Theory
9.3.11	Network Models
9.3.12	Decision Tree
9.3.13	Medical Informatics and Computer Applications
9.3.14	Hospital Utilization and its Evaluation
9.3.15	Administrative & Bio-Social Researches in Hospitals
9.3.16	Hospital Statistics

Paper III- Hospital Administration and Planning

Module 10- Hospital Planning

10.1	Planning of the Hospital: Macro planning of hospitals; Hospital space module
10.2	Role of the Architect: In the planning stages; preliminary sketches; final plans, Working drawings; specifications, cost estimates; Construction problems.
10.3	Site Surveys: Physical environment, Possibility for expansion; Utilities- water, electricity, sewer lines, telephone, transportation and others
10.4	Hospital Building: External architect aspects; Internal arrangements; External services; Hospital infection control and medical architecture; Hospital lighting; Ventilation; Planning of individual services and departments; Planning a ward/nursing unit; Land scaping in hospitals; Project management, waiting areas, ramps, differently abled friendly hospital
10.5	Taking Over and Commissioning a New Hospital
10.6	Alteration and Additions in an Existing Hospital
10.7	Planning the Hospital Engineering Services
10.8	Equipment planning and management for a new hospital: Strategic planning and selection of hospital equipment; Purchase procedure; Installing and commissioning; Equipment utilization; Repair and maintenance; Calibration of medical equipment.

Module 11- Hospital Accounting and Financial Management

11.1	Financial Management in Hospitals
11.2	Elements of Cost
11.3	Costing and Cost Accounting

11.4	Depreciation
11.5	Costing of Health Services
11.6	Hospital Budget-Planning, Forecast, Sub-Allotment and Utilization.
11.7	Accounting Records
11.8	Internal Control and audit
11.9	Cost Effective Analysis
11.10	Cost Benefit Analysis
11.11	Break-Even Analysis
11.12	Discounted Cash Flow Techniques
11.13	Cost Containment in Hospitals
11.14	Medical Insurance/TPA
11.15	Study of the Administration of Health Insurance Schemes like C.G.H.S, and E.S.I. and Social Security Measures

Module 12- Legal Aspects in Hospital Administration

12.1	Legal Issues in Hospital Administration; Medico-legal Issues in Hospital
12.2	Drug and Cosmetics Act
12.3	Consumer Protection Act
12.4	Law of Torts
12.5	PCPNDT Act
12.6	Transplantation of Human Organs and Tissues Act and Rules
12.7	Prevention of Food Adulteration Act
12.8	Biomedical Waste Management and Handling Rules
12.9	Essential Services Maintenance Act (ESMA)
12.10	Court Procedure and Attendance in Courts
12.11	Grievance Redressal and Complaint Handling System
12.12	Settlement of Disputes
12.13	BARC Guidelines
12.14	The Clinical Establishments (Registration and Regulation) Act, 2010
12.15	Emergency Services in the Hospitals – Supreme Court Guidelines
12.16	Trade Unions
12.17	Industrial Relations in Health Services
12.18	Permits and Licenses in Hospitals
12.19	Medical Ethics and Ethical Issues in End of Life Decisions

Module 13- Material Management and Inventory Control	
13.1	Material Management in Hospitals
13.2	Introduction to Principles of Material management
13.3	Inventory Management
13.4	Classification of Inventory
13.5	Basic Inventory Model, Inventory Costs
13.6	Inventory Control
13.7	Selective Inventory Control Techniques: ABC analysis, VED, SDE, FSN, HML, XYZ, MUSIC-3D
13.8	Economic Order Quantity (EOQ)
13.9	Ordering System
13.10	Lead-Time, Safety Stock
13.11	Standardization and Codification
13.12	Value Analysis
13.13	Value Engineering
13.14	Just In Time Inventory (JIT)
13.15	Purchase System
13.16	Materials Planning
13.17	Tendering System of Purchase-Supply, Storage, Distribution and Accounting in Hospitals pertaining to Medical Stores, Surgical Stores, Linen Stores, General Stores
13.18	Conditioning and Disposal of Stores
13.19	Role of Automation in Stores Management
13.20	Vendor Rating

Paper IV- Administration of Clinical and Non- Clinical Services	
Module 14- Healthcare Marketing and Public Relations	
14.1	Introduction to Marketing: Marketing Concept; Process; Marketing Mix; Marketing Environment, Market Segmentation, Targeting and Positioning
14.2	Marketing Strategies: Channel and Promotion
14.3	Marketing of Hospitals
14.4	Social Aspects of Marketing.
14.5	Customer Relationship Management (CRM)

Module 15- Recent Trends in Management of Hospital Services	
15.1	Re-Engineering
15.2	Telemedicine
15.3	Artificial Intelligence
15.4	Managerial Issues in Nuclear, Biological and Chemical (NBC) Warfare Casualties
15.5	Medical Tourism
15.6	Euthanasia
15.7	Outsourcing
15.8	Nano Technology
15.9	Robotic Surgery
15.10	Disaster Management
15.11	Risk Management
15.12	Ergonomics and Application in Hospitals
15.13	Occupational Hazards

Module 16- Organisation and Management of Clinical Services	
16.1	Outpatient Services
16.2	Inpatient Services
16.3	Accident and Emergency Services
16.4	Trauma Management and Triage
16.5	Surgical Services
16.6	Intensive Care Unit
16.7	Coronary Care Unit
16.8	Organ Transplant Cell; Bone marrow transplant unit (BMT); Kidney transplant unit
16.9	Dialysis Unit
16.10	Day Care Units
16.11	Nursing Services
16.12	Ward Management Including Welfare and Recreational Facilities

Module 17- Organisation and Management of Support and Utility Services	
17.1	Radio Imaging and Radiotherapy Services
17.2	Hospital Laboratory Services
17.3	Physiotherapy Centre

17.4	Medical Stores and Pharmacy Services: Hospital formulary; Essential drugs list (EDL)
17.5	Blood Bank and Transfusion-Services
17.6	Central Sterile Supply Department (CSSD)
17.7	Dietary Service
17.8	Mortuary
17.9	House-Keeping including Pest Control
17.10	Medical Records
17.11	Transportation: Ambulance services; Intramural; Extramural (Patient; Staff; Visitors)
17.12	Hospital Hazards and Fire Safety
17.13	Hospital Security
17.14	Linen and Laundry Services
17.15	Hospital Information System (HIS)

RECOMMENDED BOOKS :

List of Books

S.NO	Title of Book	Name of Author
1	Operating Room Management : Structure, strategies & Economics	Harris & Zitzmann Jr.
2	Technology, Health Care & Management in the Hospital of the Future	Geisler, Krabbendam & Schuring
3	Hospital & Health Care Administration (Appraisal & Referral treatise)	Gupta & Kant
4	Infection Control in Ambulatory Care	Friedman & Petersen, APIC
5	Hospital Associated Infections : Epidemiology, Prevention & Control	Nita Patwardhan
6	Preventive & Social Medicine	K.Park
7	Emergency Department Organisation and Management (2 nd edition)	Jenkins & John H
8	Bennet & Brachman's Hospital infections	William R. Jarvis
9	Hospital Special Care Facilities: Planning For USER NEEDS	Laufman
10	The Patient Safety Hand Book	Barbara Youngberg & Martin Hatlie
11	Environment Health & Sustainable Development- Understanding Public Health	Megan Landon
12	Clinical Laboratory Management	Karni, Viskochil, Amos
13	Working In A Hospital	Lesley Holland
14	Textbook Of Clinical Laboratory Supervision	Kathleem Becam – McBride
15	Air Conditioning Installation & Maintenance	Ernest Tricconi
16	Evidence Based General Practice	L. Ridsdale
17	Managing a Modern Hospital	A.V.Srinivasan
18	The Practice of Management for Health Care Professionals	Numerof
19	Structures of Control in Health Management	Rob Flynn
20	Essentials of Public Health Mgt	L Fleming Fallon, Jr; Eric J Zgondzinski
21	Medical Devices: Use & Safety	Jacobson & Murray
22	Architect's Data	Neufert
23	Health Care Administration	Lawrence F. Wolper

24	Hospital Administration at a Glance	Hemchandra&Jamaluddin
25	Health Planning for Emerging Multihospital Systems	James O Hepner
26	Public Health :Administration & practice	Hanlon & Pickett
27	Hospital Administration Handbook	Rowland & Rowland
28	Hospital and Health Services Administration: Principles and Practice	Syed Amin Tabish
29	Hospital Management : A Guide to Departments	Rowland & Rowland
30	Electrical Safety in Hospitals	C S Ward
31	Handbook Of Record Storage and Space Management	C. Peter Waegemann
32	Hospital Organisation And Management	Darr and Rakich
33	Handbook of Health Care Management	Duncan,Ginter& Swayne
34	Management	James A.F.Stoner
35	The Process Of Management	Andrew R. McGill,E. Kirby Warren,William H. Newman
36	The Practice of Management	Peter F. Drucker
37	Public Personnel Administration	O Glenn Stahl
38	MBO can Work!	Charles R. Mcdonald
39	Personnel: The Human Problems OF Management	Strauss & Sayles
40	Modern Public Administration	Felix A. Nigro
41	Management	James F. Stoner, R. Edward Freeman, Daniel R. Gilbert
42	Motion & Time Study	Mervin E Mundel
43	Evaluation of Human work (practical and ergonomic methodology)	Wilson &corlet
44	Human Resource management in Hospital	R C Goyal
45	Personal & human resource management	Robbins &Decenzo
46	Modern Management	Samule C Certo
47	Basic management skills for all	E H McGrath s.j
48	Personal administration Handbook	Wilbert E.Scheer
49	The essence of Personnel Management & Industrial Relations	Cowling & James
50	Management (A Global perspective)	Weihrich& Koontz
51	Principles & Practice of Management	L .M. Prasad
52	Training Instruments in HRD & OD	UdaiPareek
53	Modern management	Samuel C. Certo

54	International Human Resource Management	Dowling, Welch & Schuler
55	Essentials of Management	Joseph L.Massie
56	Human Resource& Personal Management	K.Aswathappa
57	Designing & Managing Human Resource Systems	UdaiPareek,Venkateshwara
58	Organisations [Structures, Process & Outcomes]	Pamela S Tolbert ; RichardH.Hall
59	The Essence of Effective Communication	Ludlow & Panton
60	Making Organisational Roles Effective	UdaiPareek
61	Effective Organisations BEYOND MANAGEMENT TO INSTITUTION BUILDING	UdaiPareek
62	Effective Public Relations	Cutlip, Centre & Broom
63	Customer Relationship Management	PP Singh & NJ Kumar
64	Service Mgmt & Operations	Haksever, Render, Russell, Murdick
65	Production Planning And Inventory Control	Magee Boodmann
66	Material Management- Procedure , Text & Cases	A.kDutta
67	Material Management Handbook	Peter Baily and David Farmer
68	Purchasing And Supply Management	Dobler& Burt
69	Supply Chain & Management: Strategy Planning & Operation	Chopra &Meindl
70	Hospital Stores Management : An Integrated Approach	Gupta &kant
71	Material Management: an Integral Approach	P Gopalkrishnan & M Sundaresan
72	The Medical Teacher	Churchill Livingstone
73	Management of organizational behaviour	Paul Hersey & Kenneth H Blanchard
74	Consumer behaviour (Global Edition)	Schiffman & Kanuk
75	The essence of organizational behaviour	Tyson & Jackson
76	Human behaviour at work	Keith Davis; John W. Newstrom
77	Organizational behaviour	Stephen P Robbins , Judge & Sanghi
78	Social Psychology	Baron; Nyla R. Branscombe & Byrne
79	Essentials of organizational behaviour	Stephen P Robbins

80	The Dysfunctional Workplace: From Chaos to Collaboration - A Guide to Keeping Sane on the Job (Business Shrink)	Peter Morris (Author), Peter Laufer (Introduction)
81	Motivation & Productivity	Saul W Gellermann
82	The doctor's communication handbook 7th edition	Peter Tate
83	New Health Facilities : Architectural Design	Arian Mostaedi
84	Designing For Total Quality In Health Care	G D Kunders
85	Hospital Facilities Planning & Management	G D Kunders
86	Hospital Design & Function	Todd Wheeler
87	Time Saver Standards For The Architectural Design Data	Hancock Callender
88	Hospital Planning Handbook	Rex Whitaker, Allen Ilona, Von Karolyi
89	Primary Health Care Buildings	Ruth Cammock
90	Quality Management System	Brig Y Mukherjee
91	The Essence of Total Quality Management	John Bank
92	A Management Guide to PERT/CPM	Weist& Levy
93	Fundamentals of Quality Control & Improvement	Amitava Mitra
94	KAIZEN: The Key to Japan's Competitive Success	Masaki Imai
95	Medical Quality Management	Pratibha Varkey
96	Quality Care for Elderly People	Mayer, Dickinson & Sandler
97	Operations Research	PK Gupta & DS Hira
98	Managed care, outcome & Quality –A practical Guide	Steven F Isenberg
99	The certified Six Sigma Green Belt	Munro, Maio, Nawaz
100	Statistical quality control	M mahajan
101	Statistics for the social sciences	W L hays
102	Statistical methods in medical research – 2 nd edition	P Armitage and G Berry
103	Methods in biostastics 7 th edition	Dr BK Mahajan
104	Basic and clinical biostastics	Bethdawson , Rebert& G Trapp
105	An introduction to medical statistics	Martin Bland
106	Human Resource Management	Gary Dessler & BijuVarkkey
107	Hospital Security	Russell L Colling
108	Fundamentals of Financial Management	Eugene F Brigham & Joel F

		Housten
109	Hospital Operations-Principles of High Efficiency Health Care	Wallace J Hopp&William S Lovejoy
110	Financial Management	Eugene F Brigham &Michael C Ehrhardt
111	From Clinician To manager	James Lawson &ArieRotem
112	Principles Of Risk Management And Patient Safety	Barbara J Youngberg
113	Medical NEGLIGENCE And The Law In India	Tapas Kumar Koley
114	Management Challenges For The 21st Century	Peter F Drucker
115	Lean Supply chain & Logistics Management	Paul Myerson
116	The Practice Of Management	Peter F Drucker
117	Quality Essential For Leaders	Joseph Defeo&J M Juran
118	Health Care Ethics	Garrett, Baillie & Garrett
119	Emergency Medical services &Disaster Management	P.K. Dave (Editor), S. Gupta (Editor), N.K. Parmar (Editor), Sharad Kant (Editor)
120	Introduction to management accounting	Charles T. Horngren&Sundem
121	Cost accounting and managerial emphasis	Charles Horngren&Srikant M Datar&Madhav V Rajan
122	Managerial economics	Peterson and lewis
123	Marketing for Hospitality and Tourism	Kotler, Bowens & Makens
124	Financial Management	I M Pandey
125	Essential of Cost Accounting for Health Care Organization	Steven A Finker
126	Essentials of Services Marketing : concerts, strategies & cases	Hoffman &Bateson
127	The essence of business economics	Nellis& Parker
128	Financial management & policy	James C.Van Horne
129	Services Marketing : People, Technology & Strategy	Lovelock, Wirtz& Chatterjee
130	Advanced Management Accounting	Kaplan & Atkinson
131	Managerial Accounting for Hospitals	G.R.Kulkarni
132	The Economics of Health & Medical Care	Jacobs &rapaport
133	Cost Accounting: A Managerial Emphasis	Charles T Horngren
134	Strategic marketing	Douglas West,Ford& Ibrahim

135	Economic analysis for management & policy	Stephen,Lilani,Roberts,Hanson & Archibald
136	Marketing health policy	Buse , Mays & Walt
137	Essentials Of Health Care Finance	William O. Cleverly
138	How To Market Your Hospital Without Selling Your Philosophy	G.D Kunders
139	Macroeconomics :Theories & Policies	Richard T Froyen
140	Principles of marketing	Kotler, Armstrong
141	Essentials of Health Care Marketing	Eric N Berkowitz
142	Accounting Fundamentals for Health Care Management	Steven A Finker& David M Ward
143	The Essence of Financial Accounting	Leslie Chadwick

JOURNALS AND PERIODICALS

1. List of Journals and Periodicals:
2. JAHA: Journal of Academy of Hospital Administration
3. JRFHHA: International Journal of Hospital and Health Care Administration.
4. MJAFI: Medical Journal Armed Forces India

Model Question Paper

MHA 5271

Masters in Hospital Administration

GM-I

Examination Month, Year

Paper-I

GENERAL MANAGEMENT

Time: Three Hours

Maximum Marks: 70

Attempt all Questions

All the parts of one question should be answered at one place.

Only one Supplementary Copy along with one main answer book is allowed.

Q.1 How do conflicts get generated in an organizational situation? How does it impact the group behaviour and functioning of the organization? Explain with relevant examples. **15**

Q.2 Briefly describe different skills required for a manager and discuss the role of a manager in Institution Building. **15**

Q.3 Explain the process of conflict and different strategies of conflict management in organisational context. Give examples. **10**

Q.4 What are the various determinants of organizational culture? How does leadership influence the culture of an organisation? **10**

Q.5 Write short notes on any four :

(a) Forecasting **5**

(b) Channels of communication. **5**

(c) Johari Window **5**

(d) Line and Staff functions **5**

(e) Theory X and Y **5**

Model Question Paper

MHA 5272

Masters in Hospital Administration

HAMC-II

Examination Month, Year

Paper-II

HEALTH ADMINISTRATION & MEDICAL CARE

Time: Three Hours

Maximum Marks: 70

Attempt all Questions

All the parts of one question should be answered at one place.

Only one Supplementary Copy along with one main answer book is allowed

Q.1 Write about the implications of health insurance on the society. **15**

Q.2 How would you basically design a hospital care system for a typical metro city incorporating the recent advances? Explain Briefly. **15**

Q.3 Explain briefly about critically organize the healthcare system for a diverse country like India. **10**

Q.4 Being a Hospital Administrator what criteria should you look for before screening for any disease? **10**

Q.5 Write short notes on any four :

(a) What is Accreditation? **5**

(b) Give some examples of epidemic diseases which have occurred in India recently? **5**

(c) What is the difference between simple and stratified random sampling? **5**

(d) What is DOTS-Plus? **5**

(e) What is Pulse Polio programme? **5**

Model Question Paper

MHA 5273

Masters in Hospital Administration

HAP-III

Examination Month, Year

Paper-III

HOSPITAL ADMINISTRATION & PLANNING

Time: Three Hours

Maximum Marks: 70

Attempt all Questions

All the parts of one question should be answered at one place.

Only one Supplementary Copy along with one main answer book is allowed

- Q.1** Planning Organisation, Organizational management Considerations for outpatient services. **15**
- Q.2** Discuss Energy conservation in hospitals. **15**
- Q.3** How preventive maintenance is planned, forecasted and budgeted to ensure smooth functioning of a hospital? **10**
- Q.4** Mention a few parameters that have to be considered while designing a hospital. **10**
- Q.5 Write short notes on any four :**
- (a) How to ensure the safety of air conditioners in hospitals? **5**
- (b) What is preventive maintenance? **5**
- (c) Quality Assurance of Laboratory Services. **5**
- (d) Principles of Disaster Planning **5**
- (e) Management issues in sanitation and waste management **5**

Model Question Paper

MHA 5274

Masters in Hospital Administration

ACNCS-IV

MHA Examination Month, Year

Paper-IV

ADMINISTRATION OF CLINICAL AND NON CLINICAL SERVICES

Time: Three Hours

Maximum Marks: 70

Attempt all Questions

All the parts of one question should be answered at one place.

Only one Supplementary Copy along with one main answer book is allowed

- Q.1** Staffing, physical facilities, policies and procedures involved in mortuary services. **15**
- Q.2** Write in detail about the legal aspects in hospital management. **15**
- Q.3** Principles of hospital planning consideration in relation to the fire hazards and fire safety training. **10**
- Q.4** Policies, Procedures, Managerial issues in Pharmacy Services of a Hospital. **10**
- Q.5 Write short notes on any four :**
- (a) Consumer Protection Act and its implications in medical practice **5**
- (b) Nursing Audit **5**
- (c) Standard Operating Procedures for Blood Transfusion Services in Hospitals **5**
- (d) Types of hospital waste **5**
- (e) Methods of sterilization used in hospitals **5**