

ACHARYA NAGARJUNA UNIVERSITY

A State Government University, Accredited with "A" Grade by NAAC

Nagarjuna Nagar - 522 510, Guntur, Andhra Pradesh, India.



M.B.A. HOSPITAL ADMINISTRATION



2022 - 2023 onwards



**UNIVERSITY COLLEGE OF ARTS,
COMMERCE & LAW**

PROGRAM CODE:

ANUCACL21





ABOUT UNIVERSITY

ACHARYA NAGARJUNA UNIVERSITY (ANU)

- A Brief Profile

Acharya Nagarjuna University, a State University established in 1976, has been constantly striving towards achieving progress and expansion during its existence for over four decades, in terms of introducing new courses in the University Colleges, affiliated colleges and professional colleges. Spread over 300 acres of land on the National High Way (NH-16) between Vijayawada and Guntur of Andhra Pradesh, the University is one of the front ranking and fastest expanding Universities in the state of Andhra Pradesh. The University was inaugurated on 11th September, 1976 by the then President of India, Sri Fakhruddin Ali Ahmed and celebrated its Silver Jubilee in 2001. The National Assessment and Accreditation Council (NAAC) awarded “A” grade to Acharya Nagarjuna University and also has achieved 108 International ranks, 39 National ranks UI Green Metrics rankings and many more. It is named after Acharya Nagarjuna – one of the most brilliant preceptors and philosophers, whose depth of thought, clarity of perception and spiritual insight were such that even after centuries, he is a source of inspiration to a vast number of people in many countries. The University is fortunate to be situated on the very soil where he was born and lived, a soil made more sacred by the aspiration for light and a state of whole someness by generations of students. With campus student strength of over 5000, the University offers instruction for higher learning in 68 UG & PG programs and guidance for the award of M.Phil. and Ph.D. in 48 disciplines spread over six campus colleges and one PG campus at Ongole. It also offers 160 UG programs in 440 affiliated colleges in the regions of Guntur and Prakasam Districts. It has a Centre for Distance Education offering 87 UG & PG programs. Characterized by its heterogeneous students and faculty hailing from different parts of the state and the country, the University provides most hospitable environment for pursuing Higher Learning and Research. Its aim is to remain connected academically at the forefront of all higher educational institutions. The University provides an excellent infrastructure and on-Campus facilities such as University Library with over one lakh books & 350 journals; Computer Centre; University Scientific Instrumentation Centre; Central Research Laboratory with Ultra-modern Equipment; Well-equipped Departmental Laboratories; Career Guidance and Placement Cell; Health Centre; Sports Facilities with Indoor & Outdoor Stadiums and Multipurpose Gym; Sports Hostel; Separate hostels for Boys, Girls, Research Scholars and International Students; Pariksha Bhavan (Examinations Building); Computers to all faculty members; Wi-Fi connectivity to all Departments and Hostels; Canteen, Student Centre & Fast-food Centre; Faculty Club; Dr. H.H. Deichmann & Dr. S. John David Auditorium cum Seminar Hall; Post office; Telecom Centre; State Bank of India; Andhra Bank; Energy Park; Silver Jubilee Park; Fish ponds; internet center; xerox center; cooperative stores; Water harvesting structures.



**VISION,
MISSION &
OBJECTIVES
OF THE
UNIVERSITY**

ACHARYA NAGARJUNA UNIVERSITY

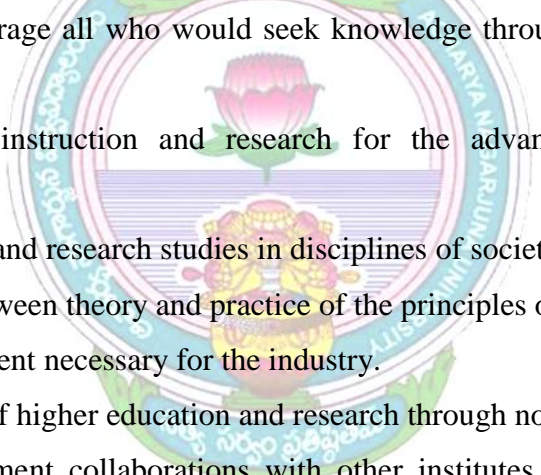
VISION

To generate sources of knowledge that dispels ignorance and establish truth through teaching, learning and research.

MISSION

To promote a bank of human talent in diversified faculties – Commerce & Management Studies, Education, Engineering & Technology, Humanities, Law, Natural Sciences, Pharmacy, Physical Education & Sports Sciences, Physical Sciences and Social Sciences that would become an investment for a prosperous society.

OBJECTIVES

- 
- To inspire and encourage all who would seek knowledge through higher education and research.
 - To provide quality instruction and research for the advancement of science and technology.
 - To promote teaching and research studies in disciplines of societal relevance.
 - To bridge the gap between theory and practice of the principles of higher education.
 - To develop human talent necessary for the industry.
 - To open up avenues of higher education and research through non-formal means.
 - To invite and implement collaborations with other institutes of higher learning on a continuous basis for mutual academic progress.
 - To motivate and orient each academic department/centre to strive for and to sustain advanced levels of teaching and research so that the university emerges as an ideal institute of higher learning.
 - To focus specially on the studies involving rural economy, justifying its existence in the rural setting.



**VISION
&
MISSION OF
THE COLLEGE**

ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

VISION AND MISSION OF THE COLLEGE:

University College of Arts, Commerce and Law presently consists of 19 teaching departments and seven research centres and running 27 courses. It had a very good team of qualified teachers with strong profiles. The vision of the college is to promote learning and research in the faculties of social sciences, humanities, law, education and management. It is intended to encourage research temperament and develop inputs for the betterment of the society. The mission of the college is to nurture the scholarship, leadership and produce outcome to promote the quality of life and address the challenges in human society.





**VISION
&
MISSION OF
THE
DEPARTMENT**

ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF HOSPITAL ADMINISTRATION
M.B.A. HOSPITAL ADMINISTRATION

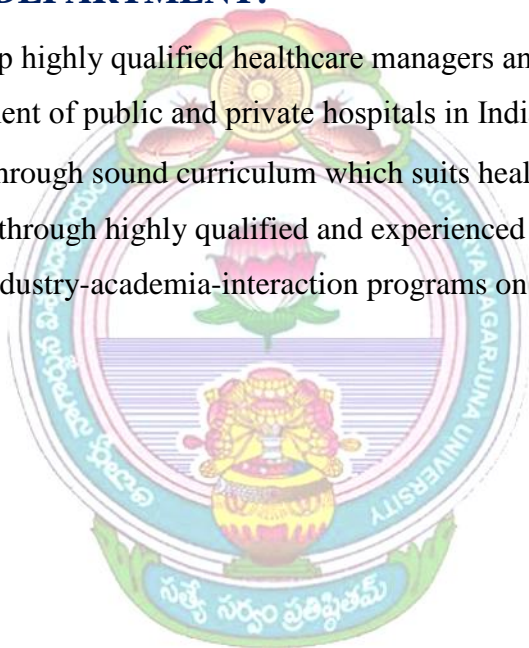
VISION OF THE DEPARTMENT:

“Our vision is to be a globally recognized top ranked institute for healthcare administration
Discipline that grooms and develop future healthcare leaders”

MISSION OF THE DEPARTMENT:

“Our mission is to develop highly qualified healthcare managers and Hospital Administrators
for the efficient management of public and private hospitals in India and abroad”.

- ★ Develop individuals through sound curriculum which suits healthcare industry needs.
- ★ Delivers the program through highly qualified and experienced young faculty.
- ★ Train them through industry-academia-interaction programs on regular basis.



ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF HOSPITAL ADMINISTRATION
M.B.A. HOSPITAL ADMINISTRATION

PROGRAMME EDUCATIONAL OBJECTIVES (PEO's): The PEOs for the Department of MBA (Hospital Administration) are defined by considering expectations of all the stakeholders. Following are the PEOs of the department.

- ✦ The students of MBA (Hospital Administration) will demonstrate comprehensive knowledge and required skills in healthcare (Management) administration enabling the students to effectively manage day to day operations of healthcare organisations and contribute to the growth of healthcare organisation.
- ✦ During their education MBA (Hospital Administration) students will acquire and develop leadership qualities and strategic thinking abilities to develop and implement effective strategies for healthcare organizations, ensuring that the long-term growth and sustainability of the Healthcare organisation.
- ✦ Student will be proficient in an understanding of national and International systems, cultural diversity of healthcare industry, and international healthcare trends, enabling them to adapt to diverse healthcare environments and contribute to global healthcare initiatives.
- ✦ Hospital administration curriculum imparts classroom and experimental learning (Hospital Observation visits) to the students and it helps the students to solve different problems at workplace, he also aware of that how to create a congenial work environment.

PROGRAMME OUTCOMES (PO's):

After two years of successful completion of post graduate program, this student will be able to:

PO1	The program equips students with leadership skills to manage and lead individuals and teams in healthcare organizations.
PO2	Students will learn strategies specific to the healthcare industry including patient-centered care, financial sustainability, and employee and other stakeholder's satisfaction
PO3	Students will be able to analyze and understand healthcare policies, regulations, and laws that affect healthcare organizations
PO4	Students will be able to apply new concepts, tools and techniques for improving operational efficiency and effectiveness of healthcare organizations
PO5	Students will be able to develop marketing strategies specific to healthcare organizations that creates competitive advantage to Healthcare organisations.
PO6	Students will be able to identify and implement technology solutions that effectively manage hospital operations and systems.
PO7	Students will learn about managing human resources in the healthcare organizations, including employee recruitment, retention, and employee career planning & development in changing scenario.
PO8	Students will develop critical thinking skills and ethical decision-making abilities that are essential for leadership positions in healthcare organizations.
PO9	Implements best practices that suits to improve the quality of patient care, risk management, and patient safety in healthcare organisation.

PROGRAMME SPECIFIC OUTCOMES (PSO's):

- ▲ Our Hospital Administration students will have a comprehensive understanding of healthcare administration principles, theories, and practices, including healthcare operations, Healthcare organisation Quality, finance, human resources, marketing, and strategic planning etc.
- ▲ Implement quality improvement initiatives in an healthcare organisation (Hospitals), monitor patient safety protocols, and apply quality management methodologies to enhance the overall quality of healthcare services as per the norms of JCI, NABH and NQAS and also patient outcomes.
- ▲ Apply financial management techniques and tools to healthcare organizations, including budgeting, cost analysis, revenue management and financial planning, and resource allocation for healthcare organisation.
- ▲ Formulate and implement strategic plans for healthcare organisations, adapt to changing healthcare environment and fostering a culture of innovation, engagement and continuous improvement, so as to create competitive advantage to the healthcare organization.
- ▲ Our Hospital administration students will equip with leadership skills to effectively manage healthcare teams, make informed decisions, and solve complex problems of by using research tools and techniques in an healthcare (Hospital) organizations.





STRUCTURE

ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF HOSPITAL ADMINISTRATION
M.B.A. HOSPITAL ADMINISTRATION
SEMESTER-I

Course Code	Components of the Study	Title of the Course	Hrs /Week	No. of Credits	IA Marks	Sem. End Exam Marks	Total
HA 1.1 (R22)	Core	Perspectives of Management	4	4	30	70	100
HA 1.2 (R22)		Organizational Behaviour for Healthcare Organizations	5	4	30	70	100
HA 1.3 (R22)		Health Economics	5	4	30	70	100
HA 1.4 (R22)		Information Technology for Healthcare Management	4	4	30	70	100
HA 1.5A (R22)	Compulsory Foundation (Opt.2)	Medical Terminology, Clinical, Diagnostic and Therapeutic Services	5	4	30	70	100
HA 1.5B (R22)		Hospitals Architecture, Planning and Designing	5	4	30	70	100
HA 1.5C (R22)		Healthcare Business Environment	5	4	30	70	100
HA 1.6A (R22)	Elective Foundation (Opt.1)	Patient Care and Healthcare Technology	5	4	30	70	100
HA 1.6B (R22)		Medical Records Management	5	4	30	70	100
		Clinical Postings - I	3	2	--	--	50
TOTAL			36	30	210	490	750

SEMESTER-II

Course Code	Components of the Study	Title of the Course	Hrs /Week	No. of Credits	IA Marks	Sem. End Exam Marks	Total
HA 2.1 (R22)	Core	Human Resource Management for Healthcare Organizations	4	4	30	70	100
HA 2.2 (R22)		Accounting for Hospitals	5	4	30	70	100
HA 2.3 (R22)		Purchase and Inventory Management for Hospitals	4	4	30	70	100
HA 2.4 (R22)		Research Methodology and Healthcare Analytics	5	4	30	70	100
HA 2.5A (R22)	Compulsory Foundation (Opt.2)	Medical Audit and Records	5	4	30	70	100
HA 2.5B (R22)		Healthcare Laws, Ethics and Counselling Skills	5	4	30	70	100
HA 2.5C (R22)		Medical Tourism	5	4	30	70	100
HA 2.6A (R22)	Elective Foundation (Opt.1)	Hospital Administration	5	4	30	70	100
HA 2.6B (R22)		Epidemiology and Healthcare Education	5	4	30	70	100
		Clinical Postings - II	3	2	--	--	50
		MOOC's	--	4	--	--	100
TOTAL			36	34	210	490	850

SEMESTER-III

Course Code	Components of the Study	Title of the Course	Hrs /Week	No. of Credits	IA Marks	Sem. End Exam Marks	Total
HA 3.1 (R22)	Core	Hospitals Operations Management	5	4	30	70	100
HA 3.2 (R22)		Marketing of Healthcare Services	4	4	30	70	100
HA 3.3 (R22)		Management Information System for Healthcare Organizations	5	4	30	70	100
HA 3.4A (R22)	Compulsory Foundation (Opt.2)	Public Health System	5	4	30	70	100
HA 3.4B (R22)		Healthcare Management and Pharmaceutical Management	5	4	30	70	100
HA 3.4C (R22)		Project Management in Healthcare	5	4	30	70	100
HA 3.5 (R22)	Elective Foundation (Opt.1)	Corporate Grooming & Managerial Skill Development for Healthcare Professional	4	4	30	70	100
HA 3.6A (R22)		Total Quality Management and Hospital Accreditation	5	4	30	70	100
HA 3.6B (R22)		Supply Chain Management in Hospitals	5	4	30	70	100
		Clinical Postings - III	3	2	--	--	50
		MOOC's	--	4	--	--	100
TOTAL			36	34	210	490	850

SEMESTER-IV

Course Code	Components of the Study	Title of the Course	Hrs /Week	No. of Credits	IA Marks	Sem. End Exam Marks	Total
HA 4.1 (R22)	Core	Strategic Management in Healthcare Organizations	4	4	30	70	100
HA 4.2 (R22)		Hospital Enterprise Resource Planning	5	4	30	70	100
HA 4.3A (R22)	Generic Elective (Opt.3)	Healthcare Insurance	5	4	30	70	100
HA 4.3B (R22)		Financial Management	4	4	30	70	100
HA 4.3C (R22)		Hospital Waste Management	5	4	30	70	100
HA 4.3D (R22)		Ethics in Hospital Administration	5	4	30	70	100
HA 4.4 (R22)	Multidisciplinary Course/ Project Work	Project Work + Hospital Observation Records	--	4 +2	--	--	100 +50
HA 4.5A (R22)	Open Elective (Opt.2)	Hospital Hazards and Disaster Management	5	4	30	70	100
HA 4.5B (R22)		Community Healthcare Management	5	4	30	70	100
HA 4.5C (R22)		Hospital and Patient Relationship Management	5	4	30	70	100
		Comprehensive Viva- Voce	--	4	--	--	100
TOTAL			33	38	210	490	950



First Semester

ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF HOSPITAL ADMINISTRATION
M.B.A. HOSPITAL ADMINISTRATION
SEMESTER-I

HA 1.1 (R22): PERSPECTIVES OF MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the management concepts with reflects to management thoughts.	Remember
CO 2	Develop managerial skills for decision-making in a management context.	Understand
CO 3	Evaluate the role of healthcare manager in modern healthcare business	Apply
CO 4	Analyze the organizational structure for different healthcare organizations	Analyze
CO5	Identify the key challenges facing modern healthcare managers.	Understand
CO6	Evaluate and assess the importance of motivation and leadership in modern healthcare business	Analysis

SYLLABUS

Units	Content	Hours
I	MANAGEMENT: Concept –Nature- Levels- Skills- Functions - Management as an Art, Science and Profession – F.W.Taylor’s Scientific Management Theory - Fayol’s Theory of Management Human Relations Approach; Healthcare Management: Significance- Role and Responsibility of Healthcare Manager in Hospital – Corporate Social Responsibility.	12
II	PLANNING: Concept-Nature-Purpose-Process of Planning-Types of Plans – Premising; Decision Making: Concept- Decision Making Processes; Management by Objectives: Concept-Process.	10
III	ORGANIZING: Nature-Purpose-Process-Formal and Informal Organizations- Departmentation - Span of Control-Delegation-Decentralization-Line and Staff - Committees.	12
IV	STAFFING: Nature and Importance of Staffing – Recruitment - Selecting - Training and Development - Performance Appraisal; DIRECTING: Meaning-Nature and importance-Principles of effective Directing- Assumptions of Human Behaviour by Douglas McGregor, Edgar Shien - Elton Mayo.	14

V	MOTIVATION: Concept – Significance - Theories of Motivation - Leadership – Leadership Styles-Leadership Theories; COMMUNICATION: Concept – Importance - Process-Barriers - Principles of Effective Communication; CONTROLLING: Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.	14
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Principles and Practices of Management, LM Prasad, Sulthan Chand & Sons, New Delhi-2019. 2) Management An Introduction, David Boddy, Pearson Education, Seventh Edition-2018. 3) Essentials of Hospital Management & Administration, Dr.D.L. Ramachandra, Educreation Publishing-2018. 4) Principles of Management, 6th Edition, PC Tripathi and PN Reddy, McGraw Hill Education- 2017. 5) Management Principles for Health Professionals, Joan Gratto Liebler, Charles R.Mc Connell, Jones and Bartett Publishers, Inc, 7th Edition-2016. 6) Hospital Administration and Management –A Comprehensive Guide, Joydeep Das Gupta, Jaypee Brothers Medical Publishers; Second Edition-2015. 7) Hospital Management; Text & cases, Pearson Education India, First Edition-2013. 8) Healthcare Management (Text and Cases), S.K.Sarangi, Himalaya Publishing House-2011. 9) Dunn & Haimann's Healthcare Management, Rose.T.Dunn Health Administration Pr; 9th Edition-2010. 10) Hospital Management and Administration Principles and Practice Including Law, BV Subramanyam, CBS Publishers& Distribution Pvt Ltd. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	3	3	3	3	3	3
CO2	3	2	3	2	3	3	2	3	2
CO3	3	3	2	3	2	3	3	2	3
CO4	3	3	2	1	2	2	3	2	1
CO5	2	3	3	3	2	1	3	2	3
CO6	3	3	3	2	3	2	3	3	2

HA 1.2 (R22): ORGANISATIONAL BEHAVIOR FOR HEALTHCARE ORGANISATIONS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the concepts of Organisational Behavior theories used in organisational behavior such as learning, perception, personality values and attitudes, these are all very useful to understand human behavior etc.	Remember
CO 2	Student will be able to analyse individual Behavior in the organisational settings	Understand
CO 3	Apply the theories to the real world situations to solve the organisational problems such as individual conflict, group conflict resistance to change.	Apply
CO 4	Analyse the need of the organisational change for the growth and development, also able to know why people resist to organisational change and strategies to overcome resistance to change in the organization	Analyze
CO 5	Analyse different types of organisational cultures practiced in the organisations for the enrichment of healthcare organisation.	Understand

SYLLABUS

Units	Content	Hours
I	Focus and Purpose of Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.	10
II	Individual Behaviour: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context	12
III	Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills.	10

IV	Organisational change and Development: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational Development: objectives and techniques of Organisational Development. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.	14
V	Organisational Culture: Definition and characteristics, creating and sustaining culture	10

REFERENCE BOOKS:

- 1) Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
- 2) Organisational Behaviour - Text, Cases & Games by K. Aswathappa.
- 3) Organizational Behavior -Stephen .P. Robbins, Prentice Hall of India.
- 4) Udai Parek, Understanding Organisational Behaviour, Oxford.
- 5) Jai, B.P. Sinha, “Culture and Organisational Behaviour”, Sage Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	-	-	-	-	3	3	-
CO2	3	2	-	2	2	-	3	2	2
CO3	2	2	-	3	-	3	3	3	-
CO4	3	2	-	3	-	-	3	3	-
CO5	2	3	2	3	2	-	2	3	2

HA 1.3 (R22): HEALTH ECONOMICS**COURSE OUTCOME (CO):***On the successful completion of the course, the student will be able to*

	Course Outcome	Level
CO1	Understand the basic concepts and principles of health economics, including supply and demand, market structure, and efficiency	Understand
CO2	Identify the unique features of the healthcare market, including information asymmetry, moral hazard, and adverse selection.	Identify
CO3	Develop an understanding of the various types of healthcare systems, including single-payer systems, mixed systems, and market-based systems.	Develop
CO4	Learn to analyze and evaluate the costs and benefits of healthcare interventions, including pharmaceuticals, medical devices, and healthcare technologies.	Analyse
CO5	Develop skills to analyze healthcare policies and regulations, including healthcare reform efforts and healthcare financing	Develop
CO6	Understand the impact of healthcare economics on healthcare outcomes, including access to care, quality of care, and patient outcomes.	Understand
CO7	Identify and evaluate emerging trends and innovations in healthcare economics, including value-based care and population health management.	Evaluate

SYLLABUS:

Units	Content	Hours
I	Health Economics: Need & Scope of Health Economics; Principles of Health Economics; Basic Economic Concepts – Application of Economics to Business Decisions	14
II	Demand Analysis: Law of Demand – Elasticity of Demand –Utility and Health; the Demand for and Supply of Medical Care-Conceptual framework and Medical care demand applications; Demand Forecasting in relation to health services – Techniques of Demand forecasting;	12
III	Market Structures and Price – Output Decisions: Market Structures – Price out Put determination under perfect competition; Monopolistic Competition	14

IV	Healthcare Reforms in India: Healthcare Policy; Experiences of healthcare reform, Impact of reform; Economic Evaluation of National Health Program. The Impact of Economic Evaluation on Decision Making in Healthcare, Government involvement in healthcare market	10
V	Health Policy: Health Policy Conundrum– Arrow’s impossibility theorem, health policy Trilemma, Working of health insurance markets, regulation of healthcare providers, comparing National Health Policies, Bismark Model; social health insurance	12

REFERENCE BOOKS:

- 1) Thomas and Maurice, “Managerial Economics”, Tata Mc-Graw Hills.
- 2) Ahuja, H.L., “Managerial Economics”, S-Chand.
- 3) Charles E. Phelps “Health Economics” Routledge Publications. 6th Edition 2017
- 4) David Wonderling, Reinhold Gruen, Nick Black “Introduction to Health Economics”
- 5) Open University Press 2018 revised edition
- 6) Dutta Shuvendu Bikash “Health Economics for Hospital Management” Jaypee Brothers Medical Publishers.
- 7) Dr D Amutha “A Text Book of Health Economics” IBP Publisher, 2016
- 8) By Frank A. Sloan and Chee-Ruey Hsieh “Health Economics” The MIT Press, 2019
- 9) Battacharya, Jay Hyde Timothy & TU Peter (2014). Health Economics. Palgare MacMiller.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	2	3	3	3	2
CO2	2	3	2	2	2	3	3	2	2
CO3	2	3	3	2	3	2	3	3	2
CO4	2	3	3	3	3	2	2	3	3
CO5	2	3	3	2	3	2	3	3	2
CO6	3	3	2	2	2	3	3	3	2
CO7	2	3	3	3	2	3	3	3	3

HA 1.4 (R22): IT FOR HEALTHCARE MANAGEMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the basic concepts of computers	Remember
CO 2	Create professional-quality documents	Understand
CO 3	Analyze data and create advanced spreadsheets	Apply
CO 4	Create engaging presentations	Remember
CO 5	Create and manage databases	Understand

SYLLABUS

Units	Content	Hours
I	Introduction: Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers	10
II	Computer Networks Types of Networks- LAN, WAN, MAN- Network Topologies introduction to Internet, Intranet, Extranet, MIS	10
III	MS Word & Excel - MS-Word: Creation of Document – Format Document – Text Editing and Saving – Organising information with tables and outlines – Mail merge – Index- Printing MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.	14
IV	Power Point: Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons	12
V	Data Analysis with Statistical Tools: MS Access: Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports. Overview of SPSS: Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.	12

REFERENCE BOOKS:

- 1) Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
- 2) V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
- 3) Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
- 4) George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
- 5) Coxet all – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
- 6) Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
- 7) Anita Goel, “Computer Fundamentals”, Pearson.
- 8) Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	-	-	-	3	-	3	-	2	3
CO2	-	-	-	2	-	3	-	3	2
CO3	-	-	-	3	-	2	-	2	-
CO4	-	-	-	2	-	2	-	3	-
CO5	-	-	-	3	-	3	-	2	-

**HA 1.5A (R22): MEDICAL TERMINOLOGY, CLINICAL,
DIAGNOSTIC AND THERAPEUTIC SERVICES**

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Student will understand different types of medical care (primary, secondary, tertiary, rural and urban) and other system of medicine in Indian healthcare sector	Remember
CO 2	Student will be proficient in differentiating outpatient and inpatient services in hospital so that student can communicate with the patients and other stakeholders at workplace	Understand
CO 3	Student develop an understanding of major diseases, medical specialties and roots, prefixes, suffixes and abbreviations medical symbols and emergency codes for the smooth leading of Hospital	Apply
CO 4	Develop skills in speciality wise medical terminology to communicate effectively with healthcare professionals and patients.	Analyze
CO 5	Understand the importance of support services (CSSD, Housekeeping, Bio medical waste, Security etc.) apply the right strategies for the smooth functioning of the healthcare organisation	Understand

SYLLABUS

Units	Content	Hours
I	Introduction: Primary care, Secondary care, Tertiary care; Rural Medical care, Urban medical care; Curative care & Preventive care; General & Special Hospitals; Clinical Terms; Common Terms of Healthcare Management: Terms related to levels of healthcare, Primary, Secondary and Tertiary; Systems of Medicine: Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc	12

II	Outpatient & Inpatient services: Medical services; Surgical services; Paediatric services; Dental services; Psychiatric services; Casualty & Emergency services; Hospital Laboratory services; Anaesthesia services; Obstetric and Gynaecology services; Neuro-Surgery service; Neurology services; Intensive care unit; Coronary care unit; Burns, paraplegic & malignant disease treatment; Nursing services.	14
III	Medical Terminology: Glossary of medical terms: Major diseases and medical specialties: Roots, Prefixes, Suffixes, Abbreviations and symbols; Common roots: element referring to, usage and definition; Common prefixes and suffixes; Common abbreviations: departments, time, general healthcare, routes of medication and laboratory; Symbols	10
IV	Speciality-wise terminology: Pathology terms of common use; Diagnostic and therapeutic terms; Paediatric services; ENT; Ophthalmology; Orthopedics; Dermatology; Cardiology	12
V	Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning	12
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Mogli GD: Medical Records, Organization and Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001. 2) Francis CM, Mario C de Souza: Hospital Administration, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000. 3) Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press. 4) Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984. 5) BM Sakharkar, Principles of Hospital Administration and Planning –Jaypee brothers publications. 6) Medical records manual: A guide for Developing countries WHO regional office, stylus Publication. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	-	3	3	-	-	2	2	-	-
CO2	3	2	2	3	-	2	-	-	3
CO3	3	2	3	2	2	2	-	-	2
CO4	3	3	2	2	-	2	-	-	2
CO5	-	2	3	2	2	2	-	2	2



HA 1.5B (R22): HOSPITAL ARCHITECTURE – PLANNING AND DESIGNING

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Student will understand the basic principles in hospital planning along with regionalization of hospital services keeping in view of access to the patients	Remember
CO 2	Develop a plan for general and specialty hospital architecture and design including hospital location, size, site selection building and quality of facilities	Understand
CO 3	Student will analyse and evaluate the functional requirements of hospital facilities including patient care areas, supportive areas and administrative spaces for the easy and speed access of patients and visitors of the hospital	Apply
CO 4	Student will collaborate with healthcare professionals and experts of construction teams to build medical specialties in hospitals like oncology ward, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, and dental services	Analyze
CO5	Learn to assess and address the supportive services of hospitals including medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services	Understand

SYLLABUS

Units	Content	Hours
I	Introduction to Hospital Planning: Aim, guiding Principles in Hospital Planning; Regionalization of Hospital Services (Area wide planning); Stages in Hospital Planning; Hospital Utilization Statistics; Assessment of the extent of need for Hospital Services	12

II	Surveying the community: Planning for general hospital services; Determining hospital location, size and kind of hospital service, area to be served, bed occupancy and bed ratios, quality of facilities and services; Evaluation of human resource	12
III	Hospital Construction: Role of Organisation, Governing Board, Hospital Administration; Role of Hospital Architect; Architect's brief, Choosing a site, site survey; Process of Hospital Planning; Hospital Design –Guiding Principles in Planning and Designing; Long range plans and facility master plan; Circulation pattern planning of different types of hospitals; Operations and future planning; Equipment planning; Hospital Building - Space requirements; Hospital project management; Hospitals for tomorrow.	14
IV	Functional Hospital Organization: Hospital code of ethics, medical ethics Indian Boilers Act 1923; Safety of Centralized Gas and Vacuum Supply Services: Petroleum Rules 2002; Fire Safety Regulations; Registration of Hospital, Nursing Homes Medical specialties- Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.	14
V	Supportive services: Clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services	10

REFERENCE BOOKS:

- 1) Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999
- 2) Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 2, Response Books, New Delhi, 2000.
- 3) Sakharkar, B. M.(2009). Principles o/ hospital administration and planning. Jaypee Brothers Medical Publication
- 4) Lewellyn Davis L., Hospital Planning and Administration, R. Macaualy HMC.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	-	2	3	2	-	2	-	2	-
CO2	-	2	3	2	2	-	-	-	2
CO3	2	2	2	2	2	2	-	-	2
CO4	-	3	3	2	2	2	-	-	2
CO5	2	3	3	3	3	-	-	2	3



HA 1.5C (R22): HEALTHCARE BUSINESS ENVIRONMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	student will understand current trends in Indian healthcare system and types of healthcare organisations and the roles and responsibilities and their impact on the overall healthcare system	Remember
CO 2	student will be proficient in knowing history of hospitals and broad changes in functioning of corporate and public sector hospitals today so that based on these changes students will be prepare the respective hospitals	Understand
CO 3	students should be able to identify emerging trends in healthcare industry including committees appointed by the government of India and their impact on healthcare business (policies and regulations) based on these they will prepare strategies for their healthcare organisation	Apply
CO 4	students should be able to formulate strategies to healthcare organisations including financial, marketing, human resource and create healthcare organisation as a patient centric organisation	Analyze
CO 5	Student may apply innovative approaches to healthcare delivery strategies such as reducing turnaround time, digital health and improve patient satisfaction and reducing healthcare cost.	Understand

SYLLABUS

Units	Content	Hours
I	Healthcare systems in India: Types of Healthcare Services, Health Services pyramid, Issues in Healthcare Delivery. Patterns of old Healthcare and New Healthcare; Factors Influencing Change in Healthcare Delivery System. Future trends of Indian Health Care system	10
II	History of Hospitals: Hospitals in India; Emergence of healthcare care Delivery System and Hospitals in Independent India; Changing Roles of Hospitals; Role of Hospitals in New Millennium: Globalization of HealthCare	12

III	Administration of Health Services in India: Health committees Appointed by the Government and their influence; International Health Agencies	10
IV	Economics of Health Care: Financial Resources for Healthcare Services; Role of Health insurance; Government and Voluntary Health Agencies in India; western Economics of Health Care - Concept of Medicare and Medicaid	14
V	Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issue; contracting in Health care; Effective Media communication; Robotic 'surgery, Telemedicine; Medical Tourism	14

REFERENCE BOOKS:

- 1) Joshi D C & Joshi, Mamta.(2009). Hospital administration. Jaypee Brothers Medical Publications. New Delhi.
- 2) Joshi. S. K (2010). Law and practice of Medicine, Jaypee Brothers Medical Publications, New Delhi
- 3) Jaydeep Das Gupta, Hospital Administration and Management
- 4) Walshe Healthcare Management, McGraw Hill Edition.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	2	2	2	-	2	-	2
CO2	-	3	2	-	2	2	-	-	2
CO3	-	3	3	3	3	3	2	2	3
CO4	-	3	2	3	3	2	2	2	2
CO5	2	2	-	2	-	2	-	2	2

HA 1.6A (R22): PATIENT CARE AND HEALTHCARE TECHNOLOGY

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	student may understand and analyse patient rights and patient behaviour models their perception and their decision making, based on their understanding they can implement patient centered policies	Remember
CO 2	Develop an understanding of criteria regarding assessment, management, administration and regulation of healthcare technology, to improve the clinical effectiveness, efficiency and safety of technology use of the, considering the importance and impact of technology on patient care.	Understand
CO 3	Student should be able to analyse current trends in healthcare including EMRD, Telemedicine, Management information system etc. which are very useful in clinical decisions so as to improve the patient and employee satisfaction	Apply
CO 4	Students should be able to identify patient safety and security risks associated with healthcare technology and based on these risks they will develop strategies to mitigate the risks.	Analyze
CO 5	Students may evaluate different technologies and avoid unnecessary technologies and improve the necessary technologies to enhance the operational efficiency of the healthcare organisation and improve patient satisfaction.	

SYLLABUS

Units	Content	Hours
I	Introduction: Patient Rights – Patient Behaviour – Models of Patient Behaviour – Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making	14

II	Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria	10
III	Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counselling: for surgical procedures, for treatment, grief counselling; protocols, Medicare standards, Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care.	14
IV	Concepts and Issues Related to Healthcare Technology: Introduction; Problems and constraints associated with healthcare Technology; Present trend in Healthcare Technology; Hospitals and Technology; Dealing with Technological Problems	10
V	Planning Process For Introduction Of Technology In Healthcare: Healthcare Technology in developing countries; Planning and adopting appropriate Technology in healthcare; Mechanism to ensure appropriate use of healthcare Technologies; Developing sources of information on hospital technology; Evaluation methods of health technology; Application of technology: In diagnostic Service areas (Radiology, Lab Services etc), In clinical Services areas (Nephrology, Urology, Cardiology etc), In therapeutic services, and In patient support areas.	14
REFERENCE BOOKS: 1) Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000. 2) Wiley Blackwell, Improving Patient care BMJI Books.		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	3	2	3	3	2	2
CO2	2	3	2	3	1	3	2	3	1
CO3	1	1	1	1	3	2	1	1	3
CO4	3	2	3	3	2	1	3	2	2
CO5	3	2	3	3	2	3	3	2	2

HA 1.6B (R22): MEDICAL RECORDS MANAGEMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	student will be able to understand about importance of medical records management history and types of medical records in healthcare delivery and quality of patient care	Remember
CO 2	student will develop medical records form and consent, documentation, filing numbering and storage record movement etc. by that student can lead and manage the teams	Understand
CO 3	student will be able to analyse discrepancies and errors (signature, name, data and time of doctors and nurses) and develop strategies for improving the quality of medical records department in a hospital	Apply
CO 4	Student will be proficient in medical department management including planning, organizing, directing and controlling of medical records department.	Analyze
CO 5	student can demonstrate and manage Medico-Legal Aspects of the Medical Records - Medical Ethics, Hippocratic Oath and Code of Ethics for the Medical Record Professionals - Ownership of the Medical Record Privileged	Understand

SYLLABUS

Units	Content	Hours
I	Introduction to Medical Records – Definition – Characteristics of Good Medical Record – Types of Medical Records – History of Medical Records	10
II	Medical Record Forms and their Content - Standard Order of Arrangement of Medical Record forms - Analysis of Medical Record- Quantitative & Qualitative - Incomplete Record Control – Filing of Medical Record - Numbering and Filing Systems – Storage - Microfilming and Disk Storage – Retention - Registers & Indexes - Record movement control	12

III	Organizational Aspects of Medical Record Department/Services – Policies – Functions - Location, Space and Layout – Equipment - Forms Designing and Control - Medical Records Flow and Processing - Centralized Admitting Services - Methods of Collection of Identification Data - Types of Central Admitting Services	14
IV	Medical Record Department Management - Planning, Organizing, Directing and Controlling – Personnel - Principal Responsibilities and Duties of the Medical Record Administrator/ Director - Tools of Management in the Hands of the Medical Record Administrator/ Director	12
V	Medico-Legal Aspects of the Medical Records - Medical Ethics - Hippocratic Oath and Code of Ethics for the Medical Record Professionals - Ownership of the Medical Record Privileged	10

REFERENCE BOOKS:

- 1) Dean F. Sittig (2014) Electronic Health Records challenges in design and implementation, Apple academic press.
- 2) Jem Rashbass & Heidi Tranberg Medical Records Use and Abuse, CRC press (Taylor and Francis Group)
- 3) Neil S. Skolnik Electronic Medical Records A Practical Guide for Primary Care, Humana Press. ISBN 978-1-60761-605-4
- 4) Giovanni Rinaldi New Perspectives in Medical Records Meeting the Needs of Patients and Practitioners, springer publications
- 5) Francis CM & Mario C de Souza, Hospital Administration, 3 rd Ed., Jaypee Brothers, N. Delhi
- 6) George, MA, Hospital Administrator, Jaypee Brothers, N.Delhi, 2003

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	2	3	1	2	1	3
CO2	2	1	2	3	2	2	3	2	2
CO3	3	3	2	3	1	3	2	3	1
CO4	1	2	3	1	3	3	2	1	3
CO5	3	3	2	3	1	3	2	3	1



Second Semester

M.B.A. HOSPITAL ADMINISTRATION

SEMESTER-II

HA 2.1 (R22): HUMAN RESOURCES MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Develop an understanding of the concept and importance of Human Resource Management in organizations	Remember
CO 2	Analyze the various functions of HRM, such as recruitment, selection, training and development, performance management, compensation and benefits, and employee relations	Understand
CO 3	Analyze the internal and external factors that impact human resource planning	Apply
CO 4	Analyze training needs and design effective training programs	Analyze
CO 5	Understand the concept and purpose of job evaluation	Understand

SYLLABUS

Units	Content	Hours
I	Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis	10
II	Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization	12
III	Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness	14

IV	Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life	14
V	NABH - Human Resource Management Standards: HRM Standard 1 to HRM Standard 13 – Excellence, Core, Achievement, Commitment	10

REFERENCE BOOKS:

- 1) Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
- 2) De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
- 3) Edwin B.Flippo, *Personnel Management*, McGraw-Hill
- 4) P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
- 5) V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
- 6) David Lepak, *Human Resource Management*, Pearson Publications.
- 7) Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
- 8) H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
- 9) T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
- 10) Peter J Dowling, “*International HRM*”, CENAGE Learning.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	2	3	3	2	3	3
CO2	2	3	1	3	2	2	3	1	2
CO3	3	3	2	1	3	3	3	2	3
CO4	1	2	3	3	1	1	2	3	1
CO5	2	3	3	3	2	1	3	2	2

HA 2.2 (R22): ACCOUNTING FOR HOSPITALS**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understand the basic concepts and principles of accounting and financial management in healthcare organizations	Understand
CO2	Develop an understanding of financial statements, including balance sheets, income statements, and cash flow statements	Develop
CO3	Learn to use financial ratios and other financial analysis techniques to evaluate the financial performance of a healthcare organization.	Learn
CO4	Understand the regulatory and legal environment for healthcare financial management, including compliance with Medicare and Medicaid reimbursement rules.	Understand
CO5	Develop skills to manage healthcare budgets and control costs, including managing revenue and expenses.	Develop
CO6	Understand the role of healthcare accounting in decision-making	Understand
CO7	Develop an understanding of the impact of healthcare accounting on patient outcomes and quality of care.	Develop
CO8	Identify and evaluate emerging trends and innovations in healthcare accounting, including electronic health records and other technology-based solutions.	Identify & Evaluate

SYLLABUS

Units	Content	Hours
I	Financial Accounting: Meaning and Objectives and Functions of Accounting; Principles of Accounting – GAAP –. Journals, Ledgers and Trail Balance for Hospitals; Subsidiary Books – Cash Book.	10
II	Financial Statements: Profit and Loss Account – Balance Sheet (Problems) – Accounts of Non-profit organizations. Depreciation Methods to be used for the Hospital Equipment	12

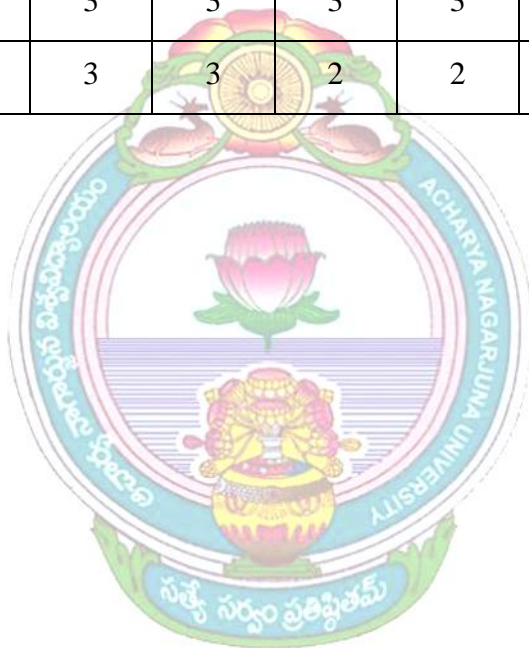
III	Costing: Fundamentals of Cost Accounting; Costing of Service Departments and Other Related Areas: Estimation of Cost-of-Service Departments – Allocation and Apportionment of costs to various departments – Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, housekeeping – Activity Based Costing (ABC) in a Corporate Hospital. (Theory Only)	14
IV	Management Accounting: Nature and Scope; – Management Accounting Vs Financial Accounting – Management Accounting Vs Cost Accounting – Functions and Duties of Management Accountant in Hospitals	10
V	Marginal Costing: Definition, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Managerial Decision-Making Areas – Make or Buy.	10

REFERENCE BOOKS:

- 1) Michael Nowicki “Hfma’s Introduction to Hospital Accounting”, Health Administration Press, 7th Edition, 2018
- 2) M N Arora “A Textbook of Cost and Management Accounting” Vikas Publishing House, II/e, 2021
- 3) Debra C.Jeter, Paul K.Chaney “Advanced Accounting” 7th Edition, E-Book, 2019
- 4) A.Murthy, T.S. Reddy “Financial Accounting” Margham Publications, 2017
- 5) Shukla, MC and TS Gremal, “Advanced Accounts, S-Chand.
- 6) Arora R.K. “Financial Accounting” Wiley India Pvt. Ltd, 2/e
- 7) Praveen Sharma “Advanced Accounting” by Taxmann, 3rd Edition, Aug., 2021
- 8) Maheswari, S.N. & SK Maheswari, “An Introduction to Accountancy”, Vikas.
- 9) Dr. A.K. Singhal & Dr. A.K. Ahlawat “Fundamentals of Accounts” Vayu Education of India publications
- 10) “Beginners Guide on Goods and Services Tax” published by The Institute of Company Secretaries of India, 2017
- 11) Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118: 2nd edition.
- 12) Periasamy. P, Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.
- 13) Jain, S.P. and Narang, Advanced Cost and Management Accounting, Kalyani Publishers Ludhiana, Revised Edition, 2019.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	2	3	2	3	3	2	2
CO2	3	2	3	3	3	3	3	3	3
CO3	3	3	2	2	3	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2
CO5	2	2	3	2	3	2	2	3	3
CO6	3	3	2	2	2	3	3	2	2
CO7	3	2	3	3	3	3	3	3	3
CO8	2	2	3	3	2	2	2	3	3



HA 2.3 (R22): PURCHASE AND INVENTORY MANAGEMENT FOR HOSPITALS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the hospital purchase concepts with effective Principles of Purchasing Management.	Remember
CO 2	Develop skills to focus the hospital inventory management with managing lead time's analysis, and maximum, minimum level, reorder level and safety positions of the inventory.	Analyze
CO 3	Identify the different types of Standardization, Codification and Classification of materials used in hospitals.	Understand
CO 4	Analyze the equipment planning process and various associated maintenance to hospital equipment and technology	Analyze
CO 5	Develop software skills for material management in modern hospitals	Understand

SYLLABUS

Units	Content	Hours
I	LOGISTIC MANAGEMENT: importance-objectives-functions-Principles; Purchasing Management – objectives –scope-centralized vs. decentralized purchasing- Principles of Purchasing Management-Tendering Procedures – procurement procedure - Letter of credit	10
II	INVENTORY CONTROL: significance- objectives-categories of hospital inventories- types of Inventory cost –Inventory Control Systems – Pareto's law; Inventory techniques: ABC/VED Analysis–Lead Time Analysis – Maximum and Minimum Level - Reorder level – Economic Order Quantity (EOQ) - JIT.	12
III	STORE MANAGEMENT: importance- objectives and functions-location and layout- documentation and store procedure- storekeeper-Types of stores in a hospital; Standardization-Codification and Classification of materials.	14

IV	EQUIPMENT PLANNING AND PROCUREMENT: hospital equipments- Steps in equipment selection – replacement and buy back policy; Utilization: equipment history and documents-maintenance and monitoring of biomedical equipments– Factors leading to poor utilization of equipment.	10
V	RECENT TRENDS IN MATERIALS MANAGEMENT: scope and objectives of hospital materials management- Types of Materials used and stored in a Hospital –Computerization of Materials management.	10

REFERENCE BOOKS:

- 1) Purchasing and Materials Management, K C Jain & JeetPatidar, S. Chand Publishing, 2019.
- 2) Introduction to Materials Management, Pearson, Pearson Education, Eighth edition, 2017.
- 3) Purchasing and Materials Management, P. Gopalakrishnan, McGraw Hill Education; 1st edition, 2017.
- 4) Purchasing and Supply Chain Management Hardcover, Robert Handfield , Larry Giunipero, James Patterson, Robert Monczka , South-Western College Publishing; 6th edition , 2015.
- 5) Handbook of Materials Management, Gopalkrishnan P , Prentice Hall India Learning Private Limited; Second edition, 2015.
- 6) Purchasing and Materials Management, PatidarJeet S Chand & Company, 2011.
- 7) Hospital Stores Management An Integrated Approach, Sunil Kant Gupta Shakti, Jaypee Brothers Medical Publishers; First edition, 2007.
- 8) Purchasing and Materials Management, PatidarJeet, S Chand & Company, 2011.
- 9) Purchasing And Inventory Management - Revised Edition, K. S Menon , Sarika Kulkarni ,Shroff Publishers; First edition, 2011
- 10) Inventory Management, Chandra Bose, Prentice Hall India Learning Private Limited; 1st edition, 2006.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	2	2	2	2	2	3	2
CO2	3	2	3	3	3	3	3	2	3
CO3	2	3	2	1	2	2	2	2	1
CO4	1	3	1	2	2	1	1	1	2
CO5	2	2	2	1	1	2	2	3	1



HA 2.4 (R22): RESEARCH METHODS AND HEALTHCARE ANALYTICS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the need, purpose, objectives, types of research and research process in healthcare organisations for the growth of organisation.	Remember
CO 2	Student will be proficient in identifying the research problem, formulation of hypothesis data collection and preparation of research report	Understand
CO 3	Apply probability and nonprobability sampling techniques while collecting sample collection in healthcare research	Apply
CO 4	Able to understand how to prepare an effective questionnaire, different data collection methods and analysis methods in research; by that student will propose solutions to hospital problems;	Analyze
CO 5	Students will have a comprehensive knowledge on Healthcare analytics including sickness data collection and analysis of sick data, and also on vital statistics based on this data the student can develop formulate future strategies.	Analyze

SYLLABUS

Units	Content	Hours
I	Research Methodology: An introduction- meaning of research- objectives of research- types of research- research process.	10
II	Theory of Sampling: concept of sampling- probability and non-probability sampling techniques- size of the sample- sampling distribution- sampling error- criteria for selecting- sampling procedure- census and sample.	12
III	Measurement and Scaling: nature- types of measurement scales- nominal, ordinal, interval and ratio- validity and reliability in scaling- MDS&ranking and rating scale- Likert's Summated scale- Thurstone's Equal Appearing intervals- out line of MDS-Q sort.	14

IV	Data collection and Presentation: primary and secondary data- methods of data collection- questionnaire- designing questionnaire, pre testing questionnaire- Data Presentation: editing of primary data, classification of data, guidelines for class selection- objectives and types of classification, frequency distribution- charting of the data- bar chart, histograms and two-dimensional graphs, mean, median, S.D, Regression analysis correlations- chi-square.	10
V	Healthcare Analytics and Report Writing: introduction of health care analytics- data- utilization of basic data-sources of health statistics - problems in collection of sickness data- measurement of sickness- vital statistics- Report Writing.	10
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999. 2) G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996. 3) Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, New Delhi, 1996. 4) Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996 5) Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982. 6) C.R.Kothary “Research Methodology” New Age International Pvt Ltd Publishers; 2nd edition 2009. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	-	3	2	3	2	-	3	2	2
CO2	2	2	-	3	2	-	3	2	-
CO3	-	2	3	2	-	2	-	-	3
CO4	2	3	2	3	2	3	2	3	2
CO5	3	2	-	3	3	3	2	2	-

HA 2.5A (R22): MEDICAL AUDIT AND RECORDS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understanding the principles and methods of medical audit and record-keeping, including the role of audit in ensuring quality and safety of patient care.	Understand
CO2	Learning the importance of accurate and complete documentation of patient medical records, including legal and ethical considerations, confidentiality, and data protection	Learning
CO3	Understanding the different types of medical audits and how they are conducted, including clinical audits, process audits, and outcome audits.	Develop
CO4	Developing skills in data collection, analysis, and interpretation, including the use of statistical methods and tools for data visualization	Develop
CO5	Learning to identify areas of clinical practice or healthcare systems that need improvement, and developing strategies for implementing changes to improve patient care	Learn
CO6	Understanding the role of medical audit and record-keeping in healthcare governance, regulation, and quality assurance, including accreditation and certification	Understand
CO7	Students will learn about managing human resources in the healthcare industry, including employee recruitment, retention, and development.	Learn
CO8	Students will develop critical thinking skills and ethical decision-making abilities that are essential for leadership positions in healthcare organizations.	Develop & Apply

SYLLABUS

Units	Content	Hours
I	Introduction, definition, origins and development in Medical Audit: Medical Audit Policy; Concepts in Medical Audit; Role of Medical Record in Medical Audit; Medical Audit related to diagnosis, investigations and therapy.	

II	Use of Computers in the Audit Process; Global Perspective of Medical Audit; Types of Medical Audit; Appraisal of Medical Audit; Methods of Medical Audit.	
III	Medical Records; Analysis of Medical records; Qualitative, quantitative and statistical committees; EMRD; Medical Registers; Statutory records; Safety, infection surveillance, prevention and control audits.	
IV	Admission, Billing, Nursing Records; Diagnostic Records; Infection Control Records; Maintenance of Intensive Care Units Records.	
V	Housekeeping Records; Food Records; Engineering Records; Maintenance Records; Security Records; Fatal Documents; Mortuary Maintenance Records; Transportation records; Medico Legal Records.	

REFERENCE BOOKS:

- 1) AnjanPrakash, DeepaliBhardwaj, Medical Audit, Jaypee Brothers Medical Publishers, New Delhi, 2011.
- 2) McGrathE.H., S.J., Basic Managerial Skills for All, Prentice-Hall of India Private Limited, New Delhi, 2004.
- 3) Srinivasan A.V. (ed), Managing a modern hospital, Response Books, New Delhi.
- 4) Essentials for Hospital Support Services-Sharma and Madhuri
- 5) Goel SL, Kumar R, Hospital Supportive Services, Deep & Deep Publications Pvt.Ltd, 2004.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	3	3	3	2	3	2	2	3
CO2	1	3	2	2	2	3	3	3	2
CO3	1	3	3	2	3	3	3	2	2
CO4	2	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	2	3	2	3	3
CO7	3	3	2	3	2	3	3	3	3
CO8	2	3	3	3	3	3	3	3	3

HA 2.5B (R22): HEALTHCARE LAWS, ETHICS AND COUNSELING

SKILLS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understanding of healthcare laws and regulations: Students should gain a thorough understanding of healthcare laws and regulations at the local, national, and international levels. This includes an understanding of healthcare policy, insurance regulation, and healthcare delivery models.	Understand
CO2	Knowledge of healthcare ethics: Students should be familiar with ethical issues related to healthcare, including informed consent, patient confidentiality, and end-of-life care. This includes an understanding of ethical principles and how to apply them in different situations.	Learning
CO3	Counselling skills: Students should be able to apply counseling skills to help patients and their families cope with healthcare issues. This includes an understanding of communication skills, empathy, and active listening.	Develop
CO4	Knowledge of mental health: Students should be familiar with mental health issues that may arise in healthcare settings. This includes an understanding of mental health disorders, their causes, and appropriate treatment options.	Develop
CO5	Knowledge of patient advocacy: Students should understand how to advocate for patients and their families, including how to work with healthcare providers and insurance companies to ensure patients receive the care they need.	Learn
CO6	Legal and ethical decision making: Students should be able to make sound legal and ethical decisions in healthcare settings, including understanding the legal implications of healthcare decisions and the ethical implications of different treatment options.	Understand
CO7	Professional conduct and accountability: Students should understand the importance of professional conduct and accountability in healthcare settings, including maintaining confidentiality, ethical behaviour, and adherence to professional standards.	Learn

SYLLABUS

Units	Content	Hours
I	Establishment: Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.	12
II	Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.	14
III	Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions– Requisitions of a valid disciplinary enquiry; Service Conditions; Retrial benefits; Social Security and Insurance	12
IV	Legal frame work: Patient right's and responsibility; Medical mal practice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anaesthesia and Surgery.	10
V	Counseling skills: Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counseling strategies & interventions; Changing behavior through counseling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.	14

REFERENCE BOOKS:

- 1) S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
- 2) Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
- 3) Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
- 4) Kavita Singh, Counseling skills for Managers' PHI Publishing House.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	2	2	3	2	2
CO2	-	3	-	2	-	3	2	2	2
CO3	2	2	-	3	2	3	3	3	3
CO4	-	3	2	3	-	3	2	3	3
CO5	-	3	1	3	-	2	3	2	2
CO6	1	3	-	3	-	3	3	3	3
CO7	2	3	2	3	2	3	3	3	3



HA 2.5C (R22): MEDICAL TOURISM

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understanding the global healthcare industry: Students should gain a deep understanding of the global healthcare industry, including its structure, trends, and challenges. This includes an understanding of the various healthcare systems around the world, the role of private and public healthcare providers, and the impact of globalization on healthcare.	Understand
CO2	Knowledge of medical treatments and procedures: Students should be familiar with different medical treatments and procedures that are commonly offered to medical tourists. This includes an understanding of the risks and benefits of these treatments, as well as their costs.	Learning
CO3	Knowledge of legal and ethical issues: Students should be familiar with legal and ethical issues related to medical tourism, including issues related to patient confidentiality, informed consent, and liability.	Develop
CO4	Marketing and management skills: Students should be able to apply marketing and management skills to promote and manage medical tourism services. This includes an understanding of branding, pricing, promotion, and customer service.	Develop
CO5	Cultural competence: Students should be able to work effectively with patients and healthcare providers from different cultures. This includes an understanding of cultural differences and how to communicate effectively across cultures.	Learn
CO6	Understanding of risk management: Students should have a basic understanding of risk management in the medical tourism industry, including risk assessment, risk mitigation, and risk transfer.	Understand
CO7	Ability to evaluate the quality of medical tourism services: Students should be able to evaluate the quality of medical tourism services, including the quality of healthcare providers, facilities, and accommodations.	Learn

SYLLABUS

Units	Content	Hours
I	Medical Tourism – an Introduction. Tourism- Meaning, Definition, history and growth of medical tour operation business, Motives, classification and components of tourism-medical tourism – Nature and scope- origin and growth of travel agencies.	10
II	Growth of Medical Tourism Industry – SWOT analysis – Medical Tourism Products – Factors and steps for designing product or tour package – Approvals and formalities – Pre-tour arrangements – Tour operators- post tour management – claiming health insurance in medical tourism- Medical tourism facilitators.	12
III	Medical Tourism – Legal Aspects: Certification and accreditation in Medical tourism – Ethical, Legal Economic and environmental issues in medical tourism- medical malpractice.	14
IV	Medical Tourism and Promotional strategies: Branding – Digital marketing – Public Relations- word of mouth communication- Promotion strategies adopted by various Hospitals. Public relations.	12
V	Recent Trends in Medical Tourism – present business trends and future prospects problems and issues.	14
REFERENCE BOOKS: 1) P.N. Girija Prasad, Medical Tourism New Directions, Adhyayan Publishers & Distributors 2) Amitabha Ghose Health Tourism: A Case for India , SBS Publishers and Distributors Pvt Ltd. 3) Bezbaruah M.P. (New Delhi) Indian Tourism Beyond the Millennium 4) Dixit. Medical Tourism Geography and trends, Royal Publication.		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	3	3	3	2	2	3	3	2
CO2	3	3	3	2	3	3	3	3	3
CO3	2	3	3	3	2	3	3	3	3
CO4	3	3	3	3	2	3	3	3	3
CO5	2	3	3	3	1	3	3	1	3
CO6	2	3	3	3	3	3	3	3	3
CO7	3	2	3	2	3	3	3	3	3

HA 2.6A (R22): HOSPITAL ADMINISTRATION

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understanding of the healthcare industry: Students should gain a deep understanding of the healthcare industry, including its structure, trends, and challenges. This includes an understanding of the various healthcare systems around the world, the role of private and public healthcare providers, and the impact of healthcare policy on healthcare delivery.	Understand
CO2	Knowledge of healthcare management: Students should be familiar with healthcare management principles and practices, including financial management, strategic planning, human resources management, and quality improvement.	Learning
CO3	Knowledge of hospital operations: Students should have a deep understanding of hospital operations, including clinical operations, administrative operations, and support services.	Develop
CO4	Healthcare information systems: Students should be familiar with healthcare information systems and their role in hospital management.	Develop

SYLLABUS

Units	Content	Hours
I	Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.	10
II	Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.	12

III	Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport.	14
IV	Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization	12
V	Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.	10

REFERENCE BOOKS:

- 1) Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
- 2) Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
- 3) JoshiDC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
- 4) Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	2	3	2	1	3	3	3	3
CO2	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3
CO4	1	3	3	3	2	2	3	3	3

HA 2.6B (R22): EPIDEMIOLOGY AND HEALTH EDUCATION**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	The basic terminologies in epidemiology, health and disease	Remember
CO 2	Basic concepts of health and disease, factors affecting health and disease.	Understand
CO 3	Different types of epidemiological studies	Apply
CO 4	Knowledge about population, its significance in healthcare administration	Analyze
CO 5	Knowledge about national health programmes, population policy and role of health care administrators in implementation of these policies.	Understand

SYLLABUS

Units	Content	Hours
I	Concept of Health and disease principles - Concepts of Health, Definition and Dimensions of Health, spectrum of Health, Determinants of Health, Indicators of Health, Concepts of disease, Concept of disease causation, Natural history of disease, Concepts of disease control, Levels of prevention, Modes of disease intervention, International Classification of disease. Definition and basic concepts of Epidemiology including epidemiological triad, Basic measurement in Epidemiology including measures of mortality and morbidity, Methods of Epidemiology, infectious disease epidemiology, Investigation of an epidemic Outbreak	10
II	Demography: Concept, Cycle. National Family Planning Programme Health Education: Definition. Changing Concept of Health Education, Approaches, and Models. Contents, Principles and Practices of Health Education.	14

III	Communicable and Non –Communicable Disease - Nosocomial infections and other common communicable disease: Measles, Chickenpox, Tuberculosis, Viral Hepatitis, HIV/AIDS, Tetanus, Common Non-Communicable Disease- Coronary Heart Disease, Hypertension, Diabetes, Cancer.	12
IV	Hospital Associated Infections: Definition. Epidemiology. Control, prevention and Surveillance, infection Control Responsibilities.	14
V	National Health Programmes - Health education, Methods, materials, communication for health education, mass media, mass communication, health planning and management. National Health Policy-Definition, different health policies, National Population Policy	10

REFERENCE BOOKS:

- 1) Patwardhan, Nita. Hospital associated infection: epidemiology prevention and control. Jaypee Brothers Medical Publishers.
- 2) Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
- 3) Control of Hospital infection-A Practical handbook –GAJ Ayliffe, E.J.L. Lawbury, AN Geddes, JD Williams, Chapman and Hall Medical Chennai
- 4) https://opendora.minnstate.edu/islandora/search?type=dismax&f%5B0%5D=mods_name_namePart_ms%3AAntunez%2C%5C%20Giovanni Principles of Epidemiology
- 5) Martin L Bovbjerg: Foundations of Epidemiology, Oregon state university.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	2	3	3	2	3	3	3
CO2	3	2	3	3	3	1	2	3	3
CO3	1	2	3	3	2	3	2	3	3
CO4	3	2	3	1	3	2	2	1	1
CO5	2	3	1	3	3	2	3	3	3



Third Semester

M.B.A. HOSPITAL ADMINISTRATION

SEMESTER-III

HA 3.1 (R22): HOSPITALS OPERATIONS MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the key concepts and decisions, application of advance operations technology for healthcare operations management.	Remember
CO 2	Develop skills to optimize operations strategy for location and selection decision operational processes in healthcare organizations.	Understand
CO 3	Analyze the role of work study and method study analytics in healthcare operations management	Apply
CO 4	Identify and evaluate statistical quality control and accrediting in hospital operations management.	Analyze
CO 5	Learn techniques for managing bio-medical technology application in hospital environment including calibration tests, bio medical hazards and waste disposals.	Understand
CO 6	Understand the role of operations of utility and auxiliary facilities in hospital management.	Understand

SYLLABUS

Units	Content	Hours
I	Hospital Operations Management: concept-role and decisions-application of computer and advanced operations technology- front office & back office-operations of supportive services in hospital.	12
II	Operations Strategy: significance of Operations Strategy- elements-technology selection and process development- developing operations strategy; Facility Location and Layout: importance of location-factors- general steps in location and selection decision process- types of lay outs.	14
III	Productivity and Work Measurement: Concept - factors affecting the productivity- Productivity measures; Work Study: objective and scope of work study -Techniques-Method Study; Work Measurement: different methods- work sampling.	12

IV	Value Management: Value engineering-value analysis; Quality Control: Standards and specifications – Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts-Accreditation and Accrediting organizations in hospital.	10
V	Operations of Utility and Auxiliary Facilities: Bio-Medical Engineering-Bio-Medical technology application in hospital environment- calibration tests, bio medical hazards-waste disposals; Role of Operations of utility and auxiliary facilities in hospital management.	12

REFERENCE BOOKS:

- 1) Healthcare Operations Management: A Systems Perspective, Dr.James Laungabeer, Jeffrey Helton, Jones & Bartlett Learning; 3rd Edition-2020.
- 2) Operations Management, William J Stevenson, McGraw Hill, 12th Edition-2018.
- 3) Production and Operations Management, S.A. Chunwalla, D.R.Patel, Himalaya Publishing House, 9th Edition-2018.
- 4) Healthcare Operations Management, Daniel B.Mc Laughlin, John R.Olson, Third Edition-2017.
- 5) Production Management; Advanced Models, Tools and Applications for Pull Systems, YacobKhojasteh, 1st Edition Productive Press-2017.
- 6) Fundamentals of Operations Management, Sandeep Shrestha, Durga Prasad Chapagai, Asmita Books Publishers & Distributions (P) Ltd-2017.
- 7) Operations Management in Healthcare: Strategy and Practice, Corinne M. Karuppan, Nancy E. Dunlap, Michael R.Waldrum, Springer Publishing Company, 1st Edition-2016.
- 8) Production and Operations Management, R.B.Khanna, PHI-2013.
- 9) Production and Operations Management, Prof.K.C. Jain, Dr.P.L.Verma, Mr.Prabhat Katikey, Dreamtech Press-2013.
- 10) Hospital Operations-Principles of High Efficiency Healthcare, Wallace J. Hopp, William S. Lovejoy, Jeffery S. Desmond, Christopher R.Friese, Steven L. Kronick, Michael W.Mulholland, Jeffrey L. Myers, Pearson F T Press, 1st Edition-2012.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2	2	3	3	2	2	2
CO2	2	3	1	2	2	3	3	1	2
CO3	2	3	3	3	2	1	3	3	3
CO4	3	3	2	2	1	1	3	2	2
CO5	2	3	3	2	2	2	3	3	2
CO6	2	1	3	3	3	3	1	3	3



HA 3.2 (R22): MARKETING OF HEALTHCARE SERVICES**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understand the unique characteristics of services	Understand
CO2	Develop an understanding of the service marketing mix	Develop
CO3	Learn to conduct market research for service industries	Learn
CO4	Understand the importance of service quality and customer satisfaction	Understand
CO5	Learn to develop and implement effective service marketing strategies	Learn
CO6	Understand the role of digital marketing in service industries	Understand
CO7	Develop skills to effectively communicate and promote services to customers	Develop
CO8	Identify and evaluate emerging trends and innovations in service marketing	Identify & Evaluate

SYLLABUS

Units	Content	Hours
I	Understanding Service Markets, Products and Customers: introduction to Service marketing- Distinctive Marketing Challenges in Services. Service Marketing Mix, customer Behavior in Service Encounters; Customer Decision Making; The Three-Stage Model of Service Consumption- Pre-Purchase Stage, Service Encounter Stage and Post- Encounter Stage	12
II	Building the Service Model: Planning and creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services, Branding Strategies for Services. Distribution in Services, Determining the Type of Contact- Options for Service Delivery. Place and Time Decisions, Delivering Services in cyberspace; the Role of Intermediaries; The challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.	14

III	Service Pricing and Revenue Management: objectives for Establishing Prices; pricing Strategy- Cost-based, Value based. Competition based. Measure the Effectiveness of a Firm's Revenue Management, price Elasticity.	12
IV	Designing and Managing Service processes: Service Process- Designing and Documenting Service Processes. Developing a Service Blue print, Service Process Redesign, Customer participation in Service processes.	10
V	Implementing Profitable Service Strategies: customer Loyalty, customer-Firm Relationship, the wheel of Loyalty, creating Loyalty Bonds. Strategies for reducing customer Defections. CRM: customer Relationship Management, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Learning from Customer Feedback. Improving Service Quality and Productivity.	12
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Christopher Lovelock, C., &Wiltz. J. (2016). Service marketing, people, technology strategy, a south Asian perspectives Pearson publication 2018. 2) Douglas Hoffman & John E.G. Bateson “service Marketing concepts, strategies and cases, cengage publications, 2017. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	-	2	3	3	2	2
CO2	3	3	3	2	3	3	2	3	2
CO3	3	3	2	2	3	2	3	2	2
CO4	3	2	3	2	2	3	3	2	2
CO5	3	3	2	2	3	2	3	2	2
CO6	3	3	3	3	3	2	3	3	3
CO7	2	3	3	3	2	3	2	3	3
CO8	2	3	3	3	2	3	3	3	3

HA 3.3 (R22): MANAGEMENT INFORMATION SYSTEM FOR HEALTHCARE ORGANIZATIONS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Relate the basic concepts and technologies used in the field of management information systems;	Remember
CO 2	Compare the processes of developing and implementing information systems.	Understand
CO 3	Outline the role of the ethical, social, and security issues of information systems.	Apply
CO 4	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	Analyze
CO 5	Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.	Apply

SYLLABUS

Units	Content	Hours
I	Information System Concept – Information Resource Management – Data and Information Management	12
II	Management Information System – Evolution – MIS in Strategic Advantage – Systems Approach in Problem Solving – MIS in Decision Making – DBMS Models	14
III	Decision Supporting Systems – Data Mining for Decision Support – Sensitivity Analysis – Goal Seeking Analysis – What if Analysis – Optimization Analysis	12

IV	Developing MIS System –System Development Life Cycle – System Specification – System Analysis – System Design – System Implementation.	10
V	Hospital Information System: Introduction to HIS – Scope of HIS – Benefits of HIS – HIS Selection Criteria – Guide for Purchasing Software – Some Commonly Used Software: Tele health, HER/EMR: Clinical Decision Support System, Administrative Information System, health Information System – RFIO in healthcare.	12

REFERENCE BOOKS:

- 1) Gordon B.Davis and M.H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing, 1984.
- 2) Erid Muford. *Effective Systems design and requirements analysis*, McGraw Hill, 1995.
- 3) Mahadeo Jaiswal& Monika Mital, *Management Information System*, Oxford University Press, 2005.
- 4) Rajesh Narang, *Data Base Management System*, Prentice-Hall India Private Limited, New Delhi, 2004.
- 5) Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.
- 6) Kenneth.C. Laudon & Jane P.Laudon, *Management Information System* Prentice-Hall India Private Limited, New Delhi, 2006.
- 7) Jerome Kanter, *Managing with Information*, Prentice-Hall India Private Limited, New Delhi, 2004. 4th Edition.
- 8) P. Weill & M. Broadbent “Leveraging the New Infrastructure: How Market Leaders Capitalize on IT”, Harvard Business School Press, May 1998

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	1	2	3	2	1	3	2
CO2	3	2	3	1	2	3	3	2	1
CO3	1	1	2	3	2	2	2	1	3
CO4	2	3	2	3	1	1	2	3	3
CO5	3	2	1	2	3	3	1	2	2

HA 3.4A (R22): - PUBLIC HEALTH SYSTEMS**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the History of public health system, Policy, services and Healthcare infrastructure in India.	Remember
CO 2	Developing Economic evaluation of health care with Economics of markets and market intervention and Concepts in Policy Formulation for Role and responsibility of Government in the Health Sector.	Understand
CO 3	Evaluate and Analysis the Financing, Resource Allocation and Health Sector Reform in Healthcare systems around the world.	Apply
CO 4	Developing the skills to analysis and operation research in Health Care Programmes including Control mechanisms	Analyze
CO 5	Understanding the Recent trends in public health systems like Information technologies and changing needs of public health work force.	Apply

SYLLABUS

Units	Content	Hours
I	Public health System: Definition and scope; Organizations and sectors that are involved in the public health system; Roles and functions, Essential Public health services; Public health system in India; Healthcare infrastructure in India – public and private; Public health Policy, History of public health in India, Bhore committee, national health committees since Independence.	12
II	Issues, Theories and Concepts in Policy Formulation: Welfare economics and investments in human capital; Health Economics– Demand of Health and Health services; Demand elasticity and health; Economic evaluation of health care; Economics of markets and market intervention; Role and responsibility of Government in the Health Sector; Evidence Based Policy	14

III	Financing, Resource Allocation and Health Sector Reform: Mobilizing finance & model of financing; Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option; Role of International Agencies; Health systems around the world: Reliance on the state, voluntary insurance-based system, social insurance system, parallel systems; Health sector reform – trends, country experiences, Analytical Approaches	10
IV	Plan Implementation and Control: National Health Programmes; Tools for improving planning process; Regulation of Health services and research; Measurement of Health / medical needs and services utilization; Resource Allocation: cost benefit analysis – Eco based budgeting; System analysis and operation research in Health Care Programmes; Control mechanisms.	12
V	Recent trends in public health systems: Emerging trends in health care; Recent Trends in Public Health; Future trends affecting public health: challenges and opportunities; Changes in health care delivery systems, Information technologies, Changing needs of public health work force, Growth in health-related partnerships, Population risk factors; Consumerism and healthcare; Social Determinants of Health	14
REFERENCE BOOKS: 1) Park K, Park's Textbook of Preventive and Social Medicine, Publisher, Banarsidas Bhanot. 26th Edition, 2021 2) Srinivasan R, Health Care in India - Vision 2020 - Issues and Prospects, https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/bkrap2020/26_bg2020.pdf		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	1	1	2	3	1
CO2	2	2	3	3	2	2	3	2	2
CO3	1	1	2	2	3	3	2	1	3
CO4	3	3	2	2	1	1	2	3	1
CO5	2	2	1	1	3	3	1	2	3

HA 3.4B (R22): HEALTHCARE MANAGEMENT AND PHARMACEUTICAL MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understanding the issues involved in Physical, Biological, Social and cultural and economic environmental, Political and Legal, Technological and natural factors in health care.	Remember
CO 2	Identify the Evolution of health care systems with Changing concepts of health and disease, Public health, Health Committees in India.	Understand
CO 3	Developing the skills for Medical education, Public Health Acts, and Community health insurance schemes.	Apply
CO 4	Analysis and evaluate Indian regulations of Drug formulations including Medical devices and Pharmacy legislations	Analyze
CO 5	Understanding the role of healthcare management in promoting team skills with recent trends.	Apply

SYLLABUS

Units	Content	Hours
I	Introduction; Physical Environment – Water requirements, Pollution, Purification; Air, Sound, Ventilation – Pollution and control; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care.	14
II	Evolution of health care systems – Changing concepts of health and disease; Public health; Health Committees in India; Primary Health Care approach – Principles and elements; .Public & private sectors in health; Indigenous systems of medicine (AYUSH); Voluntary organizations.	12

III	National health Policy; Population Policy; Drug Policy; Blood Policy; Medical education Policy; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defence and Railways health programmes.	10
IV	Pharmacy Pharmacopeias, Pharmaco dynamics, Economics of new drug development; Drug formulations – Powders, tablets, syrups, elixirs, suspensions, capsules, topical preparations; Slow/sustained release preparations; Medical devices; Pharmacy legislations and regulations; IND; New drug promotion and launching; Nutraceuticals.	14
V	Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issues; Contracting in Health care; Effective Media communication; Robotic surgery, Telemedicine; Medical Tourism.	12

REFERENCE BOOKS:

- 1) Joshi. S. K (2010). Law and practice of Medicine. Jaypee Brothers Medical publications
- 2) Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
- 3) S.L.GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt. Ltd., New Delhi.
- 4) Joshi' D C & Joshi, Mamta. (2009). Hospital administration. Jaypee Brothers Medical Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	2	1	3	2	1	1
CO2	3	3	2	1	2	3	3	2	2
CO3	1	1	2	2	3	1	1	3	3
CO4	3	3	2	2	2	3	3	1	2
CO5	1	2	3	3	2	2	1	1	2

HA 3.4C (R22): PROJECT MANAGEMENT IN HEALTHCARE**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understanding the role of healthcare project management, including Project Planning, monitoring and control of the investment projects.	Remember
CO 2	Developing the skills for project management framework and to control the healthcare project systems in India	Understand
CO 3	Understand the non-profit sector Project evaluation in healthcare Project management with appropriate software	Apply
CO 4	Analysis the investment criterion and choice of techniques for public and private sectors Project Appraisal in Healthcare in Business.	Analyze
CO 5	Developing the skills to healthcare Project Financing and Implementation including Tax planning while financing for healthcare projects.	Understand

SYLLABUS

Units	Content	Hours
I	Healthcare Project Preparation: Meaning and importance of Project; Types of projects; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. Identification of investment opportunities; Pre-feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis;	10
II	History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework.	12

III	Project Appraisal in Healthcare: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modelling for multiple project	14
IV	Healthcare Project Financing and Implementation: Judgmental, Behavioral, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management; Project Review and Administrative aspects.	12
V	Contemporary issues in project appraisal: Project evaluation in healthcare non-profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.	10
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Clifford, F. G., & Larson, E. W. (2018). 7th edition, Project management the managerial process: McGraw-Hill. 2) Chandra, P. (2014). Projects: Planning analysis, selection, financing, implementation and review (8th ed.): McGraw Hill 3) Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). Project management (4e): John Wiley & Sons. 4) Shenhar, A. J. and Dvir, D. (2007). Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation, Harvard Business School Publishing 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	1	1	3	3	1	3	1
CO2	3	3	2	2	1	1	2	1	2
CO3	1	1	3	3	2	2	3	2	3
CO4	3	3	2	2	1	1	2	1	2
CO5	1	1	3	3	2	2	3	2	3

HA 3.5 (R22): CORPORATE GROOMING & MANAGERIAL SKILL DEVELOPMENT FOR HEALTHCARE PROFESSIONAL

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Develop clear objectives, goals, strategies, and measures for integrating health, safety, and the environment into the culture of your organization	Remember
CO 2	Create specific methods for pitching occupational health, safety, and environmental initiatives to organizational decision makers	Understand
CO 3	Employ listening skills to develop more effective negotiation and conflict-resolution techniques	Apply
CO 4	Manage time effectively and coach others in this practice	Analyze
CO 5	Use the most appropriate management style for every situation	Understand
CO 6	Understand the characteristics of both a transactional and transformational leader	Apply

SYLLABUS

Units	Content	Hours
I	Personal Skills: Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.	12
II	Problem Solving and Relationship Building: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.	14
III	Effective Presentation Skills: Steps in Effective Presentation Reducing the content to suit presentation, representing content on PowerPoint Presentations, creating presentations, Practical exercises on presentations.	10

IV	Power Dressing and Corporate Etiquettes: Dressing for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues. Mannerisms and Etiquettes to be followed in a Corporate Environment.	12
V	Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ	14

REFERENCE BOOKS:

- 1) Dr.V.K.Jain Om Prakash Biyani (2007) Business Communication S.Chand& Co
- 2) J.Priyadharshini(2010) Business Communication Charulatha Publications
- 3) P.Varsheny (2012) Managerial Skill Development Alfa Publications
- 4) Sarvesh Gulati (2012), Corporate grooming, Rupa publications.
- 5) A Handbook of Personality Development (2021) , Finger Print publishing
- 6) R.K.Madhukar (2018) Business Communication 3rd Edition Vikas Publishing House
- 7) ShikaKappor(2020) Personality Development and Soft skills Wiley Publications
- 8) Nancy R.Mitchell,(2021) Etiquette Rules A Field Guide to Modern Manners

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1	2	3	1	2	2	3	1
CO2	2	2	3	2	3	1	3	2	3
CO3	1	3	1	1	2	3	1	1	2
CO4	3	1	2	3	1	2	2	3	1
CO5	2	2	3	2	3	1	3	2	3
CO6	1	3	1	1	2	3	1	1	2

HA 3.6A (R22): TOTAL QUALITY MANAGEMENT AND HOSPITAL ACCREDITATION

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understanding the Evolution of Quality Management and concepts including Quality Circles and Quality Assurance in healthcare organization.	Remember
CO 2	Evaluate the Quality Management in Hospital various clinical and non clinical departments in modern hospitals.	Understand
CO 3	Analysis the skills to the Business Process Reengineering, Six Sigma, and TQM practices in Indian Hospitals	Apply
CO 4	Developing the skills for effective communication to total quality management team work including Employee involvement in healthcare Key result areas.	Analyze
CO 5	Understanding Roles in Quality Commitment to Patients and Staff and Code of Conduct for Health Professionals with Obstacles to the practice of Quality in Hospitals.	Understand
CO 6	Understanding Concept of Hospital Accreditation including India and abroad Organizations for accreditations process in systematically.	Apply

SYLLABUS

Units	Content	Hours
I	Evolution of Quality Management: Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.	12
II	Quality Management in Hospital: Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.	14

III	Team work and Tools in TQM: TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.	10
IV	Organisation and Roles in Quality: Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.	12
V	Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organisations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.	14
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010 2) Sridhar Bhat, Total Quality Management, Himalaya House pub., Mumbai, 2002 3) SundaraRaju S.M., Total Quality Management: A Primer, Tata McGraw Hill 4) D.D. Sharma, Text book of Quality Management 5) Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	1	1	2	3	3
CO2	1	1	3	3	2	2	3	1	1
CO3	2	2	3	3	1	1	3	2	2
CO4	3	3	2	2	1	1	2	3	3
CO5	1	1	3	3	2	2	3	1	1
CO6	2	2	3	3	1	1	3	2	2

HA 3.6B (R22): SUPPLY CHAIN MANAGEMENT IN HOSPITALS**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understanding the Supply Chain Management evolution including the Supply chain planning framework for the healthcare organizations.	Remember
CO 2	Analysis the skills to the quick responses for Supply Chain Management demand fluctuation in hospitals	Understand
CO 3	Evaluate the causes and consequences of Supply Chain Management in Hospitals and its Impact in the technology.	Apply
CO 4	Developing the effective Inventory Control in health care supply chain including the maintenance of the stock records.	Remember
CO 5	Analysis the Supply chain data and Managing sustainability and ethics in Supply Chain Management.	Understand
CO 6	Developing the skills to evaluate and measure the impact of recent trends in supply chain management at the outcomes of healthcare organizations.	Apply

SYLLABUS

Units	Content	Hours
I	Overview on SCM, Evolution of SCM, Key issues of SCM, Competitive strategy vis-à-vis supply chain strategy, Achieving strategic fit- Supply chain planning framework.	12
II	Supply Chain dynamics, managing demand fluctuation, risk and uncertainty in a supply chain: Quick response/Efficient customer response (ECR) strategy, Global score card.	14
III	Supply chain coordination: Bullwhip effect - causes and consequences, Bullwhip effect quantification, Impact of centralized information on bullwhip effect, mitigating strategies, Information sharing and incentives.	12


IV	Selective Inventory Control in health care, Role of logistics and transportation in a health care supply chain, Modes of logistics, transportation and their performance characteristics, Trade-offs in transportation, Reverse logistics, Best practices in supply chain and logistics in health care.	10
V	Supply chain data analytics, Data based Supply chain performance analysis and benchmarking: Challenges and opportunities in SCM, Managing sustainability and ethics in Supply Chain Management. Recent trends in Supply chain management.	12

REFERENCE BOOKS:

- 1) Chopra, S. and Meindl, P, 'Supply Chain Management: Strategy, Planning and Operation', 2015, 6th edition, Pearson Education
- 2) Cachon, G. and Terwiesch, 'Matching supply with demand', 2013, Tata McGraw Hill, New Delhi.
- 3) Rangaraj, N., Raghuram, G. and Srinivasan, M.M., 'Supply Chain Management for Competitive Advantage: Cases and Concepts', Tata McGraw Hill, New Delhi, 2009.
- 4) Sharma, Sunil, 'Supply Chain Management: Concepts, Practices and Implementation', Oxford University Press, New Delhi, 2010
- 5) Webster, S. 'Principles & tools for Supply Chain Management', 2008, McGraw Hill.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	3	3	2	3	2	1
CO2	2	3	2	2	1	2	1	3	2
CO3	1	1	3	1	2	3	2	1	3
CO4	3	2	1	3	3	2	3	2	1
CO5	2	3	2	2	1	2	1	3	2
CO6	1	1	3	1	2	3	2	1	3



Fourth Semester

M.B.A. HOSPITAL ADMINISTRATION

SEMESTER-IV

HA 4.1 (R22): STRATEGIC MANAGEMENT IN HEALTHCARE ORGANISATIONS

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Student will be understanding importance of strategic management and its process, strategic planning in running of Healthcare organisations in cutthroat competition.	Remember
CO 2	student will develop strategic intent of the organisation (vision, mission, Goals, Objectives policies programmes and Budgets) to differentiate from their competitors	Understand
CO 3	student will use different internal and external analysis tools to assess the internal and external environment of Healthcare organisations so as to identify the opportunities and threats	Apply
CO 4	Student will have a skill in formulation and implementation of strategies that align with the vision mission and core values of healthcare organisations by using 7's framework and strategic leadership.	Analyze
CO 5	student will evaluate the implemented strategies by using qualitative and quantitative controls and suggest guidelines for proper evaluation and control for the success of healthcare organisation	Analyze

SYLLABUS

Units	Content	Hours
I	Introduction: Strategic Management – Meaning, Importance, strategic planning and Management – Benefits and limitations – Strategic Management Process-Strategic Intent –Vision –Mission, Goals and Objectives.	14

II	Environmental Analysis: Environmental Analysis – Internal and External Environment –Techniques of Internal Analysis - SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage	12
III	Strategy Formulation: Strategic Analysis and choice –Steps of strategy Formulation – Input, Matching and decision stages – BCG Matrix, GE Nine Cell Matrix	12
IV	Strategy Implementation: Inter relationships between Strategy formulation and Implementation –Mckinsey7.s model – Organizational Structure –Relation between Strategy and Structure – Strategic leadership.	10
V	Strategy Evaluation & Control: Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control	12
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) AppaRao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi. 2) AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi. 3) VSP Rao and V.Harikrishna., Strategic Management, Excel Books. 4) Ramawswamy.V.S. & Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases(The Indian Context), Macmillan Business Books 5) P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	2	3	3	2	2	2	2
CO2	2	3	-	2	2	-	-	2	-
CO3	2	3	2	3	3	2	-	-	2
CO4	-	3	-	3	3	2	-	-	-
CO5	-	3	2	2	3	2	2	-	2

HA 4.2 (R22): HOSPITAL ENTERPRISE RESOURCE PLANNING**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Make basic use of Enterprise software, and its role in integrating business functions	Remember
CO 2	Analyze the strategic options for ERP identification and adoption.	Understand
CO 3	Design the ERP implementation strategies.	Apply
CO 4	Create reengineered business processes for successful ERP implementation.	Analyze

SYLLABUS

Units	Content	Hours
I	Introduction - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems	12
II	ERP Solutions and Functional Modules - Overview of ERP software solutions- small, medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP Business Modules – Finance – Manufacturing – Human Resources – Plant maintenance –Materials Management – Quality management – Marketing – Sales, Distribution and service.	14
III	ERP Implementation - Planning Evaluation and selection of ERP systems- Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.	10
IV	Post Implementation - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation	12

V	Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.	10
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008 2) Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008. 3) Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009. 4) Vinod Kumar Grag and N.K. Venkita krishnan, ERP- Concepts and Practice, Prentice Hall of India, 2nd edition, 2006. 5) Summer, ERP, Pearson Education, 2008. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	3		2	1	3	3
CO2	2	2	3	1	2	1	3	2	2
CO3	3	3	2	2	1	3	2	1	1
CO4	1	1	3	3	2	2	3	2	2

HA 4.3A (R22): HEALTHCARE INSURANCE

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the Healthcare Insurance Concepts through the need and role of health insurance in the modern hospitals.	Remember
CO 2	Learn to analysis Marketing of Insurance Products in healthcare business.	Understand
CO 3	Develop the skills for better making and doing health Insurance Documentation procedure in hospitals	Apply
CO 4	Analysis the Formalities for a death and maturity claim in insurance company including claims process, Claims reserving and Rejection of Claims.	Analyze
CO 5	Identifying and evaluate emerging trends in healthcare insurance business	Apply
CO 6	Evaluate the Health Insurance Law and Regulations and Insurance Regulatory and Development Authority (IRDA) for health insurance.	

SYLLABUS

Units	Content	Hours
I	Introduction to Healthcare Insurance: Concept –importance- nature and scope- need of health insurance-benefits- principles of health insurance- Challenges in health insurance. Classification of health insurance products –Group Health Insurance-Standard Products Health Insurance-Specific ailment-based products-Community based health insurance- ESIS and CGHS - Marketing of Insurance Products.	12
II	Health Insurance Documentation: Concept-Need for Insurance Documentation- Role of health insurance Agent, Field Officer, Surveyors assessor & responsibilities of insurer in documentation-Role of intermediary – Underwriting: Concept – need –process- Pros and Cons.	12

III	Health Insurance Claims: Concept – Formalities for a death and maturity claim- Role of claims management in insurance company - claims process - Documentation – Claims reserving -Rejection of Claims– Role of third-party administrators.	14
IV	Health Insurance Law & Regulations: Insurance Regulatory and Development Authority (IRDA) for health insurance- role of Health Insurance Advisory Committee- Ombudsman- Regulations relating to the intermediaries-Appointment of Actuaries- Policyholder Protection Committee- Servicing of Insurance Orphan Policies- Portability of Health Insurance-Insurance Councils in India.	12
V	Health Insurance Frauds: Concept of Health insurance frauds- Components of Health Insurance Fraud-types- Measures to control insurance fraud- Renewability of Health Insurance-Role & Objectives of Insurance Repositories-Recent trends in healthcare insurance.	14

REFERENCE BOOKS:

- 1) Health Insurance Today, 7th Edition, Janet Beik Julie Pepper, Saunders Published, 2020.
- 2) Health Insurance, Michael A. Morrissey, AUPHA/HAP Book, 3rd Edition, 2020.
- 3) How To Buy Health Insurance, Jagendra Rana, Blue Rose Publishers, 1st Edition, 2019.
- 4) Understanding Health Insurance, A Guide to Billing and Reimbursement 10th Edition Michelle A. Green and JoAnn C. Rowell, Delmar Cengage Learning, 2019.
- 5) India Insurance Guide L. P. Gupta, Self Published, Revised Edition 2018.
- 6) Law Of Insurance, J. Usha, P. Jaganathan, J.P Arjun, Usha Jaganath Law Series, 2018.
- 7) The Fundamentals of Insurance - Theories, Principles and Practices Hargovind Dayal, Notion Press, Edition: 1, 2017.
- 8) Health Insurance Sector in India Mahendran T, Abhijeet Publications, 2017.
- 9) An Introduction to Insurance Laws Naresh Mahipal, Central Law Publications, 2nd Edition, 2017.
- 10) General Principles of Law of Insurance, RN Chaudhary, Central Law Publications, 3rd Edition, 2017.
- 11) Mediclaim and Health Insurance, Patukale Kshitij, Prabhat Prakashan, 1st Edition, 2016.
- 12) Fundamentals of Life Insurance: Theories and Applications, Mishra Kaninika, PHI Learning, 2016.
- 13) Technicalities of Health Insurance, Harish Sihare S. D. Gupta, Global Academic Publishers & Distributors, 2015.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C01	3	3	2	2	1	1	2	1	1
C02	2	2	2	3	3	3	2	3	3
C03	1	1	3	3	3	2	3	3	3
C04	3	3	2	2	1	1	2	1	1
C05	2	2	2	3	3	3	2	3	3
C06	2	3	3	2	3	2	3	2	2



HA 4.3B (R22): FINANCIAL MANAGEMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO1	Understanding the basic principles and concepts of financial management, including financial statements, budgeting, cash flow analysis, and financial ratios.	Understand
CO2	Learning how to use financial tools and techniques to analyze and evaluate the financial performance of a business or organization.	Learning
CO3	Developing skills in financial planning and forecasting, including the development of financial projections and budgetary plans.	Develop
CO4	Understanding the importance of risk management and developing strategies to mitigate financial risks.	Develop
CO5	Learning how to make financial decisions that align with the goals and objectives of a business or organization.	Learn
CO6	Understanding the role of financial management in strategic planning and decision-making, including the development of long-term financial plans and the evaluation of investment opportunities.	Understand
CO7	Developing skills in financial communication and reporting, including the preparation of financial reports, presentations, and analysis for stakeholders.	Learn
CO8	Learning to apply ethical principles and professional standards in financial management, including the management of conflicts of interest and financial transparency.	Learning & Apply

SYLLABUS

Units	Content	Hours
I	Financial Management- Concept, scope and Objectives; Finance Function – Functions of Financial manager –Time value of money – Agency conflict.	12
II	Working Capital Management Concept of working capital and operating cycle –Determinants of working capital –Estimating working capital requirements - Liquidity Vs Profitability - Cash Management.	10
III	Financing Decision Capital structure planning –Basic theories of capital structure –Traditional Vs. MM Hypothesis – Optimum capital structure –Trading on equity –Sources of long-term funds –Concepts of Financial and operating leverage	10

IV	Investment Decision Capital budgeting –Techniques –Payback period –Accounting Rate of Return methods; discounted cash flow techniques, NPV, PI and IRR	14
V	Dividend Decision Dividend theories –Traditional position –Walter’s model, Gordon’s model –M M Hypothesis	12

REFERENCE BOOKS:

- 1) James C. Vanhorne, Financial Management & Policy (Prentice Hall of India Pvt. Ltd., New Delhi, 2011) revised edition, 2011.
- 2) Pandey, I.M. Financial Management (Vikas Publishers, New Delhi). 20/e, 2021
- 3) Prasanna Chandra, Financial Management (Tata McGraw Hill Publishing Company Ltd., New Delhi).
- 4) Ezra Solomon & John J. Pringle. An Introduction to Financial Management, (Prentice Hall of India Pvt. Ltd., New Delhi).
- 5) Kulkarni. P.V. & Satyaprasad.B.G., Financial Management, Himalaya Publishing House, 14th Edition, 2018.
- 6) Khan.M.Y. & Jain. P.K., Theory and Problems in Financial Management, (Tata McGraw Hill Publishing Company Ltd., New Delhi, 2018, 8/e

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	2	2	3	3	2	3
CO2	3	3	2	2	2	3	3	2	3
CO3	2	2	3	3	3	2	2	3	2
CO4	2	3	3	2	2	3	3	2	3
CO5	3	3	3	3	3	3	3	3	3
CO6	2	3	3	2	2	3	3	2	3
CO7	-	-	3	3	3	-	-	3	-
CO8	3	3	3	3	3	3	3	3	3

HA 4.3C (R22): HOSPITAL WASTE MANAGEMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Describe the various types of waste in health care.	Remember
CO 2	Outline the sources that result in health- care waste.	Understand
CO 3	Segregate the healthcare waste appropriately.	Apply
CO 4	List the options for waste treatment.	Analyze
CO 5	Able to focus on preventive and corrective waste in the healthcare sector	Apply
CO 6	Understands the safety measures to be taken at the time of collecting, processing and disposing of the hospital waste.	Analyze

SYLLABUS

Units	Content	Hours
I	Hospital Waste: Definition. Classification, Categories, Sources. Routes. Associated Diseases, Risks, Control of Hazards, Associated Problems in India; Need, Objective and importance of Bio Medical Waste Management Programme in Health Care Facilities; Steps in Management of BMW	12
II	Control of Hospital Acquired Infection: Types of Infection; Common Nosocomial Infection and their Causative Agents; Prevention of Hospital Acquired Infection; Role of Central Sterile Supply Department; Infection Control Committee; Monitoring and Control or Cross-Infection; Staff Health.	14
III	Biomedical Waste Management: Meaning, categories of Biomedical wastes; Disposal of biomedical waste products; Incineration and its importance; Standards for Waste Autoclaving, Micro Waving and Deep Burial; Segregation, packaging, transportation and storage.	10

IV	Human Waste Disposal and Sewage Disposal: Diseases carried from excreta; Sanitation barrier; Methods of Excreta disposal; Sewage wastes: Meaning, composition; Aims of Sewage disposal; Decomposition of Organic Matter; Modern Sewage Treatment; Drawbacks of improper disposal of wastes; Solid and liquid waste disposal.	12
V	Safety and Protective Measure: Principles of Safe Handling; Personal Protective Devices and other Protective Measures; Occupational Safety; Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers.	14

REFERENCE BOOKS:

- 1) Singh, Anant. Preet&Kaur. Sukhjot.(2012). Bio-medical waste disposal. Jaypee Brothers Medical Publishers.
- 2) Bahera. P.K. (2009). Sustainable bio-medical waste management. Dominant Publishers & Distributors.
- 3) Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	3	3	3	3	3
CO2	1	1	3	3	2	2	2	3	2
CO3	3	2	2	1	1	2	3	2	2
CO4	3	3	2	2	1	2	3	2	2
CO5	2	3	1	2	3	1	3	2	1
CO6	2	2	1	1	2	1	3	3	1

HA 4.3D (R22): ETHICS IN HOSPITAL ADMINISTRATION

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Describe specific and relevant stakeholders in the healthcare system and define their stakes.	Remember
CO 2	Describe and assess how those stakeholders operate in a mutually influencing system.	Understand
CO 3	Analyze the potential short- and long-term implications (intended and unintended) of healthcare policy and operations decisions.	Apply
CO 4	Reflect on and assess one's own emotions, strengths, weaknesses, drivers, values and goals and analyze how they impact others.	Analyze
CO 5	Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.	Apply
CO 6	Skillfully present complex information that is readily understood by a broad range of stakeholders and also specific knowledge on code of medical ethics	Analyze

SYLLABUS

Units	Content	Hours
I	Introduction, Ethics and Values, Work Culture, Code of Conduct in Hospitals and Medical Services, Fairness and Justices Administration, Social Responsibilities, Hippocrates oath, Declaration of Geneva, MCI (Professional conduct etiquette and ethics) Doctor Patient Relationship, Confidentiality, Autonomy, True Telling, Research Ethic issue in contemporary health care , Bio Medical Research (ethical issue relevance of ICMR guidelines) HIV, AIDS, Human Experiments, Clinical Trials, Life Support, Dying Declaration, Death Certificate, Post mortems, Ethics in Hospital Administration	12
II	Ethical practices in medicine and health care delivery. Ethical issues in like surrogacy, transgender, privatization of health care, clinical trial, Euthanasia, etc. Discussion with personal examples on ethics in health care delivery – dilemmas Project: Ethics in private and public health.	14

III	Corporate Social Responsibility: Meaning, need for CSR, benefits of CSR, Response of Indian Companies towards Corporate Social Responsibility, Case Studies	10
IV	Teachings of various religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism and their implementation for ethical management of Hospitals	12
V	Code of Medical Ethics Regulations (MCI) in India and ICMR Guidelines (2017)	14

REFERENCE BOOKS:

- 1) Swami Someswarananda, “Business Management Redefined-the Gita Way”, Mumbai, Jaico Publishing House, 2000
- 2) Peter Pratley, “The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
- 3) S. K. Chakraborty, “Management by Values”, New Delhi, Oxford University Press, 1992 Ahmedabad Management Association (AMA),
- 4) S.K. Chakraborty, “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd., 1999
- 5) PC Chaubey, Medical Ethics, Health Legislation and Patient care in India- Suresh Publishers

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	3	1	3	3	1
CO2	3	3	3	2	2	2	2	3	2
CO3	1	1	3	3	2	2	1	1	2
CO4	3	3	1	1	3	3	2	2	3
CO5	2	2	3	3	3	1	3	2	1
CO6	1	2	3	2	1	3	3	3	3

HA 4.5A (R22): HOSPITAL HAZARDS & DISASTER MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Describe the roles of health care facilities in disaster management	Remember
CO 2	Apply tools and processes in preparing for, responding to, and recovering for better from the impacts of emergencies or disasters	Understand
CO 3	Discuss the basic requirements of managing the risks and mass casualty incidents with continuous hospital operations	Apply
CO 4	Manage a mass casualty incident exercise (preparation, conduct, evaluation)	Analyze
CO 5	Apply Hospital Emergency Incident Command System (HEICS) in a simulated exercise and Apply on-site medical care concepts to specific emergency situations	Apply
CO 6	Prepare an outline of healthcare facility disaster preparedness, response, recovery and business continuity plans.	Analyze

SYLLABUS

Units	Content	Hours
I	Hospital Hazards: Meaning and types (physical, biological, mechanical and psychological) and their impact on employees; Preventive measures; Hospital Hazards Management - meaning, need, principles and purpose; Universal precautions for health care workers.	12
II	Fire Hazards: Fire Hazard Triangle; Causes of Hospital Fires; Fire Protection – Structure Planning and Design Consideration; Central Air - conditioning Facilities; Electric Installation; Water supply - fire points and Escape routes; Fuel Store; Manual Call Points; Means of Escape; Risk evaluation	12

III	Radiation Hazards: Biological effects of radiation hazards; Diagnostic Imaging – Radiation protection and safety; Radiation safety monitoring; Principles in the layout of a diagnostic X-ray room; Video imaging modalities, contrast media, laser imaging; Magnetic Resonance Imaging – Planning constraints, preventive measures against magnetic field hazards; Nuclear Medicine Department; Radiation Protection Facility; Radioactive Waste	14
IV	Disaster Management: Objective, basic concepts, disaster cycle; Classification of disasters; Disaster Process – Spectrum of disaster Management; Disaster management in India – National level, state Level; Principles of disaster Planning; Disaster and health problems; Organization of Medical Relief; Principles of Mass Casualty Management; Disaster Administration; Disaster Manual; Disaster Drill.	10
V	Disaster Preparedness: Aim, objectives and measures; Medical preparedness: Models. Phases and Use of Technology; Disaster Plan-objectives, need, purpose, planning and implementation. Pre-Hospital and Hospital Components - Practical Arrangements.	12
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications 2) Sonopant. G. (2012). Disaster Management for Healthcare professional.Jp Medical. 3) Ray. Suresh. (2010). Nurses role in disaster management. CBS publishers. 4) Mehta A, Culley C, (2016). Emergency medicine. Jaypee Brothers Medical publishers. 5) Goldschmitt D, Bonvino R, (2009). Medical disaster response, CRC press. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	3	3	1	2	3	1
CO2	3	3	1	1	2	2	3	1	2
CO3	1	1	2	2	3	3	1	2	3
CO4	3	3	3	2	2	2	3	2	2
CO5	2	2	3	3	1	3	2	3	3
CO6	1	1	3	3	2	2	1	3	3

HA 4.5B (R22): COMMUNITY HEALTHCARE MANAGEMENT**COURSE OUTCOME (CO):**

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Define ecological concepts of community health.	Remember
CO 2	Describe the field of community health, including its origins and contemporary status.	Understand
CO 3	Distinguish between levels of prevention, intervention, and rehabilitation aimed at improving health status.	Apply
CO 4	List major health challenges throughout the lifespan, including consideration of gender, socioeconomic status, race and gender. Explain the range of community health services at local, state, and national levels according to sponsorship, mission, programs, financing, personnel, and regulation.	Analyze
CO 5	Assess the interactions and interdependence of biological, psychological, social, and systems factors affecting health.	Analyze

SYLLABUS

Units	Content	Hours
I	Definition, concepts, determinants & dimensions of health; Health sickness spectrum; Levels of health care; Concepts of disease causation; Levels of disease prevention; Social medicine & Social control of medicine; Community Diagnosis; Quality of life; Right to health; Indicators of health; Health services philosophies; Health services research.	12
II	Current issues in community health; Etiology and treatment options for common chronic and communicable diseases; primary, secondary, and tertiary measures to prevent and treat conditions most prevalent at the community level.	14
III	Health promotion in the workplace: A healthy and safe workplace; Occurrence and prevention of injuries; Occupational stress; Occupational safety and health; Women's health; AIDS; Violence; Alcohol, tobacco and illegal drugs use; Proper use of medications - prescription and non-prescription.	12

IV	Communication, Programme planning and evaluation in health education and promotion: Community needs assessment; Planning for health education and promotion programs in a variety of settings; Issues relating to implementation of programs; Monitoring and Evaluation. Principles of Health Education; Health informatics	10
V	Chronic disease management & Consumer health: Prevention and control of chronic lifestyle diseases; common barriers to healthy lifestyles; evaluation of health services and products; medical quackery; efficiently using health services; consumer protection; alternative and complementary therapies (AYUSH); food selection; influences of advertising on consumer choices.	12

REFERENCE BOOKS:

- 1) B. Sridhar Rao, Textbook of Social Medicine, 2nd Edition, 2010, AITBS Publishers, India
- 2) Ajit K. Dalal, Social Dimensions of Health, Rawat Publishers, 2005, New Delhi, India
- 3) Seth B. Goldsmith, Principles of Health Care Management, Jones & Bartlett Publishers, 2005, UK
- 4) Park K. Park's Textbook of Preventive and Social Medicine, 22nd Edition, Banarsidas Bhanot Publishers, Jabalpur, India 2012.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	3	3	3	3	3	3
CO2	3	2	3	2	3	3	2	3	2
CO3	3	3	2	3	2	3	3	2	3
CO4	3	3	2	1	2	2	3	2	1
CO5	2	3	3	3	2	1	3	2	3

HA 4.5C (R22): HOSPITAL AND PATIENT RELATIONS MANAGEMENT

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Enhance their skill and capacities in counsel and assist visitors/patients who visits Healthcare Organization and provide with solutions	Remember
CO 2	Enhance skills for coordinating activities at Hospital Front Desk, Registration services & Coordination with healthcare team.	Understand
CO 3	Perform certain administrative task such as maintenance of records, paperwork, billing, coordination during patient referrals, administrative & basic management	Apply
CO 4	Enhance their knowledge in resource management, advocacy as a Patient Relations Associate	Analyze
CO 5	Facilitate Customer Service Excellence and Patient Satisfaction	Analyze
CO 6	Coordinate with Hospital Front Desk Coordinators and other billing staff for billing activities	Understand
CO 7	Develop skills to work out on medical software to maintain Hospital Information System	Apply

SYLLABUS

Units	Content	Hours
I	Patient centric Management – concept of patient care, patient centric management – organization of hospital departments; Roles of department manager in enhancing care of patient; patient counselling; patient safety and patient risk management.	12
II	Quality in Patient care management – Defining quality- system approach towards quality, towards a quality framework - key theories and concepts- models for quality improvement in patient care.	14

III	Medical Ethics: Ethical principles, civic right, consumer protection act (CPA), Guidelines of consumer protection act- patient complaints; powers and procedure of district forum, state and national commission, role of supreme court, in patient appeals, autopsy, Tort liability, Medical Negligence. Central & state laws	12
IV	Auditory Procedures: introduction/need and procedure of medical audit, audit administration & regulating committee, confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent under trading of patient rights – universal accessibility- equity and social justice.	10
V	Patient medical records and Disaster preparedness: Policies and procedure for maintaining patient records, E- records, and legal aspects of medical records its safety, preservation and storage. Disaster plan and crisis management	12
REFERENCE BOOKS: <ol style="list-style-type: none"> 1) Goel S L & Kumar (2004) Hospital care services: Hospital administration of the 21st century; Deep & Deep Publication, New Delhi. 2) Harris MG & Associates (2003) Managing Healthcare services: Concepts and practices MacLennan, Sydney 3) Kelly DL (2006) Encyclopaedia of Quality Management in Hospitals & Healthcare Administration vol 1-6, Pentagon Press: Chicago. 		

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	3	3	3	3	3	3	3
CO2	3	2	3	2	3	3	2	3	3
CO3	3	3	2	3	2	3	3	2	3
CO4	3	3	2	1	2	2	3	2	2
CO5	2	3	3	3	2	1	3	2	1
CO6	3	3	3	2	3	2	3	3	2
CO7	3	3	2	1	2	2	3	2	2

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