



MGM INSTITUTE OF HEALTH SCIENCES

(Deemed to be University u/s 3 of UGC Act, 1956)

Grade 'A++' Accredited by NAAC

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CHOICE BASED CREDIT SYSTEM

(CBCS)

(with effect from 2025-26 Batches)

Curriculum for Masters in Hospital Administration

Amended as per AC- 52/2025, Dated 28/11/2025

Amended History

1. Amended as per AC-51/2025, [Resolution No.3.1(Annexure-3.12)], [Resolution No.3.5, (Annexure-7)]; Dated 29/04/2025.
2. Amended as per AC- 52/2025, [Resolution No. 5.1(Annexure-17L)]; [Resolution No. 5.8 (Annexure-24K)]; Dated 28/11/2025.

Resolution No. 3.1 of Academic Council (AC-51/2025):

Resolved to approve the CBCS syllabus, including Program Outcomes (POs), Course Outcomes (COs), and PO-CO Mapping for 15 two-year postgraduate programs under MGMSBS for Semesters I and II. These include: M.Sc. Medical Biotechnology, M.Sc. Medical Genetics, M.Sc. Clinical Embryology, M.Sc. Clinical Nutrition, M.Sc. Medical Dialysis Technology, M.Sc. Molecular Biology, M.Sc. Medical Radiology & Imaging Technology, M.Sc. Cardiac Care Technology, M.Sc. Operation Theatre and Anaesthesia Technology, M.Sc. Emergency and Trauma Care, M. Optometry, **Master in Hospital Administration**, Master of Public Health, M. Sc. Health Informatics & M.Sc. Clinical Research to be effective from batch admitted in Academic Year 2025-26 onwards [ANNEXURE-3.1 to 3.30].

Annexure-3.12 of AC-51/2025**MGM SCHOOL OF BIOMEDICAL SCIENCES****(A constituent unit of MGM INSTITUTE OF HEALTH SCIENCES)**

(Deemed to be University u/s 3 of UGC Act 1956)

Grade "A⁺⁺" Accredited by NAAC

Sector 1, Kamothe, Navi Mumbai-410209, Tel.No.: 022-2743763, 27437632, 27432890

Email. sbsnm@mgmuhs.com/Website: www.mgmsbsnm.edu.in**CHOICE BASED CREDIT SYSTEM (CBCS)****(Academic Year 2025 - 26)****Curriculum for****M.Sc. Allied Health Sciences****Masters in Hospital Administration****Semester I & II**

DIRECTOR'S MESSAGE

Welcome Message from the Director

Dear Postgraduate Students,

Welcome to **MGM School of Biomedical Sciences (MGMSBS)**, **MGMIHS**, a premier institution dedicated to advancing allied and health sciences education. As you embark on this transformative academic journey, you are joining a community that fosters excellence in research, clinical expertise, and innovation.

MGMIHS, accredited with NAAC 'A++' Grade (CGPA 3.55, 2022) and recognized as a **Category I Institution by UGC**, offers an ecosystem that nurtures both academic and professional growth. With **NIRF (151-200 rank band) recognition, NABH-accredited hospitals, NABL-accredited diagnostic labs, and JCI accreditation for MGM New Bombay Hospital**, we uphold global benchmarks in education and healthcare.

At MGMSBS, our **15 postgraduate programs** are meticulously designed to align with the National Commission for Allied and Healthcare Professionals (**NCAHP**) standards, National Education Policy (**NEP**) 2020, and the National Credit Framework (**NCrF**). We have implemented the **Choice-Based Credit System (CBCS)** to provide academic flexibility while ensuring rigorous training in clinical and technical skills. Our state-of-the-art research laboratories, digital classrooms, and the Central Research Laboratory (CRL) foster an environment that encourages innovation and evidence-based learning.

Postgraduate education at MGMSBS goes beyond theoretical learning—our curriculum integrates **hands-on clinical training, interdisciplinary collaboration, and exposure to real-world healthcare challenges**. We emphasize **research-driven education**, encouraging students to actively participate in **scientific discoveries, publications, and international collaborations**.

Beyond academics, we believe in **holistic development**, with initiatives such as the **AARAMBH Science and Wellness Club**, which promotes **mental well-being, leadership, and professional networking**.

As you step into this **next phase of academic and professional growth**, we encourage you to explore new ideas, engage in impactful research, and contribute meaningfully to the **healthcare ecosystem**. We are confident that your journey at MGMSBS will shape you into **skilled, compassionate, and visionary professionals**, ready to lead in the ever-evolving healthcare landscape.

We look forward to witnessing your achievements and contributions!

Dr. Mansee Thakur

Director, MGM School of Biomedical Sciences
MGM Institute of Health Sciences, Navi Mumbai

HEAD OF DEPARTMENT'S MESSAGE

Dear Students,
Greetings!!!!

I take this opportunity to welcome you on behalf of MGM Family to the Masters in Hospital Administration, MGM School of Biomedical Sciences (MGM SBS).

The Masters in Hospital Administration course is the threshold of Inspiring, engaging and satisfying learning experience. This course is designed to give administrative advantages for professionals from medical, health and allied discipline. As a student at MGM SBS, you are expected to experience the culture of learning by doing. The teaching pedagogy involves mix of practice of Hospital administration and classroom sessions. So, your active participation in enriching the learning experience is encouraged.

The industry visits are also given a strong weightage in this program and I am sure that you will find your tenure as a student at MGM SBS academically and professionally rewarding. This Hand Book is designed to enable students to have a complete understating of the academic and practical training programme of the course, so that you will be able to meet the needs of the pedagogy.

With Best Wishes,

Dr. B. S. Nagaonkar,
Head of Department,
MGM SBS

ABOUT MGM SCHOOL OF BIOMEDICAL SCIENCES

Mission

To improve the quality of life, both at individual and community levels by imparting quality medical education to tomorrow's doctors and medical scientists and by advancing knowledge in all fields of health sciences through meaningful and ethical research.

Vision

By the year 2020, MGM Institute of Health Sciences aims to be top-ranking Centre of Excellence in Medical Education and Research. Students graduating from the Institute will have the required skills to deliver quality health care to all sections of the society with compassion and benevolence, without prejudice or discrimination, at an affordable cost. As a research Centre, it shall focus on finding better, safer and affordable ways of diagnosing, treating and preventing diseases. In doing so, it will maintain the highest ethical standards.

About – School of Biomedical Sciences

MGM School of Biomedical Sciences is formed under the aegis of MGM IHS with the vision of offering basic Allied Science and Medical courses for students who aspire to pursue their career in the Allied Health Sciences, teaching as well as research.

School of Biomedical Sciences is dedicated to the providing the highest quality education in basic medical sciences by offering a dynamic study environment with well-equipped labs. The school encompasses 23 courses each with its own distinct, specialized body of knowledge and skill. This includes 8 UG courses and 15 PG courses. The college at its growing years started with mere 100 students has recorded exponential growth and is now a full-fledged educational and research institution with the student strength reaching approximately **800** at present.

Our consistent theme throughout is to encourage students to become engaged, be active learners and to promote medical research so that ultimately they acquire knowledge, skills, and understanding so as to provide well qualified and trained professionals in Allied Health Sciences to improve the quality of life.

As there is increased need to deliver high quality, timely and easily accessible patient care system the collaborative efforts among physicians, nurses and allied health providers become ever more essential for an effective patient care. Thus the role of allied health professionals in ever-evolving medical system is very important in providing high-quality patient care.

Last **but** by no means least, School of Biomedical Sciences envisions to continuously grow and reform. Reforms are essential to any growing institution as it fulfills our bold aspirations of providing the best for the students, for us to serve long into the future and to get ourselves updated to changing and evolving trends in the health care systems.

ACADEMICS

MASTERS IN HOSPITAL ADMINISTRATION

(CHOICE BASED CREDIT SYSTEM)

To create Professionals equipped with Conceptual, Managerial and Practical skills by providing trainings in various functional areas of Hospital Industry.

Duration of the Programme: The Course shall extend over a period of 2 years with four semesters. Each year consist of 2 semesters with examinations at the end of every semester.

Eligibility for admission: Candidates should be minimum MBBS/BDS/Graduate in AYUSH/Graduate in Nursing/ Graduate in Physiotherapy/ Graduate in Allied Health sciences or paramedical sciences / Graduate with experience in Hospital industry / Graduate in life sciences/ Graduate in Veterinary science with minimum 50% marks in qualifying (graduation) examination will be eligible for admission

Faculty Qualification: MHA/MD or MS with 10 years' experience in Hospital Administration.

Scheme of Examinations: There shall be examination at the end of each semester, which will be consisting of theory, case studies and Internal Assessments.

Requirement to appear for the Examination: A candidate shall be permitted to appear for the university examination of any semester, **if he/ she secures not less than 75% of attendance in the number of instructional days, failing which he/ she should redo that course of study.** The criterion for appearing in IVth semester examination is to qualify all subjects of I, II and III semesters.

Medium of Instruction and Examination: The medium of instruction throughout the course and the examinations shall be **English** only.

Passing Minimum: A Candidate shall be declared to have passed the examination in a subject if he/she secured not less than 50% in aggregate internal and external examinations.

Conferment of Degree A candidate, who has passed all the examinations as prescribed, shall be eligible to receive the degree of —” **Masters in Hospital Administration**” from the MGM University of Health Sciences.

PROGRAMME OUTCOME

Program Code	Program Objective
PO 1	Healthcare Knowledge and Technology: Apply advanced knowledge of healthcare systems, clinical procedures, and medical technologies to improve patient care and streamline hospital operations.
PO 2	Critical Thinking and Problem-Solving: Use analytical skills and professional judgment to address healthcare challenges, make informed decisions, and develop effective solutions to improve patient outcomes and organizational efficiency.
PO 3	Healthcare Research Skills: Conduct and analyze healthcare research to inform evidence-based practices, contribute to innovations in healthcare management, and improve decision-making processes.
PO 4	Professional Ethics and Patient Care: Adhere to ethical guidelines in healthcare administration, ensuring that patient welfare and professional boundaries are maintained in all interactions.
PO 5	Communication Skills: Communicate effectively with patients, caregivers, and healthcare professionals to ensure clear information exchange, foster collaboration, and resolve conflicts.
PO 6	Teamwork and Collaboration: Collaborate effectively with multidisciplinary teams to deliver comprehensive patient care and address organizational challenges, fostering a cooperative work environment.
PO 7	Holistic Development and Leadership: Develop intellectual, emotional, and leadership skills to manage healthcare teams, navigate challenges, and drive organizational growth.
PO 8	Lifelong Learning: Cultivate a commitment to continuous learning, staying current with advancements in healthcare practices and management to support ongoing professional development.

PROGRAMME SPECIFIC OUTCOME

Program Code	Program Objective
PSO 1	Graduates will be able to manage hospital operations efficiently, ensuring high-quality patient care and smooth functioning.
PSO 2	They will develop critical thinking and problem-solving skills to make informed decisions and address healthcare challenges.
PSO 3	They will have the ability to lead multidisciplinary teams and foster collaboration for improved patient outcomes.
PSO 4	They will be proficient in budgeting, financial planning, and optimizing hospital resources for sustainability.
PSO 5	They will be capable of designing and implementing quality assurance programs focused on patient safety and continuous improvement.
PSO 6	Additionally, they will demonstrate a commitment to professional ethics, continual learning, and staying updated with healthcare advancements.

COURSE OUTCOME

SEMESTER I

MHA 101 T	Introduction to Human Biology, Public Health, Healthcare System in India & Hospital Industry	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To understand human biology and the functions of various body systems.	PO1, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To grasp knowledge about key public health issues and environmental health impacts.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To gain insights into healthcare systems and policies in India and globally.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To understand the hospital industry's regulations, challenges, and opportunities.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 102 T	Introduction to Epidemiology, Hospital Epidemiology and Demography	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To apply epidemiological methods, including study designs and screening tests, to understand and analyze public health issues.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To understand and interpret epidemiological measures and study designs like cohort, case-control, and randomized control trials.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To analyze demographic data and trends, including fertility, mortality, and migration, and use this information in public health planning and policy development.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 103 T	Introduction To Concepts & Principles of Management and Business Communication	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To gain a solid understanding of management principles, which will	PO1,PO2, PO3,PO4,	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam

	help students manage and improve performance in various industries.	PO5,PO6, PO7, PO8		(Theory Exam), Seminar, Assignment
CO2	To acquire practical skills in applying management functions (planning, organizing, staffing, directing, and controlling) to improve organizational efficiency.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To apply key management theories to real-world business challenges and decision-making processes.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To demonstrate proficiency in business communication, including drafting professional business correspondence and delivering effective presentations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

CC 001 T & CC 001 P	Research Methodology & Biostatistics (Core Course)	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Student will be able to understand develop statistical models, research designs with the understating of background theory of various commonly used statistical techniques as well as analysis, interpretation & reporting of results and use of statistical software.	PO3 & PO8	Lecture, Practical, Journals	University Exam (Theory & Practical), Journal

MHA 104 CP	Practice of Hospital Administration (Basic)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
CO2	To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

SEMESTER II

MHA 105 T	Hospital Planning & Management	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To design efficient healthcare facilities based on size, layout, and operational needs.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To manage the hospital planning process, including financial planning, resource management, and contractor selection.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To design hospital departments and equipment layouts for optimal patient care and staff functionality.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To apply knowledge of engineering systems, safety protocols, and environmental control to ensure smooth hospital operations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 106 T	Accounting & Costing and Management Information System	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To understand and differentiate between various accounting disciplines.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To apply the double-entry system and manage financial transactions accurately.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To gain the ability to prepare financial statements and correct mistakes in trial balances.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To be able to use MIS for decision-making, customer management, and understand the importance of information security.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 107 T	Human Resource Management and Organizational Behavior	Mapping POs	Teaching Learning Methodologies	Assessment Tools
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CO1	To apply HRM principles to recruit, plan, and select the right employees based on job analysis and forecasting.	PO1,PO2, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO2	To gain skills in managing training and executive development, as well as implementing motivation and performance evaluation techniques.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO3	To understand the role of industrial relations, grievance handling, and maintaining discipline within the organization.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO4	To develop a deep understanding of organizational behavior, including leadership, group dynamics, power, politics, stress management, and organizational culture.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment

MHA 108 T	Health Economics	Mapping POs	Teaching Methodologies	Learning Methodologies	Assessment Tools
CO1	To understand basic health economics concepts and their application in healthcare.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO2	To apply economic principles to analyze demand, supply, and costs in healthcare systems.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO3	To use economic evaluation tools like CBA and CEA to assess healthcare interventions.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment
CO4	To grasp the significance of healthcare financing, reforms, and universal health coverage in improving systems.	PO1,PO2, PO3, PO4,PO5,	Lecture, Discussion, Assignment, Seminar	Group	Internal University Exam (Theory Exam), Seminar, Assignment

		PO6,PO7, PO8		
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MHA 109 CP	Practice of Hospital Administration (Advanced)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
CO2	To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

SEC 001 T	Innovation and Entrepreneurship	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Students will grasp the concepts of innovation, its ecosystem, and the role of various stakeholders such as government policies, startups, and innovation hubs.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam
CO2	Cultivating an entrepreneurial mindset and leadership qualities necessary for driving innovation and leading ventures.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam
CO3	Understanding the intersection of technology and innovation and leveraging emerging technologies for entrepreneurial ventures.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam

OUTLINE OF COURSE CURRICULUM														
Masters in Hospital Administration (MHA)														
Semester I														
Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 101 T	Introduction to Human Biology, Public Health, Health Care System in India & Hospital Industry	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 102 T	Introduction to Epidemiology, Hospital Epidemiology and Demography	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 103 T	Introduction to Concepts & Principles of Management and Business Communication	3	1	-	-	4	45	15	-	-	60	20	80	100
CC 001 T	Research Methodology & Biostatistics (Core Course)	3	-	-	-	3	45	-	-	-	45	-	50	50
Discipline Specific Core Practical														
MHA 104 CP	Practice of Hospital Administration (Basic)	-	-	-	15	5	-	-	-	225	225	-	50	50
CC 001 P	Research Methodology & Biostatistics (Core Course)	-	-	4	-	2	-	-	60	-	60	-	50	50
Total		12	3	4	15	22	180	45	60	225	510	60	390	450

Resolution No. 5.8 of Academic Council (AC-52/2025):

The Academic Council resolved to approve the continuation of SWAYAM/NPTEL elective courses for postgraduate students, wherever applicable to their respective programmes. Accordingly, students admitted from the Academic Year 2025-26 onwards shall be permitted to choose any one approved elective course. The Council further approved the inclusion of 2 and 3 credit courses in the index. This approach is in alignment with the current NCAHP curriculum guidelines, which recommend flexibility for open electives through recognized national platforms.

Accordingly, the names of individual elective courses shall be removed from the existing syllabi. The links of SWAYAM/NPTEL courses (https://swayam.gov.in/nc_details/NPTEL) shall be incorporated in the syllabus index under the existing course code SEC-002 T, titled: "NPTEL/SWAYAM (Name of the Course Chosen by the Student)"

In alignment with Resolution No. 3.1 of the Academic Council (AC-51/2025), the detailed syllabi of individual courses shall be removed and replaced with the approved links of SWAYAM/NPTEL or common reference pool courses. The complete course content shall remain accessible on the official SWAYAM/NPTEL portals. Students may select any one course from the provided links, in alignment with the credit requirements mentioned in their respective syllabi, as per Annexures 24A, 24B, 24C, 24D, 24E, 24F, 24G, 24H, 24I, 24J, 24K, 24L, 24M, 24N, and 24O.

OUTLINE OF COURSE CURRICULUM
Masters in Hospital Administration (MHA)

Semester II

Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 105 T	Hospital Planning & Management	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 106 T	Accounting & Costing and Management Information System	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 107 T	Human Resource Management and Organizational Behavior	3	-	-	-	3	45	-	-	-	45	20	80	100
MHA 108 T	Health Economics	2	-	-	-	2	30	-	-	-	30	10	40	50
Discipline Specific Core Practical														
MHA 109 CP	Practice of Hospital Administration – Advanced	-	-	-	18	6	-	-	-	270	270	-	50	50
Skill Enhancement Course														
SEC 001 T	Innovation and Enterprenuarship	3	-	-	-	3	45	-	-	-	45	-	100	100
SEC 002 T	NPTEL Swayam (Course Selected as per Below List)													
Total		14	2	0	18	22	210	30	0	270	510	70	430	500

Common Pool of Swayam/NPTEL Courses offered as elective option (SEC 002)

Course ID	Discipline	Course Name	Institute	Duration	Start date	End date	Exam date	Enrollment End date	Exam Registration End date	UG/PG	Click here to Join the course	NPTEL URL	NPTEL ID
noc25-bt06	Biotechnology and Bioengineering	BioInformatics: Algorithms and Applications	IIT Madras	12 Weeks	20-01-2025	11-04-2025	26-04-2025	27-01-2025	28-02-2025	UG/PG	https://onlinecourses.nptel.ac.in/noc25_bt06/preview	https://nptel.ac.in/courses/102106065	https://nptel.ac.in/courses/102106065
noc25-bt13	Biotechnology and Bioengineering	Computational Genomics	IISER Bhopal	12 Weeks	20-01-2025	11-04-2025	27-04-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_bt13/preview	https://nptel.ac.in/courses/102106339	https://nptel.ac.in/courses/102106339
noc25-bt29	Biotechnology and Bioengineering	Maternal Infant Young Child Nutrition	IIT Bombay	12 Weeks	20-01-2025	11-04-2025	26-04-2025	27-01-2025	28-02-2025	UG/PG	https://onlinecourses.nptel.ac.in/noc25_bt29/preview	https://nptel.ac.in/courses/102101091	https://nptel.ac.in/courses/102101091
noc25-ge05	Multidisciplinary	Biophotonics	IIT Kharagpur	12 Weeks	20-01-2025	11-04-2025	03-05-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_ge05/preview	https://nptel.ac.in/courses/127105225	https://nptel.ac.in/courses/127105225
noc25-ge07	Multidisciplinary	Comprehensive Molecular Diagnostics and Advanced Gene Expression Analysis	IIT Kharagpur	12 Weeks	20-01-2025	11-04-2025	03-05-2025	27-01-2025	28-02-2025	UG/PG	https://onlinecourses.nptel.ac.in/noc25_ge07/preview	https://nptel.ac.in/courses/127105391	https://nptel.ac.in/courses/127105391
noc25-ge25	Multidisciplinary	One Health	ICMR - Regional Medical Research Centre, Bhubaneswar	12 Weeks	20-01-2025	11-04-2025	03-05-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_ge25/preview	https://nptel.ac.in/courses/127106233	https://nptel.ac.in/courses/127106233
noc25-ge27	Multidisciplinary	Qualitative Research Methods and Research Writing	IIT Kharagpur	12 Weeks	20-01-2025	11-04-2025	27-04-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_ge27/preview	https://nptel.ac.in/courses/109105115	https://nptel.ac.in/courses/109105115
noc25-bt21	Biotechnology and Bioengineering	Host-Pathogen Interaction (Immunology)	IISER Bhopal	12 Weeks	20-01-2025	11-04-2025	04-05-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_bt21/preview	https://onlinecourses.nptel.ac.in/noc24_bt24/preview	https://onlinecourses.nptel.ac.in/noc24_bt24/preview
noc25-bt22	Biotechnology and Bioengineering	Human Physiology	IISER Pune	12 Weeks	20-01-2025	11-04-2025	26-04-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_bt22/preview	https://onlinecourses.nptel.ac.in/noc24_bt05/preview	https://onlinecourses.nptel.ac.in/noc24_bt05/preview
noc25-hs61	Humanities and Social Sciences	Patent Law for Engineers and Scientists	IIT Madras	12 Weeks	20-01-2025	11-04-2025	03-05-2025	27-01-2025	28-02-2025	UG/PG	https://onlinecourses.nptel.ac.in/noc25_hs61/preview	https://onlinecourses.nptel.ac.in/noc24_hs155/preview	https://onlinecourses.nptel.ac.in/noc24_hs155/preview
noc25-mg05	Management	AI in Human Resource Management	IIT Guwahati	12 Weeks	20-01-2025	11-04-2025	04-05-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_mg05/preview	https://nptel.ac.in/courses/110103626	https://nptel.ac.in/courses/110103626
noc25-hs70	Humanities and Social Sciences	Science Communication: Research Productivity and Data Analytics using Open Source Software	IIT Delhi	12 Weeks	20-01-2025	11-04-2025	03-05-2025	27-01-2025	28-02-2025	PG	https://onlinecourses.nptel.ac.in/noc25_hs70/preview	https://nptel.ac.in/courses/109102392	https://nptel.ac.in/courses/109102392
noc25-ag04	Agricultural and Food Engineering	Food Science and Technology	IIT Kharagpur	12 Weeks	20-01-2025	11-04-2025	26-04-2025	27-01-2025	28-02-2025	UG/PG	https://onlinecourses.nptel.ac.in/noc25_ag04/preview		

FIRST YEAR

MASTERS IN HOSPITAL ADMINISTRATION

SEMESTER-I

Code No.	Core Subjects
Discipline Specific Core Theory	
MHA 101 T	Introduction to Human Biology, Public Health, Health Care System in India & Hospital Industry
MHA 102 T	Introduction to Epidemiology, Hospital Epidemiology & Demography
MHA 103 T	Introduction to Concepts & Principles of Management and Business Communication
CC 001 T	Research Methodology & Biostatistics (Core Course)
Discipline Specific Core Practical	
MHA 104 CP	Practice of Hospital Administration - Basic
CC 001 P	Research Methodology & Biostatistics (Core Course)

Name the Program	Masters in Hospital Administration
Semester	Semester - I
Name of the Course	Introduction to Human Biology, Public Health, Health Care System in India & Hospital Industry
Course Code	MHA 101 T

Course Objective	<ul style="list-style-type: none"> • Introduce students to human biology, including cell structure, organ systems, and their physiological roles. • Provide an overview of public health, including its history, determinants, and the impact of environmental factors on health. • Explain global and Indian healthcare systems, policies, and delivery structures. • Explore the hospital industry, its regulations, challenges, and opportunities.
Course Outcomes	<ul style="list-style-type: none"> • To understand human biology and the functions of various body systems. • To grasp knowledge about key public health issues and environmental health impacts. • To gain insights into healthcare systems and policies in India and globally. • To understand the hospital industry's regulations, challenges, and opportunities.

Sr. No.	Topics	No. of Hrs.
1.	Introduction to human Biology: <ul style="list-style-type: none"> • Cell Structure and Function, Tissues, Organ Systems, and Homeostasis • Introduction to Anatomy & Physiology of Digestive System and Nutrition • Introduction to Anatomy & Physiology of Respiratory and Cardiovascular System • Introduction to Composition and Function of Blood • Introduction to Anatomy & Physiology of Urinary System and Excretion • Introduction to Anatomy & Physiology of Musculoskeletal System • Introduction to Anatomy & Physiology of Nervous System • Introduction to Anatomy & Physiology of Endocrine System • Introduction to Reproductive System 	15
2.	Introduction to Public Health: <ul style="list-style-type: none"> • History of Medicine • Changing Concepts of Health • Dimensions of Health • Determinants of Health • Environment & Health • Water – Sources, Pollution, Purification, Quality • Air – Composition, Pollution, Ventilation, • Light – Requirement, Measurement and Standards • Noise – Sources, Effects, Control • Radiation – Sources, Effects, Protection • Introduction to Meteorology • Housing and Health 	20

	<ul style="list-style-type: none"> • Segregation and Disposal of Bio- Medical Waste • Concept of Disease • Iceberg of Disease • Changing Concepts in Public Health • Concept of Control • Concept of Prevention • Levels of Prevention and Modes of Intervention • Hospitals & Community • Health Indicators • Public Health Approach • Public Health Problems in India • Limitations of Public Health 	
3.	Introduction to Health Care System: <ul style="list-style-type: none"> • Concept of Health Care • Levels of Health Care • Global overview of Health Care Systems • Health Care System in India • Health Care Delivery Infrastructure in India • Health Care Delivery Workforce in India • National Strategy for Health for All • National Health Policy • National Health Mission • Overview of National Health Programmes • Private Sector in Health Care 	15
4.	Hospital Industry: <ul style="list-style-type: none"> • Global Overview • Hospital Industry in India • Regulatory Councils, Accreditation and Laws related to hospital • Opportunities, Issues and Challenges in hospital industry 	10
TOTAL		60 hrs

REFERENCE BOOKS:

1. Park K. Park's Textbook of Preventive and Social Medicine. 27th ed. Banarsidas Bhanot.
2. P.V. Sathe and P.P. Doke. Epidemiology and Management for Healthcare, 7th edition.
3. Ali ML, "Concise textbook of Preventive and Social Medicine an amazing approach"; 1st edition, published by Bhalani Publishing House.
4. Mahajan and Gupta, "Textbook of Preventive and Social Medicine"; 4th edition, published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
5. Patton KT, "Mosby's, Handbook of Anatomy and Physiology"; published by ST LOUIS MOSBY 2000
6. Joshi DC; "Hospital Administration"; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
7. Sakharkar BM; "Principles of Hospital Administration and Planning"; JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.

Name the Program	Masters in Hospital Administration
Semester	Semester - I
Name of the Course	Introduction to Epidemiology, Hospital Epidemiology and Demography
Course Code	MHA 102 T

Course Objective	<ul style="list-style-type: none"> To introduce students to the key concepts and principles of epidemiology, including historical developments, study designs, and disease surveillance. To provide students with an understanding of epidemiological measures, such as incidence, prevalence, and screening tests, and their application in health services. To teach students about demographic processes, population trends, and key demographic indicators such as fertility, mortality, and migration, with a focus on global and Indian contexts.
Course Outcomes	<ul style="list-style-type: none"> To apply epidemiological methods, including study designs and screening tests, to understand and analyse public health issues. To understand and interpret epidemiological measures and study designs like cohort, case-control, and randomized control trials. To analyse demographic data and trends, including fertility, mortality, and migration, and use this information in public health planning and policy development.

Sr. No.	Topics	No. of Hrs.
1.	Introduction to Epidemiology: <ul style="list-style-type: none"> Definition, Historical developments: John snows study and Doll and Hill study, epidemiological triad, Role of epidemiology in health services. Measurements in Epidemiology Incidence and Prevalence Descriptive Epidemiology Cross sectional study design Analytical Epidemiology Case control study design Cohort study design Experimental Epidemiology Randomized control trials Non-randomized control trial Introduction to confounding and bias Interpretation of association Causation and association Screening Screening tests –Sensitivity & Specificity Introduction to Infectious Disease Epidemiology Disease surveillance Outbreak investigation 	30

2.	<p>Introduction to Demography:</p> <ul style="list-style-type: none"> • Demographic Processes • Demographic Cycle • World Population Trends • Demographic Trends in India • Census • Demographic Indicators • Age Pyramid • Sex ratio • Population Density • Migration • Urbanization • Literacy & Education • Life Expectancy • Fertility and factors associated • Fertility Indicators • Measures of Mortality • Growth rate • Vital Statistics • Concept of Life Table 	30
TOTAL		60 hrs

REFERENCE BOOKS:

1. Park K. Park's Textbook of Preventive and Social Medicine. 27th ed. Published by Banarsidas Bhanot.
2. P.V. Sathe and P.P. Doke. Epidemiology and Management for Healthcare, 7th edition.
3. Ali ML, "Concise textbook of Preventive and Social Medicine an amazing approach"; 1st edition, published by Bhalani Publishing House.
4. Mahajan and Gupta, "Textbook of Preventive and Social Medicine"; 4th edition, published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD

Name the Program	Masters in Hospital Administration
Semester	Semester - I
Name of the Course	Introduction to Concepts & Principles of Management and Business Communication
Course Code	MHA 103 T

Course Objective	<ul style="list-style-type: none"> • The objective of this course is to introduce students to the fundamental concepts of management, its nature, and its importance in organizational settings. • The students will understand the core management functions: planning, organizing, staffing, directing, and controlling, and how to apply them effectively in business operations. • The purpose of this course is to familiarize students with key management theories, such as Taylor's scientific management and Fayol's principles, and how to implement them in modern organizations. • The course aims to equip students with essential communication skills for business, including writing professional emails, letters, reports, and delivering impactful presentations.
Course Outcomes	<ul style="list-style-type: none"> • To gain a solid understanding of management principles, which will help students manage and improve performance in various industries. • To acquire practical skills in applying management functions (planning, organizing, staffing, directing, and controlling) to improve organizational efficiency. • To apply key management theories to real-world business challenges and decision-making processes. • To demonstrate proficiency in business communication, including drafting professional business correspondence and delivering effective presentations.

Sr. No.	Topics	No. of Hrs.
PRINCIPLES OF MANAGEMENT		
1.	Introduction to Management: Concept, nature and importance; Management Vs. administration; Management skills; Levels of management; Evolution of management; Early contributors, Taylor's scientific management theory; Fayol's principles of management, Modern healthcare management.	5
2.	Management functions: Introduction to functions of management; Planning: nature, scope and its significance; Types of plans, planning process, barriers to effective planning and decision making. Process organizing: Concept, forms of organizational structure, departmentalization, span of control, delegation of authority, authority and responsibility, organizational design.	10
3.	Staffing and directing: Concept, system approach, manpower planning, job design, recruitment and selection, training and development, performance appraisal. Directing: Concept, direction and supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance,	5

	quality of work life, morale building.	
4.	Leadership: Concept, functions, styles and theories. Communication: Process, importance, channels, barriers to communication, communication and management, role of communication in managerial effectiveness.	5
5.	Controlling: Meaning, steps in a control process, need for control, types of control methods, essentials of effective control systems, problems in central process, control techniques.	5
BUSINESS COMMUNICATION		
1.	Introduction to Communication, Types of Communication and Barriers to communication	2
2.	Principles of Effective Writing: Twelve Principles of Business Writing, Frequently Made Mistakes in Business Writing, Types of Business Messages (Good messages- Bad messages)	2
3.	Letter Writing: Conventions of Letter Writing, Types of Letters, Approaches to Letter Writing- Routine, Unpleasant, Pleasant and Persuasive, Letter Writing Formats Opening Closing Salutation, etc.)	2
4.	Claims and Responses: Approaches to Writing Claims and Responses (Claim Acceptance, Claim Refusal, Claim Settlement)	2
5.	Memoranda: Purpose, Format of a Memo, Types of Memoranda	2
6.	E-Mail Etiquette: Includes all the points covered in Letter Writing, Do's and Don'ts of Writing Emails (Exercises, Examples and critiquing)	2
7.	Agenda and Minutes of Meeting: Learning how to prepare an agenda for a meeting and take minutes	2
8.	Report Writing: Short Reports –Process, Structure and Layout, SIP Reports –Process, Structure and Layout.	2
9.	Business Proposals: Proposal formats, Solicited and Unsolicited Proposals	2
10.	CVs and Applications: Cover letter, CV format, Creating a LinkedIn and Facebook Profile	2
11.	Presentation Skills: Preparing for Presentations, Audience Analysis, Delivery, Creating Audio- Visual Aids, Nonverbal Communication and Body Language, Grooming and Attire Rules for Presentation, Team Presentation Etiquette	2
12.	Introduction to managerial communication, understanding the component of communication, small group and team communication, business and professional communication.	2
13.	Written Analysis and communication, Spoken Business communication	2
14.	Cultural Identity and intercultural communication, difficult communication	2
15.	Intercultural communication competence, Organizational communication	2
TOTAL		60 hrs

REFERENCE BOOKS:

1. Tripathi PC; “Principles of Management”; 4th edition; published by TATA MCGRAW HILL EDUCATION PVT LTD
2. Govindarajan N, “Principles of Management”; 8th edition published by PHI LEARNING PRIVATE LIMITED
3. Lesikar RV, “Business Communication: Making connections in a Digital world”; 11th edition published by TATA MCGRAW HILL EDUCATION PRIVATE LIMITED
4. Bhushan U; “Introduction to Business communication”; 1st edition published by JAICO PUBLISHING HOUSE

Name the Program	Masters in Hospital Administration
Semester	Semester - I
Name of the Course	Research Methodology & Biostatistics (Core Course)
Course Code	CC 001 T

Teaching Objective	<ul style="list-style-type: none"> The course is intended to give an overview of research and statistical models commonly used in medical and bio-medical sciences. The goal is to impart an intuitive, understanding and working knowledge of research designs and statistical analysis. The strategy would be to simplify, analyze the treatment of statistical inference and to focus primarily on how to specify and interpret the outcome of research.
Course Outcomes	<ul style="list-style-type: none"> Student will be able to understand develop statistical models, research designs with the understating of background theory of various commonly used statistical techniques as well as analysis, interpretation & reporting of results and use of statistical software.

Sr. No	Topic	No. of Hrs.
A	Research Methodology:	23
1	Scientific Methods of Research: Definition of Research, Assumptions, Operations and Aims of Scientific Research. Research Process, Significance and Criteria of Good Research, Research Methods versus Methodology	4
2	Research Designs: Observational Studies: Descriptive, explanatory, and exploratory, Experimental Studies: Pre-test design, post-test design, Follow-up or longitudinal design, Cohort Studies, Case – Control Studies, Cross-sectional studies, Intervention studies.	5
3	Sampling Designs: Census and Sample Survey, Need and importance for Sampling, Implications of a Sample Design, Different Types of Sample Designs (Probability sampling and non-probability sampling), Systematic sampling, Stratified sampling, Cluster sampling, Multi-stage sampling, Sampling with probability proportional to size, Sequential sampling.	5
4	Measurement in research: Measurement Scales, Sources of Error in Measurement,	3
5	Methods of Data Collection: Types of data, Collection of Primary Data, Observation Method, Interview Method	4
6	Research Ethics and plagiarism	2
B	Biostatistics	22
7	Data Presentation: Types of numerical data: Nominal, Ordinal, Ranked, Discrete and continuous. Tables: Frequency distributions, Relative frequency, Graph: Bar charts, Histograms, Frequency polygons, scatter plots, line graphs	3
8	Measures of Central Tendency and Dispersion: Mean, Median, Mode, Range, Inter quartile range, variance and Standard Deviation, Coefficient of variation, grouped mean and grouped standard deviation (including merits and demerits).	3
9	Testing of Hypotheses: Definition, Basic Concepts, Procedure for Hypothesis Testing,	4

	power of test, Normal distribution, Parametric Tests including Z-test, t-test, and ANOVA	
10	Chi-square Test: Chi-square as a Non-parametric Test, Applications.	2
11	Measures of Relationship: Correlation and Simple Regression Analysis	3
12	Non-parametric test: Sign test, Wilcoxon signed-Rank Test, Wilcoxon Rank Sum Test: Mann-Whitney U test, Kruskal Walli's test, Friedman's test, and Spearman Rank correlation test.	3
13	Vital Health Statistics: rate, crude rate, age specific rate, Measurement of fertility, Rate, Measures of mortality.	4
Total		45 hrs

CC 001 P–Research Methodology & Biostatistics

Sr. No.	Topics	No. of Hrs.
A	Research Methodology	
1	Research Article Presentation (Seminar)	5
B	Biostatistics	
2	Data Presentation	4
3	Measures of Central Tendency and Dispersion	6
4	Testing of Hypotheses	16
5	Chi-square Test	4
6	Measures of Relationship	6
7	Analysis of Variance	5
8	Non parametric or Distribution-free Tests	8
9	Computer Application Using Statistical Software including SPSS	6
Total		60 hrs

Reference Books:

1. Daniel WW. Biostatistics: A foundation for analysis in the health sciences. 10th ed. Wiley; 2013.
2. Gupta SC, Kapoor VK. Fundamentals of mathematical statistics. Sultan Chand & Sons; 2020 Sep.
3. Kothari CR, Garg G. Research methodology: Methods and techniques. 2019.
4. Mahajan BK. Methods in biostatistics for medical students and research workers. 7th ed. Jaypee Brothers Medical Publishers; 2010.
5. Murthy MN. Sampling theory and methods. Statistical Publishing Society; 1967.
6. Singh YK. Fundamental of research methodology and statistics. New Age International; 2006.

Resolution No. 3.5 of Academic Council (AC-51/2025):

Resolved to approve the submitted list of recommended books for M.Sc. Clinical Nutrition and the course on **Biostatistics and Research Methodology** [ANNEXURE-7].

Annexure-7 of AC-51/2025

Biostatistics & Research Methodology Books List

Subject	Book Name	Author
Biostatistics & Research Methodology	Biostatistics: A Foundation for Analysis in the Health Sciences (10th ed.)	Daniel WW.
	Biostatistical Analysis (5th ed.)	Zar JH.
	Research Methodology: Methods and Techniques	Kothari CR, Garg G.
	Methods in Biostatistics for Medical Students and Research Workers (7th ed.)	Mahajan BK.
	Sampling Theory and Methods	Murthy MN.
	Fundamentals of Research Methodology and Statistics	Singh YK.
	Fundamentals of Biostatistics (8th ed.)	Rosner B.
	An Introduction to Medical Statistics (4th ed.)	Bland M.

Name the Program	Masters in Hospital Administration
Semester	Semester - I
Name of the Course	Practice of Hospital Administration (Basic)
Course Code	MHA 104 CP

Course Objective	<ul style="list-style-type: none"> To provide students with practical experience in various hospital departments, allowing them to understand the operations and management of healthcare facilities. To develop students' ability to apply theoretical knowledge in real-world hospital settings, improving their problem-solving and decision-making skills.
Course Outcome	<ul style="list-style-type: none"> Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services. To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.

Sr. No.	Department	No. of Hrs.
1.	UNDER the Supervision of Hospital Director · Posting in various departments of Hospital on fortnightly rotatory basis	225
Total		225 hrs

Department	Learning Objective
OPD	<ol style="list-style-type: none"> Learn how to implement and adhere to NABH standards in OPD settings, including protocols for patient registration, consultation, treatment, and discharge. Familiarize with the layout and physical facilities of various departments within the OPD, ensuring knowledge of their locations and services offered. Study of NABH parameters needed for OPD. Observing HMIS in OPD Study of TAT for patients visiting OPD. Maintenance of records in OPD Understanding types basic OPD such as Medical, surgical, General Surgery, Pediatric, ANC OPD, OBGY, Orthopedic, Psychiatric, ENT, Ophthalmology. Peak hour management.
	<ol style="list-style-type: none"> Understand the policies and procedures involved in registration and admission within a hospital setting. Analyze the physical facilities, architectural layout, and operational workflow related to Registration and Admission processes in a healthcare facility. Develop proficiency in using Hospital Management Information Systems (HMIS) through hands-on computer-based activities typically performed by receptionists in relation to registration and billing. Study and comprehend the National Accreditation Board for Hospitals & Healthcare Providers (NABH) registration parameters and their significance in ensuring quality healthcare delivery.

Registration and billing department	<ol style="list-style-type: none"> 5. Observe and participate in the activities related to client communication and service, such as distributing brochures to patients and their families. 6. Learn the procedures involved in transferring patients to different wards within the hospital. 7. Gain insights into ambulance management processes, including billing 8. Observation of different billing system like; Cash billing, TPA billing, Charity billing and MJPJAY/PMJAY patients billing 9. Checking of data in the computer 10. Acquire skills in maintaining accurate billing records, documentation of transactions, and audit trails for financial reporting and compliance purposes. 11. Learn to handle cash transactions, issue receipts, and maintain financial records related to cash billing. 12. Assimilation of information through HMIS from the different departments
General ward	<ol style="list-style-type: none"> 1. Understanding plan of ward 2. Position of Nursing Station and duties and responsibilities of Nursing and other staff 3. Medical, Nursing and housekeeping staff deployed in each shift. 4. Understanding process of segregation and handing over of Biomedical waste 5. Understanding process of admission and discharge with handing over files (IPD Papers) to MRD 6. Understanding NABH parameters of ward including quality Clinical indicators. 7. Understanding documentation in relation to patient files. (IPD Papers) 8. Linen management in hospitals. 9. Identification of different colour codes for emergencies. 10. Learning of Presco software for Orthopaedic patient management along with regular HMIS.
Quality Department	Understanding about NABH chapters and its parameters with special reference to Hospital postings in concerned semester.
Hospital and General Furniture store	<ol style="list-style-type: none"> 1. Understanding of procurement procedure and coding of Hospital and General furniture 2. Understanding specifications of Hospital and General furniture and its process 3. Inventory of Hospital and General furniture in terms of Name of furniture, opening balance, receipt, total opening balance, Number issued, Closing balance. 4. Understanding indenting process of Hospital and General furniture 5. Understanding process of condemnation of Hospital and General furniture 6. Understanding maintenance and repairs of Hospital and General furniture
Housekeeping/Linen/Laundry	<ol style="list-style-type: none"> 1. Overseeing the daily and weekly cleaning process of all departments, wards and hospital premises 2. Understanding the process of Pest control system 3. Study of documentation of timetable of sweeping, mopping, washing of all departments, wards and adjacent areas within the hospital premises 4. Training and capacity building of housekeeping staffs in terms of use of disinfectants and adherence to biosafety protocols. 5. Understanding time table of cleaning of doors, windows, fans, glasses, toilets etc. 6. Understanding process of transportation of General waste. 7. Understanding use of scrubbing machine, vacuum cleaner. 8. Learning of Hierarchy of Housekeeping department. 9. Understanding norms of linen laid down for Hospital 10. Understanding process of Centralized, decentralized and Hybrid linen system. 11. Understanding process of disinfection of soiled linen before sending to laundry. Understanding process of procurement and condemnation of linen

	<ol style="list-style-type: none"> 12. Understanding concept of linen management at all workstations and workflow. 13. Understanding concept of linen norms. 14. Understanding the process of handing over of used and soiled linen to laundry and collection washed and ironed linens to the wards. 15. Understanding the protocols and processes as per NABH guidelines. 16. Understanding the frequency and process of replacing the soiled linen with washed and ironed linen. 17. Process of receipt and storage of soiled and distribution washed linen. 18. Understanding inventory of linen. 19. Understanding contingency plans for emergencies ensuring uninterrupted supply of clean linens.
Kitchen	<ol style="list-style-type: none"> 1. Understanding diet menu, schedule with timings of breakfast, lunch and dinner provided for inpatients. 2. Understanding the concept of Hospital kitchen with FDA approval and food safety act. 3. Understanding different gadgets for fast preparation of foods for large number of patients. 4. Understanding the concept of hygiene and cleanliness in food preparation/handling. 5. Understanding the concept of diet plan and recipes to different types of patients such diabetic diet, salt free diet, dialysis patient diet and pediatric diet along with high protein diet for severely and moderately malnourished child along with breakfast, Lunch and Dinner menu) 6. Understanding the process equipment maintenance and AMC and CMC of kitchen gadgets. 7. Understanding the concept of manpower deployed in kitchen. 8. Understanding the importance of patient feedback in relation to food quality. 9. Understanding the procedure and workflow followed for transportation of food from kitchen to ward. 10. Understand the process and protocols of kitchen as per NABH guidelines. 11. Understanding regulations by FDA and regular food samples testing Documentation in the form of Diet register
Security	<ol style="list-style-type: none"> 1. Understanding the concept of safety of patients, staffs and visitors. 2. Understanding the security policies and procedures of hospital. 3. Understanding the concept of access control in hospital. 4. Understanding the concept of surveillance and monitoring of hospital. 5. Understanding the protocols of incidents management in case of disaster. 6. Understanding the concept of manpower to deployed for security measures. 7. Understanding the concept of crowd management by security staff. 8. Understanding the concept to emergency codes followed by hospital 9. Understanding the concept of hospital management and safety committee

FIRST YEAR

MASTERS IN HOSPITAL ADMINISTRATION

SEMESTER-II

Code No.	Core Subjects
Discipline Specific Core Theory	
MHA 105 T	Hospital Planning & Management
MHA 106 T	Accounting & Costing and Management Information System
MHA 107 T	Human Resource Management and Organizational Behavior
MHA 108 T	Health Economics
Discipline Specific Core Practical	
MHA 109 CP	Practice of Hospital Administration – Advanced
Skill Enhancement Course	
SEC 001 T	Innovation and Entrepreneurship
SEC 002 T	NPTEL Swayam

Name the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Hospital Planning & Management
Course Code	MHA 105 T

Course objective	<ul style="list-style-type: none"> To understand the evolution and need for hospital planning in the context of changing healthcare concepts and Indian healthcare facility planning. To equip students with the skills to design healthcare facilities considering hospital size, zoning, layout, and operational efficiency. To introduce project management techniques, including finance, resource management, and contractor selection for effective hospital planning. To familiarize students with engineering systems, safety protocols, and environmental control necessary for the proper functioning of hospital systems.
Course outcomes	<ul style="list-style-type: none"> To design efficient healthcare facilities based on size, layout, and operational needs. To manage the hospital planning process, including financial planning, resource management, and contractor selection. To design hospital departments and equipment layouts for optimal patient care and staff functionality. To apply knowledge of engineering systems, safety protocols, and environmental control to ensure smooth hospital operations.

Sr. No.	Topics	No. of Hrs.
1.	Introduction- evolution of hospital planning and its need in background of changing health care concept in planning / designing health care facilities. Information of health care facility planning in India	3
2.	Steps in Hospital Planning- Planning process including appointment of Planning Teams/Consultants, Preparation of Project Report, sources of finance, site selection, appointment of Architect for designing of hospital, Architect Report, Selection of the Contractor, approval of tender document and competitive bidding.	10
3.	Architect Report- Preparation of Architect's Brief including preparation of the Master plan, Phasing of Activities, different zones of hospital.	5
4.	Types of Hospital Organization & Statutory Requirements for Planning- Planning of 30,100,250 bedded hospital (general/specialty), Planning of 500, 750 and above bedded hospital (teaching/super-specialty/non-teaching specialty hospitals); Building requirement- Entrance, Ambulatory Zone, Diagnostic Zone, Intermediate Zone, Critical zone, Service Zone, Administrative zone. Different standards such as Voluntary & Mandatory standards including General , Mechanical, Electrical , standard for centralized medical gas system, biomedical waste etc.	15
5.	Project Management: PERT/CPM techniques, managing finance and other resources, equipment planning and procurement process, record-keeping, commissioning the facilities.	5
6.	Departmental Planning: Planning including Out Patient Department/Indoor Ward design including General ward, ICU specialty wards like Pediatric, Maternity ward etc; Equipments & Purchase.	5
7.	Engineering Services and Utilities- Electrical system; water supply and sanitary system;	5

	air- conditioning and fresh air systems (HVAC); fire protection systems; centralized medical gas system; telecommunication system; transportation system, Drainage & Sewage disposal	
8.	Environmental Control and Safety – Biomedical waste disposal; infection control; AERB approval; occupational health; solid waste management; security alarm system and different color codes.	3
9.	Manpower Planning -Planning for various categories of clinical, paramedical, Nursing Administrative and support staff. Appointment and Training	4
10.	Hospital Clinical Services: Role of clinical services in the hospital services system.	2
11.	Hospital Support Services: Administration, Hospital Store & Pharmacy, General furniture and equipment. Hospital Information System, Medical Record Department, Public relations, counseling, Security Services, Transport Services, Mortuary.	3
Total		60 hrs

Reference Books:

1. Joshi DC; “ Hospital Administration”; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
2. Sakharkar BM; “ Principles of Hospital Administration and Planning”; JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.
3. Sharma DK; “Hospital Administration Principles and Practice”; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
4. Kunders GD; “Hospitals: Facility Planning and Management”; TATA MCGRAW HILL EDUCATION PVT LTD 2004

Name the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Accounting & Costing And Management Information System
Course Code	MHA 106 T

Course objective	<ul style="list-style-type: none"> To understand the basics of accounting, its importance, and the differences between accounting, costing, finance, taxation, and auditing. To master the double-entry system, journal entries, ledger management, and financial transactions. To learn how to prepare trial balances, final accounts, and handle financial challenges in hospitals. To explore Management Information Systems (MIS) and their strategic role in decision-making and information security.
Course outcomes	<ul style="list-style-type: none"> To understand and differentiate between various accounting disciplines. To apply the double-entry system and manage financial transactions accurately. To gain the ability to prepare financial statements and correct mistakes in trial balances. To be able to use MIS for decision-making, customer management, and understand the importance of information security.

Sr. No.	Topics	No. of Hrs.
ACCOUNTING AND COSTING		
1.	Introduction- Origin of Accounting & its importance, Different disciplines in Accounting, Difference between Accounts, Costing, Finance, Taxation, Audit, etc.	03
2.	Double Entry System of Accounts- Transactions – Debit & Credit, Classification of Accounts, Rules of Accounts, Convention, concepts & norms of Accounts, Advantages of Double Entry System of Accounts	05
3.	Journal & Ledger: Types of Journals/Subsidiary Books, Passing of Journal Entries, writing of narrations, Posting in Ledger, Balancing of Ledger Accounts	05
4.	Depreciation- Why depreciation, Mode of Depreciations	02
5.	Preparation of Trial Balance & Final Accounts- Correction of mistakes in Trial Balance, Difficulties in locating the mistakes & its consequences, Profit making Hospitals, Non-profit making Hospitals.	05
6.	Working Capital Management- Needs of Working Capital, Estimation of Working Capital requirement, Different sources of funds, Norms to be considered for Bank Loans	05
7.	Changes in Financial Statements- Ratio Analysis, Limitation of Ratio Analysis.	02
8.	Budgetary Control- Difference between Budget, Estimate & Projection, Types of Budgets – with special reference to Functional Budget, How to monitor a Budget	03
MANAGEMENT INFORMATION SYSTEM		
1.	Basic Information Concepts and Definitions <ul style="list-style-type: none"> Need for Information and Information Systems (IS) in an organization 	05

	Characteristics of Information and Organization with respect to organization form, structure, philosophy, hierarchy etc.	
2.	Types of IS – Transaction <ul style="list-style-type: none"> • Operational Control • Management Control • Decision Support Executive Information Systems	10
3.	Determining Information Needs for an Organization/Individual Manager Overview of use of data flow method, analysis of information for decision processes etc.	05
4.	Strategic use of Information and IS – Use of Information for Customer Bonding <ul style="list-style-type: none"> • For Knowledge Management • For innovation, • For Managing Business Risks For Creating a new business models and new business reality.	05
5.	Information Security – <ul style="list-style-type: none"> • Sensitize students to the need for information security • Concepts such as confidentiality, Integrity and Availability. • Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	05
TOTAL		60 hrs

REFERENCE BOOKS:

1. Kulkarni GR. “Financial Management for Hospital Administration”; NEW DELHI JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD.
2. Ansari AA. “Financial and Cost accounting”; DELHI WISDOM PUBLICATION
3. Chandra P. “Financial Management: Theory practice; NEW DELHI TATA MCGRAW HILL EDUCATION PVT LTD
4. Sadagopan S., “Management Information System”; 20th edition, published by NEW DELHI PHI LEARNING PRV.LTD.
5. Obrien JA., “Management Information Systems: Managing Information Technology in the internetworked Enterprise” 4th edition published by BOSTON MCGRAW HILL

Name the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Human Resource Management and Organizational Behavior
Course Code	MHA 107 T

Course Objective	<ul style="list-style-type: none"> • To understand the evolution and importance of human resource management (HRM), and the role of the HR manager in organizational success. • To develop skills in HR planning, job analysis, employee selection, and recruitment, ensuring the right fit for organizational needs. • To learn about employee training, development, motivation, and performance evaluation, as well as sustaining employee interest through compensation and benefits. • To explore industrial relations, organizational behavior, and management of professionals, alongside understanding the laws, regulations, and best practices for managing a diverse workforce.
Course Outcomes	<ul style="list-style-type: none"> • To apply HRM principles to recruit, plan, and select the right employees based on job analysis and forecasting. • To gain skills in managing training and executive development, as well as implementing motivation and performance evaluation techniques. • To understand the role of industrial relations, grievance handling, and maintaining discipline within the organization. • To develop a deep understanding of organizational behavior, including leadership, group dynamics, power, politics, stress management, and organizational culture.

Sr. No.	Topics	No. of Hrs.
HUMAN RESOURCE MANAGEMENT		
1.	Perspectives in human resource management - Evolution of human resource management – the importance of the human factor – objectives of human resource management – role of human resource manager – human resource policies – computer applications in human resource management	2
2.	The concept of best fit employee – Importance of human resource planning, Job Analysis, Job Description & Specifications, forecasting human resource requirement – internal and external sources. Selection process-screening – tests - validation – interview - medical examination – recruitment introduction – importance – practices – socialization benefits.	3
3.	Training and executive development – Types of training, methods, purpose, benefits and resistance. Executive development programs, common practices, benefits, self-development, knowledge management.	2
4.	Sustaining employee interest – Wage Administration, Salary Administration. Employee Benefits & Social Security compensation plan, reward, motivation, theories of motivation, career management, development, mentor, protege relationships.	4

5.	Performance evaluation and control process - Method of performance evaluation, feedback, industry practices, Promotion, demotion, transfer and separation, Employee Turnover, implication of job change. The control process- importance, methods, requirement of effective control systems grievances – causes, implications, redressal methods.	3
6.	Industrial Relations -Unions & their role, Settlement of disputes, Industrial Dispute Act, Collective bargaining.	2
7.	Issues Relating to Management of Professionals -Consultants, Specialists, Medical Officers, Nursing Staff, Other Paramedical Staff.	2
8.	Discipline - Punctuality, Dress code, Identification, Behaviors of staff, Disciplinary action, Law of natural justice.	2
9.	Brief introduction to Rules and regulations: -Minimum wages act, The ESI Act–1948- the maternity benefit act–1961–the workmen ‘s compensation act–1923-the payment of gratuity act-1972–Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance, The Trade Unions Act	5
ORGANIZATIONAL BEHAVIOR		
1.	Organizational Behavior: Concept and its importance. Details regarding Models of Organizational Behavior, relationship, Types of Cognitive Framework.	2
2.	Perception and Attribution: Details about Concept, Process, Importance, applications of Perception; Attitude – Types, Workforce Diversity. Details about Personality Concept, Nature, Types, Theories of Personality and Theories of Learning.	4
3.	Motivation: Concepts, its application, principles, theories, Employee Recognition, Motivating a Diverse Workforce; Details about Leadership including Concept, Function, Style, its theories Trait, Analysis of Interpersonal Relationship, details of Group Dynamics including definition, Stages, its types , Group Processes and Decision Making, Dysfunctional Groups.	4
4.	Organizational Power and Politics: Details of power including Concept, types, Distinction between Power, Authority and Influence. Knowledge Management & Emotional Intelligence in Business Organization; details of Organizational Change: Kurt Lewin Theory of Change. Organizational Design: Structure, size, technology, environment of organization.	4
5.	Organizational Roles: Details of its Concept Details of Conflict including Concept, types Classification of Conflict Intra, Resolution of Conflict. Details of Grievance including types and its process and Process of Grievance.	2
6.	Handling Stress: Details including its Understanding, its causes consequences, Managing Stress. Details of Organizational Culture including Concept, Characteristics, its elements, its Implications, Process; Organization Development: Organizational Change, organizational culture and climate; issues relating to business situations. Process of change and Organizational Development.	4
Total		45 hrs

Reference Books:

1. Sharma DK. "Hospital Administration and Human Resource Management"; published by NEW DELHI PHI LEARNING PVT LTD.
2. Ashwathappa K. "Human Resource Management text and cases"; published by NEW DELHI TATA MCGRAW HILL EDUCATION PRIVATE LIMITED
3. Panigrahy RL. "Management of Organizational Behavior"; published by DISCOVERY PUBLISHING HOUSE PVT LTD
4. Riley P.; "Organizations and Behavior"; 1st edition, published by NEW DELHI VIVA BOOKS

Name the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Health Economics
Course Code	MHA 108 T

Course Objective:	<ul style="list-style-type: none"> • The objective of this course is to introduce students to key concepts in health economics, including micro and macroeconomics and their healthcare applications. • Students will learn about economic principles such as supply and demand, production functions, and cost determinants in healthcare. • The course aims to teach costing methods, efficiency, effectiveness, and economic evaluations like CBA and CEA. • Students will understand the role of healthcare financing, universal health coverage, and health sector reforms.
Course Outcomes	<ul style="list-style-type: none"> • To understand basic health economics concepts and their application in healthcare. • To apply economic principles to analyze demand, supply, and costs in healthcare systems. • To use economic evaluation tools like CBA and CEA to assess healthcare interventions. • To grasp the significance of healthcare financing, reforms, and universal health coverage in improving systems.

Sr. No.	Topics	No. of Hrs.
1.	<ul style="list-style-type: none"> • Basic concepts in health economics • Micro and Macro economics • Production Function • Determinants of demand, supply and costs of production • Supply & Demand for Health Care Personnel • Concepts of efficiency, effectiveness, equity, elasticity of demand • Concept of costing, marginal cost analysis, and opportunity cost • Short term and long-term cost • Budgeting • Measuring health outcomes • Principles and application of economic evaluation in health care • Cost Benefit Analysis (CBA) • Cost-Effective Analysis (CEA) • Lorenz's Curve • Genie's Coefficient • Universal health coverage and role of health care financing • Health sector reforms 	30
Total		30 hrs

Reference Books:

1. Dutta SB, "Health Economics for Hospital Management"; 1st edition; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD 2014
2. Gupta GS, "Managerial Economics"; 2nd edition; Published by TATA MCGRAW HILL EDUCATION PVT LTD 2011
3. Dwivedi DN, "Managerial Economics"; 7th edition; published by VIKAS PUBLISHING HOUSE PVT LTD 2008
4. Anand NK, "Health Economics"; Second edition; published by AITBS PUBLISHERS, INDIA 2012
5. Mithani DM, "Managerial Economics"; published by HIMALAYA PUBLISHING HOUSE 2009

Name the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Practice of Hospital Administration - Advanced
Course Code	MHA 109 CP

Course Objective	<ul style="list-style-type: none"> To provide students with practical experience in various hospital departments, allowing them to understand the operations and management of healthcare facilities. To develop students' ability to apply theoretical knowledge in real-world hospital settings, improving their problem-solving and decision-making skills.
Course Outcome	<ul style="list-style-type: none"> Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services. To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.

Sr. No.	Department	No. of Hrs.
1.	UNDER the Supervision of Hospital Director · Posting in various departments of Hospital on fortnightly rotatory basis	270
Total		270 hrs

Name of Department	Learning Objectives
Radiology	<ol style="list-style-type: none"> Observing the location, Physical facilities, architectural plan along with process flow of X ray, CT scan, MRI, Sonography, Color Doppler Mammography and appointment scheduling of the Radiology department. ARB approval process for registration of X ray, CT scan, C arm and other equipment's and observation of fulfillment of regulations such as PCPNDT, ARB, ARB safety code number, Radiation protection rules 1971, Biomedical waste management act handling rules 2016 Process of reporting of X ray/CT scan/ Sonography and MRI. Understanding Teleradiology reporting. Study of NABH parameters needed for radiology Process of monitoring of TLD badges with frequency which includes radiation surveillance process. TAT of radiological investigations done and report communicated to patient/ward. Maintenance of equipment's history card/Log book. Protocol of imaging investigations with contrast (Oral, rectal and Intravenous). Observing the protocol for transportation of patient from ward to the Radiology department.

	<ol style="list-style-type: none"> 10. Observation of transfer of patient to the outsources centers. 11. Observation of policy on rights of image viewing on PACS and HMIS 12. Observation of organogram of radiology department with roles and responsibilities 13. Understanding inventory management and storage disposal of X Ray films 14. Down time and Uptime of the equipment's. 15. Observing the protocols and procedures in case of emergency 16. Study of clinical indicators in relation to Radiology 17. Understanding F form to be filled for every Obstetric Sonography.
Laboratory	<ol style="list-style-type: none"> 1. Observing the location, Physical facilities, architectural plan along with process flow of laboratory. 2. Observation of organogram of laboratory department with roles and responsibilities 3. Observation of process of various functional units such as Hematology, serology, Bio Chemistry, Microbiology, cytology, clinical pathology, molecular biology and Histopathology. 4. Study of equipment's available for the above units along with the maintenance of their history book/ log book. 5. Observing the TAT between samples received and reports communicated to patient/ward. 6. Study of NABL parameters needed for laboratory. 7. Maintenance of laboratory equipment's and their Down time and Uptime of the equipment's. 8. Observing the Biomedical Waste management of Laboratory waste generated. 9. Observing the process of sample collection, labelling of specimens/samples, transport and reporting of the samples received. 10. Observing the Processing and transport of specimens. 11. Documentation and storage of Laboratory request forms and reports. 12. Study of the Safety manual and SOPs of laboratory. 13. Observing the HMIS of laboratory. 14. Observing protocols and procedure in case of emergency. 15. Observing the reporting of Incidents/ Accidental injuries 16. Patient safety and satisfaction. 17. Study of clinical indicators in relation to laboratory 18. Study of different paper works and records maintained in Laboratory.
Central Sterile Supply Department (CSSD)	<ol style="list-style-type: none"> 1. Observing the location, Physical facilities, architectural plan along with process flow and functional workflow of Central Sterile Supply Department. 2. Observation of organogram of CSSD department with roles and responsibilities 3. Study of manpower available in CSSD 4. Understanding the functions of different sections of CSSD including time for receiving and dispatching sterilized material to various workstations. 5. Understanding the CSSD manual and SOP. 6. Understanding physical, chemical and Biological indicators of CSSD. 7. Observing the different zones in CSSD such as Unsterile, clean and sterile. 8. Study of CMC and AMC of Horizontal autoclave, ETO sterilizer and instrument washer along with calibration. 9. Study of incoming unsterile and outgoing sterilized articles along with turnover rate. 10. Study of sensitive indicators for monitoring of CSSD

	<ol style="list-style-type: none"> 11. Study of NABH parameters of CSSD 12. Study of process of Autoclaving 13. Study of records keeping and HMIS 14. Study of cleaning processing and autoclaving 15. Study of packaging and labeling of sterilized instruments 16. Study of double wrapping of ETO sterilized items 17. Study of policy of sending items for re sterilization which are not used in department.
Biomedical Engineering Department	<ol style="list-style-type: none"> 1. Understanding the concept of AMC and CMC 2. Understanding the process of AMC (preventive maintenance, calibration, overhauling and frequency of AMC) 3. Understanding process of CMC (Repair of equipment along with replacement of spare parts) 4. Understanding the process of equipment procurement (specification of equipment, pre dispatch equipment demonstration and installation of equipment) 5. Inventory of High-end Equipments. 6. Understating the process of payment of AMC visit (entry in logbook) 7. Understanding concept of the uptime and down time of equipment along with record keeping. 8. Points to entered in logbook in case of AMC and CMC along with response time of AMC contact. 9. Understanding clinical indicators of equipment maintenance. 10. Record of calibration of Equipments. 11. Understanding the different function of Biomedical engineering department such as installation of equipment, preventive maintenance and corrective maintenance / repair of equipment's 12. Inventory of all equipment mentioning name of equipment, model no, serial no, name of department where equipment is allotted, date of installation. 13. Understanding the process of condemnation of equipment. 14. Understanding the concept of quality monitoring of equipment. 15. Understanding the concept of fire safety of Biomedical Equipments. 16. Working of Central Oxygen and central suction system
Casualty	<ol style="list-style-type: none"> 1. Understanding the concept of casualty and its location and manpower (CMO, DMO, Nursing staff and other support staff) 2. Undersigning the list of equipment's to be kept in casualty 3. Understanding the concept of triage in case of disaster/mass casualty as per SOP. 4. Documentation and record keeping in casualty. 5. Understanding the processes and protocols of casualty. 6. Understanding dedicated personnel for responding phone calls. 7. Understanding the duty hand over records of staff in casualty. 8. Understanding the NABH parameters for casualty along with patient safety protocols, infection control measures and emergency response guidelines. 9. Understanding the procedures to be followed in case of Medico Legal Cases. 10. Understanding the different clinical parameters for casualty. 11. Understanding process Documentation 12. Understanding availability of ventilators, Multipara monitors, Monitors, Pulse oximeter, Defibrillator, Central oxygen and suction system.

Intensive care unit (ICU)	<ol style="list-style-type: none"> 1. Observing the location, Physical facilities, architectural plan along with process flow of Operation Theatre. 2. Understanding of organogram of OT with roles and responsibilities. 3. Understanding maintenance of various equipments such as ventilators, Multipara monitors, Monitors, Dialysis machine, Pulse oximeter, Defibrillator, Central oxygen and suction system. 4. Understanding the concept of ICU along with manpower (Nurse patient ratio, doctor patient ratio) 5. Understanding the processes and protocols in ICU. 6. Understanding the basic equipment needed as per type of ICU. 7. Understanding NABH parameters of ICU 8. Understanding Quality indicators of ICU 9. Infection control practices in ICU. 10. Understanding safety protocols in ICU along with security measures. 11. Understanding the concept of ICU and HDU. 12. Understanding the protocols to be followed while transferring ventilated patients through ambulance 13. Protocols to be followed for the transportation of patients to the Imaging department 14. Understanding process of Documentation
Quality department	Understanding the NABH parameters of concerned semester posting workstations.
Medical Records Department	<ol style="list-style-type: none"> 1. Understanding system of storing, and retrieving patient records along with Manual, automated, or hybrid systems used to store and manage patient data. 2. Understanding filing Systems such as Alphabetic, numeric, or color-coded systems used to organize and retrieve records. 3. Understanding Inpatient Records, Outpatient Records, Emergency Records, OT records along with contents and formats. 4. Understanding ethical and legal issues such as Confidentiality and Security. 5. Preservation of various medical records as per Government guidelines such as accounts, OPD, IPD and Medicolegal records. 6. Understanding system of digital record system 7. Understanding NABH parameters in relation to Medical records department.
Pharmacy	<ol style="list-style-type: none"> 1. Observing the location, Physical facilities, architectural plan along with process flow of pharmacy 2. Understand the importance of proper storage conditions, labeling, and inventory management to maintain drug efficacy and safety. 3. Learn about the potential misuse of look a like and sound alike drugs and their storage. 4. Learn about safety protocols and regular maintenance schedules for pharmacy equipment to ensure operational efficiency. 5. Learn about documentation requirements for regulatory compliance, auditing, and reporting purposes. 6. Learn how to prepare for internal and external pharmacy audits to ensure compliance with regulatory standards and best practices. 7. Study of NABH parameters needed for pharmacy and expiry date register. 8. Learn concept FIFO. 9. Understanding FDA certificate of Medical store. 1. Observing HMIS of Medical store.

Operation theatre	<ol style="list-style-type: none"> 1. Operational Management in terms of OT workflow, operational processes, communication protocols within the OT complex, scheduling and planning, various indicators of OT management, resource allocation. 2. Understanding different zones of OT 3. Quality and Safety - Infection control and prevention, Patient safety protocols, NABH and JCI quality parameters of OT 4. Human Resource Management of OT 5. OT budgeting and cost control
Human Resource Department	<ol style="list-style-type: none"> 1. Gain hands-on experience with human resource management practices within a healthcare setting. 2. Develop an understanding of recruitment strategies, talent acquisition, and workforce planning tailored to healthcare needs. 3. Learn to write and revise detailed job descriptions that accurately reflect the skills, qualifications, and responsibilities required for healthcare positions. 4. Explore employee engagement techniques and strategies to enhance workforce morale and productivity. 5. Understand and apply healthcare-specific labor laws, compliance regulations, and ethical considerations in HR practices. 6. Gain proficiency in conducting performance appraisal interviews, providing constructive feedback, and setting development goals. 7. Learn to assess employee performance using appropriate metrics and evaluate alignment with organizational objectives. 8. Develop skills in performance management, employee training, and career development within healthcare organizations. 9. Address HR challenges unique to the healthcare industry, such as staffing shortages, high turnover, and employee retention. 10. Learn to design and implement HR policies that align with organizational goals, improve patient care, and optimize operational efficiency. 11. Cultivate leadership skills for managing diverse healthcare teams and fostering a supportive work environment.
MJPJAY/PMJAY	<ol style="list-style-type: none"> 1. Understand the structure and purpose of MJPJAY and PMJAY schemes. 2. Analyse the coverage, benefits, and eligibility criteria for beneficiaries. 3. Learn about the operational framework for implementing these schemes in public healthcare settings. 4. Explore the claims process, documentation, approval procedures, and reimbursement methods. 5. Study the regulatory and compliance requirements for MJPJAY/PMJAY implementation. 6. Examine the impact of these schemes on healthcare access, quality, and equity. 7. Investigate the integration of these schemes with broader healthcare policies and initiatives. 8. Understand the role of hospitals and insurance providers in managing the schemes. 9. Explore strategies for improving the efficiency and sustainability of these programs.

ESIC	<ol style="list-style-type: none"> 1. Gain an understanding of the structure and functioning of the Employee State Insurance Corporation (ESIC). 2. Explore the eligibility criteria, coverage, and benefits offered under ESIC. 3. Learn about the registration process for employees and employers under ESIC. 4. Study the claims and reimbursement process for medical benefits under ESIC. 5. Understand the role of ESIC in occupational health and social security. 6. Analyse the regulatory and compliance framework governing ESIC operations. 7. Assess the impact of ESIC on healthcare access for employees and their families. 8. Explore strategies to enhance the efficiency and reach of ESIC in both urban and rural areas. 9. Examine the financial sustainability of ESIC and its role in the Indian healthcare system.
Private Medici-claim	<ol style="list-style-type: none"> 1. Understand the structure and offerings of private Medici-claim policies in India. 2. Learn about the different types of private health insurance plans available to individuals and families. 3. Analyse the benefits, coverage limits, exclusions, and premiums associated with private Medici-claim policies. 4. Explore the claims process, including documentation and approval procedures for private Medici-claim. 5. Investigate the regulatory framework for private insurance, focusing on the role of the Insurance Regulatory and Development Authority (IRDA). 6. Study the relationship between private insurers, healthcare providers, and policyholders. 7. Examine strategies for reducing fraud and abuse in private Medici-claim insurance. 8. Understand the role of private Medici-claim in providing financial protection against high medical costs. 9. Explore challenges in the integration of private insurance schemes with public healthcare policies. 10. Analyse the impact of private Medici-claim on healthcare access and quality, particularly for insured individuals.

SKILL ENHANCEMENT COURSE

Name of the Program	Masters in Hospital Administration
Semester	Semester - II
Name of the Course	Innovation and Entrepreneurship
Course Code	SEC 001 T

Course Outcome	<ul style="list-style-type: none"> • Students will grasp the concepts of innovation, its ecosystem, and the role of various stakeholders such as government policies, startups, and innovation hubs. • Cultivating an entrepreneurial mindset and leadership qualities necessary for driving innovation and leading ventures. • Understanding the intersection of technology and innovation and leveraging emerging technologies for entrepreneurial ventures.
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Sr. No.	Topics	No. of Hrs.
1	Innovation and Innovation Eco-System, The Policy Framework, Startup Landscape and Innovation Hubs, - Digital India and Make in India, - Linking Innovation with Intellectual Property Rights, Raising Finance for Startups in India, Innovation in Indian Context, Writing a business plan	15
2	Creativity and Research, Converting Researches to Innovation: Innovation Types and Models, Product Development, IPR and its Commercialisation, Support System to Develop Culture of Research and Innovation, Commercialisation of research and innovation, Fund raising – Research and Innovation, Envisioning Innovation and Scenario Building	15
3	Introduction to Innovation in Entrepreneurship, Idea Generation and Validation, Design Thinking in Entrepreneurship, Business Model Innovation, Technology and Innovation, Funding Innovation, Entrepreneurial Mindset, Leadership & Intellectual Property, Scaling and Growth Strategies, sustainability & Social Innovation	15
Total		45 hrs

Name of the Program	Masters in Hospital Administration
Semester	Semester II
Name of the Course	NPTEL Swayam
Course Code	SEC 002 T

Note: The links of SWAYAM/NPTEL courses (https://swayam.gov.in/nc_details/NPTEL)

Scheme of University Examination Theory for PG Program:

General structure / patterns for setting up question papers for Theory / Practical courses, their evaluation weightages for PG programs of MGMSBS are given in the following tables

Marks scheme for the University exam:

Final theory marks will be 100 marks (80 marks University Theory exam + 20 Marks Internal assessment).

Question		Marks distribution	Marks allotted per section	Marks
Sec: A	SAQ	1 x 10 M = 10	10	40
	LAQ	5 x 6 M = 30	30	
Sec: B	SAQ	1 x 10 M = 10	10	40
	LAQ	5 x 6 M = 30	30	
Total				80 Marks

Marks Scheme for the University Examination (50 Marks)

Final theory marks will be 50 marks University Theory exam pattern Research Methodology & Biostatistics (Core course)

Question	Question No.	Question Type	Marks Distribution	Marks
Sec: A	1.	LAQ (2 out of 3)	2 X 10 Marks = 20	20
Sec: B	2.	SAQ (6 out of 8)	6 X 05 Marks = 30	30
Total				50 Marks

Marks Scheme for the University Examination (100 Marks)

Final theory marks will be 100 marks University Theory exam pattern Elective Course

Question	Question No.	Question Type	Marks Distribution	Marks
Sec: A	1.	LAQ (10 out of 12)	10 X 10 Marks = 100	100
Total				100 Marks

Marks Scheme for the University Examination (40 Marks)

Final theory marks will be 40 marks University Theory exam pattern

Question	Question No.	Question Type	Marks Distribution	Marks
Sec: A	1.	LAQ (1 out of 2)	1 X 10 Marks = 10	10
Sec: B	2.	SAQ (6 out of 8)	6 X 05 Marks = 30	30
Total				40 Marks

Practical exam pattern Research Methodology & Biostatistics (Core course)**Total 50-mark distribution:**

Exercise	Description	Marks
Q No 1	Practical/Problem-Solving: These questions can assess statistical analysis, research design, hypothesis testing, or interpretation of data etc	2 × 10 marks each) = 20 marks
Q No 2	Identification of study designs, Critical appraisal of research papers, Application of biostatistical tools, Sampling techniques etc	(4 × 5 marks each) = 20 marks
Q No 3	Viva Voce (Oral Examination) Assessing conceptual clarity, application of research methodology, and statistical reasoning.	10 marks
Total		50 Marks

Practical to be conducted at respective departments and marks submitted jointly by the parent department to the university.

Breakup of theory IA calculation for 20 marks

Description	Marks
Internal exam (at department)	15 marks
Seminar	5 marks
Total	20 Marks

Breakup of practical IA calculation:

Description	Marks
Internal exam (at department)	10 marks
Viva	5 marks
Journal	5 marks
Total	20 Marks

Note –20 marks to be converted to 10 marks weightage for submission to the university.

Marks Scheme for the Internal Theory exam (10 Marks)

Question Paper	Question No.	Question Type	Marks Distribution	Marks Per Section
Section A	1.	LAQ (1 out of 3)	1 X 10 Marks = 10	10
Section B	2.	SAQ (2 out of 4)	2 X 05 Marks = 10	10
Total				20 Marks

Note –20 marks to be converted to 10 marks weightage for submission to the university.

Checklist for Evaluation of Practice of Hospital Administration- Basic (MHA 104 CP)

Name of the student _____ Date: _____

Program: _____

Semester: _____ Name of the Internal Faculty/Observer: _____

Core Competencies	Marks allotted	Marks obtained
<p>Students will be prepared for leadership roles in the hospital sector through imparting training in planning, operation by various departmental postings including orientation in the managerial aspects of clinical and support services.</p> <p>Students will develop critical thinking and skills of professional hospital administrator by taking initiative to analyze the program/activity</p>		
Hospital Teaching		
a. Demonstrate competency in technical skills.	10	
Independent Work by Student guided by faculty		
a. Develop effective communication skills (verbally and through charting) with patients, team members, and family	2.5	
b. Identify intra and inter-professional team member roles and scopes of practice. Establish appropriate relationships with team members.	2.5	
Hands on practical work in hospital by students		
a. Protect confidentiality of electronic/manual hospital records data, information, and knowledge of technology in an ethical manner	2.5	
b. Managerial aspects through various departmental postings	05	
Independent work by student		
a. Demonstrate expected behaviors and complete tasks in a timely manner. Arrive at hospital at assigned times. Maintain Professional behavior and appearance	2.5	
b. Logbook	05	
Project Report		
a. Presentation	10	
b. Viva	05	
Attendance	05	
Total	50 marks	
Sign of Internal Examiner: _____		
Sign of External Examiner: _____		

Checklist for Evaluation of Practice of Hospital Administration – Advanced (MHA 109 CP)

Name of the student: _____ Date: _____

Program: _____

Semester: _____ Name of the Internal faculty/Observer: _____

Core Competencies	Marks allotted	Marks obtained
Students will be prepared for leadership roles in the hospital sector through imparting multidimensional knowledge of the hospital. Students will develop critical thinking and skills of professional hospital administrator, its operation, facilities so that they can work in the areas of formulating policies, planning operational action plans, managing / supervising various departmental activities and audit process.		
Hospital Teaching		
a. Demonstrate competency in technical skills.	5	
Independent Work by Student guided by faculty		
a. Develop effective communication skills (verbally and through charting) with patients, team members, and family	2.5	
b. Identify intra and inter-professional team member roles and scopes of practice. Establish appropriate relationships with team members.	2.5	
Hands on practical work in hospital by students		
a. Protect confidentiality of electronic/manual hospital records data, information, and knowledge of technology in an ethical manner	2.5	
b. Self-directed learning through various departmental postings	05	
c. Various audit process undertaken in departmental postings	05	
Independent work by student		
a. Demonstrate expected behaviors and complete tasks in a timely manner. Arrive at hospital at assigned times. Maintain Professional behavior and appearance	2.5	
b. Projects / seminars / conferences / courses completed	05	
c. Logbook	05	
Project Report		
a. Presentation	05	
b. Viva	05	
Attendance	05	
Total	50 marks	
Sign of Internal Examiner: _____		
Sign of External Examiner: _____		

Resolution No. 5.1 of Academic Council (AC-52/2025):

Resolved to approve the CBCS syllabus, including Program Outcomes (POs) and Course Outcomes (COs), for Postgraduate (PG) 2-year programs under MGMSBS (semester III & IV) for M.Sc. Medical Biotechnology, M.Sc. Medical Genetics, M.Sc. Clinical Embryology, M.Sc. Clinical Nutrition, M.Sc. Medical Dialysis Technology, M.Sc. Molecular Biology, M.Sc. Medical Radiology & Imaging Technology, M.Sc. Cardiac Care Technology, M.Sc. Operation Theatre and Anaesthesia Technology, M.Sc. Emergency and Trauma Care, M. Optometry, Masters in Hospital Administration, Masters of Public Health, M.Sc. Health Informatics, M.Sc. Medical Laboratory Technology, M.Sc. Clinical Research, to be effective from batch admitted in the Academic Year 2025-26 onwards. Guidelines for selected programmes as per National Commission for Allied & Healthcare Professions will be adopted for the given programmes from academic year 2026-27 onwards [ANNEXURE-17A, 17B, 17C, 17D, 17E, 17F, 17G, 17H, 17I, 17J, 17K, 17L, 17M, 17N, 17O & 17P and ANNEXURE-18A, 18B, 18C, 18D, 18E, 18F, 18G, 18H, 18I, 18J, 18K, 18L, 18M, 18N, 18O & 18P].

Annexure-17L of AC-52/2025**MGM SCHOOL OF BIOMEDICAL SCIENCES**

(A constituent unit of MGM INSTITUTE OF HEALTH SCIENCES)

(Deemed to be University u/s 3 of UGC Act 1956)

Grade "A⁺⁺" Accredited by NAAC

Sector 1, Kamothe, Navi Mumbai-410209, Tel.No.:022-2743763,27437632, 27432890

Email. sbsnm@mgmuhs.com/Website: www.mgmsbsnm.edu.in

CHOICE BASED CREDIT SYSTEM (CBCS)

(Academic Year 2025 - 26)

Curriculum for

M.Sc. Allied Health Sciences

Masters in Hospital Administration

Semester III & IV

COURSE OUTCOME

SEMESTER III

MHA 110 T	Quality Management & Accreditation in Hospital Industry	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Understand the evolution of quality management concepts and key principles in healthcare.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Explain the need and benefits of quality management programs in healthcare organizations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Apply quality tools like medical audits, critical pathways, CAPA, and client satisfaction assessment.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Evaluate accreditation standards such as NABH, NABL, JCI, and the role of QCI.	PO1,PO2,PO 3,PO4,PO5,P O6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Implement quality programs through management commitment, training, documentation, and audits.	PO1,PO2,PO 3,PO4,PO5,P O6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 111 T	Services Management and Marketing Management	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Explain the principles of service culture and customer relationship management.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Demonstrate skills in crisis management and grievance handling in service organizations.	PO1,PO2, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Apply service marketing concepts, quality models, and strategies in healthcare.	PO1,PO2,P O3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Analyze pricing and promotional methods for healthcare and hospital services.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Develop ethical and customer-focused marketing strategies for hospital services.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 112 T	Strategic Management and Health Insurance	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Understand strategic management concepts, vision, mission, and environmental analysis tools.	PO1,PO2,P O3,PO4,PO 5,PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Analyze business and corporate level strategies, including outsourcing benefits.	PO1,PO2,P O3,PO4,PO 5,PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Explain health insurance principles, functions of insurers, and industry structure.	PO1,PO2,P O3,PO4,PO 5,PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Describe types of health insurance in India, US, and microinsurance models.	PO1,PO2,P O3,PO4,PO 5,PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Identify challenges in health insurance and the government's role in regulation.	PO1,PO2,P O3,PO4,PO 5,PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 113 T	Legal Framework in Hospital	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Explain basic legal procedures, courts, and consumer protection laws applicable to healthcare management.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Describe professional rights, responsibilities, ethics, and medico-legal precautions for healthcare professionals.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Analyze laws related to hospital establishment, medical councils, biomedical waste, organ transplantation, and reproductive technologies.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Apply legal principles of contracts, insurance, taxation, and funding in healthcare organizations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Evaluate healthcare practices in the context of national health laws, environmental regulations, and international health standards.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 114 T	Material Management and Medical Equipment Management	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Explain the principles, objectives, and functions of material management in healthcare.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Apply planning, purchasing, and inventory control techniques for hospital materials and supplies.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Analyze processes for procurement, installation, maintenance, and condemnation of medical equipment.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Evaluate the role of biomedical engineering, risk management, and financial considerations in equipment management.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Demonstrate knowledge of commonly used medical equipment in hospitals and their operational requirements.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 115 CP	Practice of Hospital Administration (Project)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Students will gain hands-on experience in managing hospital operations, improving their ability to oversee departments and coordinate healthcare services.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
CO2	Students will enhance their practical skills in hospital management, including patient care coordination, resource management, and staff leadership.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

SEMESTER IV

MHA 116 T	Disaster Management and Mitigation Resources	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Explain the concepts, types, and impacts of disasters along with disaster management cycles and financial/legal aspects.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	Demonstrate knowledge of disaster communication systems, fire safety protocols, and community response measures.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	Apply principles of triage, casualty management, evacuation, and hospital preparedness during emergencies.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	Analyze hospital disaster management plans, policies, and risk assessment strategies for effective response.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO5	Evaluate roles and responsibilities of hospital staff in disaster situations and design training/awareness programmes	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 117	Research Project / Dissertation	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Students will successfully complete a dissertation that demonstrates their ability to design and execute original research, offering valuable insights into hospital administration practices.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	Dissertation Evaluation sheet, University Exam (Dissertation presentation), Black book
CO2	Students will develop advanced research, analytical, and writing skills, enabling them to address complex issues in healthcare management and contribute to the field's academic and practical advancement.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	Dissertation Evaluation sheet, University Exam (Dissertation presentation), Black book

MHA 118 CP	Practice of Hospital Administration (Internship)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To acquire practical experience in implementing public health programs, improving their skills in health assessments and intervention design.	PO1,PO2, PO3,PO4, PO5, PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

CO2	To develop a deeper understanding of community health needs and gain proficiency in creating effective public health strategies.	PO1,PO2,PO3,PO4,PO5,PO6,PO7,PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
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OUTLINE OF COURSE CURRICULUM**Master of Hospital Administration (MHA)****Semester III**

Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posting/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posting/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 110 T	Quality Management and Accreditation in Hospital	3	-	-	-	3	45	-	-	-	45	20	80	100
MHA 111 T	Services Management, and Marketing Management	3	-	-	-	3	45	-	-	-	45	-	50	50
MHA 112 T	Strategic Management & Health Insurance	4	-	-	-	4	60	-	-	-	60	20	80	100
MHA 113 T	Legal Framework in Hospital	3	-	-	-	3	45	-	-	-	45	20	80	100
MHA 114 T	Material Management & Medical Equipment Management	3	-	-	-	3	45	-	-	-	45	-	50	50
Discipline Specific Core Practical														
MHA 115 CP	Practice of Hospital Administration- Project	-	-	-	18	6	-	-	-	270	270	-	100	100
Total		16	0	0	18	22	240	0	0	270	510	60	440	500

OUTLINE OF COURSE CURRICULUM**Master of Hospital Administration (MHA)****Semester IV**

Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posting/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posting/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 116 T	Disaster Management and Mitigation Resources	4	-	-	-	4	60	-	-	-	60	20	80	100
Discipline Specific Core Practical														
MHA 117	Research Project/ Disserration	-	-	22	-	11	-	-	330	-	330	-	200	200
MHA 118 CP	Practice of Hospital Administration (Internship)	-	-	-	15	5	-	-	-	225	225	-	50	50
Total		4	0	22	15	20	60	0	330	225	615	20	330	350

SECOND YEAR

MASTERS IN HOSPITAL ADMINISTRATION

SEMESTER-III

SUBJECT CODE	SUBJECT
Discipline Specific Core Theory	
MHA 110 T	Quality Management and Accreditation in Hospital
MHA 111 T	Services Management, and Marketing Management
MHA 112 T	Strategic Management and Health Insurance
MHA 113 T	Legal Framework in Hospital
MHA 114 T	Material Management & Medical Equipment Management
Discipline Specific Core Practical	
MHA 115 CP	Practice of Hospital Administration- Project

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Quality Management & Accreditation in Hospital Industry
Course Code	MHA 110 T

Course objective	<ul style="list-style-type: none"> To understand the evolution, principles, and theories of quality management in healthcare. To familiarize students with quality management initiatives, standards, and assessment methods in clinical and diagnostic services. To introduce national and international accreditation and benchmarking systems for healthcare organizations. To develop skills for implementing, monitoring, and auditing quality programmes in healthcare settings. To promote continuous quality improvement for enhancing patient safety and satisfaction.
Course outcomes	<ul style="list-style-type: none"> Understand the evolution of quality management concepts and key principles in healthcare. Explain the need and benefits of quality management programs in healthcare organizations. Apply quality tools like medical audits, critical pathways, CAPA, and client satisfaction assessment. Evaluate accreditation standards such as NABH, NABL, JCI, and the role of QCI. Implement quality programs through management commitment, training, documentation, and audits.

Sr. No.	TOPICS	No. of Hrs.
1.	Evolution of quality movement- Quality assurance, total quality management, continuous quality improvement, Theories & principle of Quality Assurance: Principles, Juran, Trilogy, Kaizen, Philip Crosby 's principle,	10
2.	Quality management initiatives in health care- Need & Benefits for quality management in healthcare, Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, , Performance review – Assessment / Methods, Quality Management of diagnostic facilities, Assessment of Client satisfaction, Adverse events and CAPA	15
3.	Bench marking of quality standard- Quality Circle of India, Role of Quality Council of India (QCI) , NABL, NABH, JCI, BIS, ACHS Accreditation	10
4.	Implementation strategies for Quality Programmes- Top Management Commitment, Organizing Implementation, Action Plan, Group Meeting, Training, documentation, internal audit, application for certificate, final audit, Leadership issues. Selection of pilot projects, Quality initiatives in Indian Health Care Organization.	10
TOTAL		45 hrs.

REFERENCE BOOKS:

1. Joshi Sk. "Quality Management in Hospitals"; JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.
2. Gyani GJ. "Handbook of Healthcare Quality and Patient Safety"; 1st edition published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
3. Jan FA. "Step by Step Quality care"; published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
4. MCLAUGHLIN CP. "CONTINUOUS QUALITY IMPROVEMENT IN HEALTH CARE: THEORY, IMPLEMENTATION, AND APPLICATIONS" published by JONES AND BARTLETT PUBLISHERS

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Services Management and Marketing Management
Course Code	MHA 111 T

Course Objective	<ul style="list-style-type: none"> • Introduce the concepts of service culture, customer relationship management, and grievance handling. • Provide knowledge of service marketing concepts, service quality, and strategic approaches in healthcare. • Develop skills in pricing, promotion, and positioning of healthcare and hospital services. • Build competencies to manage customer satisfaction, branding, and ethical aspects of service marketing.
Course Outcomes	<ul style="list-style-type: none"> • Explain the principles of service culture and customer relationship management. • Demonstrate skills in crisis management and grievance handling in service organizations. • Apply service marketing concepts, quality models, and strategies in healthcare. • Analyze pricing and promotional methods for healthcare and hospital services. • Develop ethical and customer-focused marketing strategies for hospital services.

SR. NO.	TOPICS	HOURS
Services Management		
1.	Services Culture: Responsiveness, accountability, tangibility, accessibility,	5
2.	Customer Relationship Management (CRM) – Identification of customer, Classification into internal and external customer, customer satisfaction, customer value, maintaining relationship	5
3.	Crisis Management: Handling difficult situation for both internal as well as internal customer, Grievances Handling	5
Marketing Management		
1.	Service marketing concepts- Introduction, Growth of the Service Sector, The Concept of Service, Characteristics of Services- Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services, Designing the Service, Services marketing mix, 3Ps of service marketing-People- Physical evidence: -Process-Service quality; Service quality dimensions, Distinctive nature of services marketing	5
2.	Strategic Marketing Management for Services- Matching Demand and Supply through Capacity Planning and Segmentation, Role of HR & Internal Marketing of a Service, External versus Internal Orientation of Service Strategy.	5
3.	Delivering quality services-- Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap –Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap –Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality	5
4.	Pricing of Health services- Definition of price-cost-value-Factors to be considered for pricing of services - Pricing Objectives- profit oriented -Market skimming -.Market penetration –Operations and Patronage oriented objectives -Pricing Strategies - Cost based pricing-Competition based pricing - Demand based pricing--Price discounting-Odd pricing-Place differentiates-Quantity differentiates-Penetration pricing- Value pricing-Complementary pricing-Price bundling-Market segmentation and pricing.	10
5.	Marketing Hospital Services- Developing a positioning strategy, Marketing and medical ethics, promotional method in hospital sector, medical camp, conferences, internet medicine, public interest programmes, Corporate marketing, referral doctor system, Marketing for TPA and Cash Patients, advertising media – press, radio, television, films, hoardings, etc – media relations.-Branding, Customer Relationship Management (CRM), Marketing of Hospital Services of Non Profit Organizations	5

TOTAL	45 hrs.
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REFERENCE BOOKS:

1. Sharma M. "ESSENTIALS FOR HOSPITAL SUPPORT SERVICES & PHYSICAL INFRASTRUCTURE" published by JAYPEE brothers
2. Goel S.L. "MANAGEMENT OF HOSPITALS: HOSPITAL ADMINISTRATION IN THE 21ST CENTURY HOSPITAL PREVENTIVE AND PROMOTIVE SERVICES" published by DEEP & DEEP
3. Saxena R. "Marketing Management"; published by TATA MCGRAW HILL EDUCATION PVT LTD
4. Kotler P. "Marketing Management"; 13th edition published by TATA MCGRAW HILL EDUCATION PVT LTD

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Strategic Management and Health Insurance
Course Code	MHA 112 T

Course Objective	<ul style="list-style-type: none"> The course is design to impart knowledge of the hospital strategic management to the students. The hospitals have to compete against each other to attract patients and increase footfall in the hospitals. Only with the strongest will survive. The students in this course will be taught about the strategy formulation and implementation. Course deals with the subjects related to strategy planning, organizing, leading and controlling in the hospital.
Course Outcomes	<ul style="list-style-type: none"> Understand strategic management concepts, vision, mission, and environmental analysis tools. Analyze business and corporate level strategies, including outsourcing benefits. Explain health insurance principles, functions of insurers, and industry structure. Describe types of health insurance in India, US, and microinsurance models. Identify challenges in health insurance and the government's role in regulation.

Sr. No.	TOPICS	No. of Hrs.
STRATEGIC MANAGEMENT		
1.	Concepts of Strategic management- SM Process, Vision & Mission, External Environmental Analysis, General Environment, Industry Environment, Porters 5 Forces, Internal Environmental Analysis- Components, Resources, Capabilities, Competence, Competitive Advantage, Value Chain Analysis.	10
2.	Evaluation of strategy: SWOT, PEST, and other similar ways of analysis, CAPA, fishbone diagram and other similar tools for corrective and preventive steps.	5
3.	Business Level Strategy- Customers, Segments, Markets, Cost Leadership, Differentiation, Competitive Rivalry & Competitive Dynamics	5
4.	Corporate Level Strategy- Diversification, Integration, Restructuring, M&A, New market and product development, Corporate Social Responsibility and Corporate governance.	5
5.	Outsourcing as a strategy: Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, when and what to outsource.	5
HEALTH INSURANCE		
1.	Introduction to insurance industry- Health insurance reforms, health insurance in developing and developed countries, Health insurance in India, Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks. Characteristics of Insurance contract, cooling off period concept, co-pay concept, Health Insurance& Health Care Financing	4
2.	Functions of Insurers- Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Types of Insurers, Reinsurance: the concept, uses and advantages. Marketing channels: Agents & brokers professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker, an overview of IRDA.	5
3.	Form of Health Insurance in India- Social Health Insurance (mandatory health insurance schemes or government run schemes) - Central Government Health Schemes (C G H S)	6

	Employee and State Insurance Schemes (E S I S), Other Government Initiatives, Health insurance initiatives by State Governments, nonprofit social insurance scheme in India, , Actuarial Insurance; Employer based Scheme; Voluntary health insurance schemes or private-for-profit schemes	
4.	Health Insurance in US- indemnity based insurance, managed indemnity, HMO, PPO, POS	2
5.	Micro-Insurance in India- Need, financing, role of private sector, present product, long term sustainability, major problem in traditional model	3
6.	Concerns, Challenges and the Way Ahead- Different Health Insurance Policies – Analysis and Management, Concept of combined Life Insurance and Health Insurance, GOI & State Govt. Policy in implementation of Health insurance, Hospitals / TPA / Insurance Company / Relationship and Problems	5
7.	Government’s Role in Health Care: Need for Government intervention in the market - Price Controls - Support Prices and Administered Prices - Prevention and control of monopoly - Protection of consumers' interest - Economic Liberalization - Process of disinvestments - Need and methods - Policy planning as a guide to overall business development	5
Total		60 hrs.

REFERENCE BOOKS:

1. Srinivasan R. “Strategic Management”; published by PHI LEARNING PVT LTD
2. Datta S. “Strategic Management”; 2nd edition, published by JAICO PUBLISHING HOUSE
3. Phadtare M.T. “Strategic Management: Concepts and Cases”; PHI LEARNING PVT.LTD.
4. Jadhav VT. “HOW TO BE A SUCCESS IN PRIVATE MEDICAL PRACTICE & HEALTH INSURANCE LAWS” published by SHRI TIRUPATI DIAGNOSTIC CENTRE
5. Shreenivas. “WORLD ENCYCLOPAEDIA OF HEALTH CARE AND HOSPITAL ADMINISTRATION VOL.VIII: HOSPITAL SAFETY, INSURANCE AND LAW” published by JNANADA PRAKASHAN
6. Sihare H. “Technicalities of Health Insurance” published by GLOBAL ACADEMIC PUBLISHERS AND DISTRIBUTORS

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Legal Framework in Hospital
Course Code	MHA 113 T

Course Objective	<ul style="list-style-type: none"> • Provide knowledge of basic legal procedures, Indian Constitution, and consumer protection laws relevant to healthcare. • Familiarize students with medical ethics, professional conduct, rights, and responsibilities of healthcare professionals. • Develop understanding of laws governing hospitals, medical councils, biomedical waste, organ transplantation, surrogacy, and related healthcare legislations. • Introduce legal aspects of contracts, insurance, taxation, and funding for healthcare institutions. • Create awareness of health-related laws including MTP, mental health, communicable disease control, and environmental health regulations.
Course Outcomes	<ul style="list-style-type: none"> • Explain basic legal procedures, courts, and consumer protection laws applicable to healthcare management. • Describe professional rights, responsibilities, ethics, and medico-legal precautions for healthcare professionals. • Analyze laws related to hospital establishment, medical councils, biomedical waste, organ transplantation, and reproductive technologies. • Apply legal principles of contracts, insurance, taxation, and funding in healthcare organizations. • Evaluate healthcare practices in the context of national health laws, environmental regulations, and international health standards.

Sr. No.	TOPICS	No. of Hrs.
1.	Introduction & Legal Procedures- Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons; Inquest-Police Inquest, Magistrates Inquest; Criminal Courts in India & their Powers, General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act; Introduction to Indian Constitution, Consumer Protection Act 2019 and its relation to healthcare management.	5
2.	Fundamental Rights- Rights & Responsibilities of Medical Person, Hippocratic Oath, Declaration of Geneva; List of Offences & Professional Misconduct of Doctors as per Medical Council of India; Medical Negligence & Compensation, Error & Commissions, Medical Ethics/Doctor Patient Relationship; Preventive Steps for Doctors/Hospitals to Avoid Litigation-Consent Form, Life Support, Dying Declaration, Death Certificate, High Risk, Post Mortem, Medico Legal Aspects of Emergency Services, National medical commission professional conduct and regulations.	10
3.	Laws relating to Hospital- Promotion & Forming society, the Maharashtra Nursing Home-Registration Act and Rules, The Companies Act, Law of Partnership, A Sample Constitution for the Hospital, medical council act, State medical council, homeopathic medical council act, 1989, dentist act. Nursing council act, AERB, Transplantation of Human Organs Act, 1994, Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994; The Biomedical Waste (Management and Handling) Rules including ETP, STP and CTDF criteria, Radiation Safety System; Insurance Policy-General Claims Procedure, of property act 2019, Assisted Reproductive Technology regulation act and rules, The Surrogacy (Regulation) act 2021, Maharashtra anatomy act 2014, Blood bank and Drugs and Cosmetics act 2016 including its implications to blood bank and Medical store	15

4.	Laws relating Purchases and funding- Law of contracts, Law of Insurance, Export Import Policy, FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source.	5
5.	Laws pertaining to Health- Central Births and Deaths Registration Act, 1969- Recent amendments; Medical Termination of Pregnancy Act, 1971 with rules and amendments; Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992, Mental health act 2017, laws relating to communicable diseases, international health regulations, epidemic diseases act, Environmental protection act, 1986, The air (prevention and control of) pollution act 1981, international standards of drinking water	10
TOTAL		45 hrs.

REFERENCE BOOKS:

1. Parkodi S. "Health Laws and Healthcare System"; 1st edition; published by GLOBAL ACADEMIC PUBLISHERS AND DISTRIBUTORS
2. Sharma Dk. "Legal Aspect of Patient Care"; 1st edition, MODERN PUBLICATION
3. Kaushal A.K. "UNIVERSAL'S MEDICAL NEGLIGENCE AND LEGAL REMEDIES WITH SPECIAL REFERENCE TO CONSUMER PROTECTION LAW"; 3rd edition, published by UNIVERSAL LAW PUBLISHING CO.PVT.LTD.
4. Baldwa M. "Legal Issues in Medical Practices"; 1st edition, published by CBS PUBLISHERS AND DISTRIBUTORS PVT. TLD.

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Material Management and Medical Equipment Management
Course Code	MHA 114 T

Course Objective	<ul style="list-style-type: none"> • Provide an understanding of the principles, functions, and objectives of material management in healthcare organizations. • Develop knowledge of materials planning, purchasing, inventory control, and store management practices. • Familiarize students with medical equipment planning, procurement, installation, and maintenance processes. • Create awareness of issues, challenges, and risk management in material and equipment management. • Enable students to apply tools and techniques for effective utilization, control, and disposal of hospital materials and equipment.
Course Outcome	<ul style="list-style-type: none"> • Explain the principles, objectives, and functions of material management in healthcare. • Apply planning, purchasing, and inventory control techniques for hospital materials and supplies. • Analyze processes for procurement, installation, maintenance, and condemnation of medical equipment. • Evaluate the role of biomedical engineering, risk management, and financial considerations in equipment management. • Demonstrate knowledge of commonly used medical equipment in hospitals and their operational requirements.

Sr. No.	TOPICS	No. of Hrs.
Material Management		
1.	Introduction of Material Management- Definition, Scope & Functions, Objectives, principles	2
2.	Materials Planning- Classification of Materials-Consumable, Non consumable; Working out quantities required, forecasting; budgeting, concept of Just in time and Central purchasing.	3
3.	Purchase Management- Objectives, Purchase system-Centralized, Decentralized, Local purchase; Legal aspects of purchasing; Out Sourcing of Services; Purchase Procedures-Selection of Suppliers, Tendering procedures, Analyzing bids, Price negotiations, Issue of purchase orders, Rate Contracts, Follow up action, Import formalities relating to Medical Equipments, Letter of credit, service contracts, Foreign currency payments. - <i>Import</i> documentation	5
4.	Receipt of Materials- Inspection of materials, Preparation of defect/Discrepancy Report, Disposal of rejected items, Stocking of accepted items, Accounting of materials	2
5.	Store Management- Organization & layout, Functions of Store Manager, Materials handling, Flow of goods/FIFO, Computerization of inventory transactions, Security of stores, Disposal of scrap/unserviceable materials, Sub-stores in various departments, Physical stock taking, Codification and Classification of materials	3
6.	Inventory Control- Aims & objectives, Scope of Inventory Control, Lead-time, Buffer stock, Reorder level, Economic order quantity, safety stock, Two Bin System; Tools & Techniques of Inventory Control-Classification of Inventory, Techniques of Inventory Control- ABC, VED, Others.	3
7.	Medical Stores- Functions, Storage condition/Monitoring, Expiry Dates & Action, Cold Chain, Role of drug Review Committee-Hospital formulary, Obsolescence	2
Medical Equipment Management		

1.	Planning and forecasting the need of medical technologies in hospital- Justification of purchase proposal, Hospital Need Assessment, Estimation of Breakeven point and Profit – Projection in hospital budget, Local, National and International availability of Medical Equipments.	5
2.	Procurement of equipment- Equipment selection guideline, Estimation of cost and Q.C. Planning, Purchase / Installation / Commissioning of Medical Equipments.	5
3.	Equipment maintenance & condemnation- History sheet of equipment, preventive maintenance, master maintenance plan, repair of equipment, Inventory management, Quality management of medical technology, Replacement of old Equipments and Buyback Policy, Condemnation & disposal, Procedure for condemnation.	5
4.	Issues and challenges- Role of Biomedical Engineering Department, Risk Management, Disaster Management, financial issues,	5
5.	Common Medical Equipments used in Hospital- Critical care equipment, OT equipment, Laboratory equipment, Diagnostic equipment, new inventions	5
TOTAL		45 hrs.

REFERENCE BOOKS:

1. Joshi DC; “Hospital Administration”; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
2. Sakharkar BM; “Principles of Hospital Administration and Planning”; JAYPEE BROTHERS MEDICAL PUBLISHERS PVT. LTD.
3. Kunders GD; “Hospitals: Facility Planning and Management”; TATA MCGRAW HILL EDUCATION PVT LTD 2004
4. Gopalkrishnan P. “Handbook of Materials Management”; 14th edition, PHI LEARNING PRIVATE LIMITED
5. Datta AK. “Materials Management Procedures Text and Cases”; 2nd edition, PHI LEARNING PRIVATE LIMITED

Name the Program	Masters in Hospital Administration
Semester	Semester - III
Name of the Course	Practice of Hospital Administration- Project
Course Code	MHA 115 CP

Course Objective	<ul style="list-style-type: none"> To provide students with practical experience in various hospital departments, allowing them to understand the operations and management of healthcare facilities. To develop students' ability to apply theoretical knowledge in real-world hospital settings, improving their problem-solving and decision-making skills.
Course Outcome	<ul style="list-style-type: none"> Students will gain hands-on experience in managing hospital operations, improving their ability to oversee departments and coordinate healthcare services. Students will enhance their practical skills in hospital management, including patient care coordination, resource management, and staff leadership.

NAME OF THE DEPARTMENT	LEARNING OBJECTIVES	
	Department	No. of Hrs.
Operation Under the Accreditation	<p>Supervision of Hospital Director in various departments</p> <p>Medical Records Department</p> <p>Marketing Department</p> <p>Other relevant administrative and quality operations</p>	270
Dialysis	<ol style="list-style-type: none"> Understanding principles of Hemodialysis and Peritoneal dialysis. Observing the location, Physical facilities, architectural plan strategic management along with process flow of Dialysis along with minimum area needed. Study of manpower needed for Dialysis unit. Understanding number of shifts identified for dialysis and Human resource management. Study of incidents and accidents while performing dialysis. Observation of organogram of Dialysis department with roles and responsibilities Understanding names of disposables used for dialysis Study of number of patients dialyzed with one machine CMC and AMC of dialysis machines and RO Plant Logbook and history sheet of each dialysis machine Study of Dietary instructions to CRF patients coming regularly for dialysis Study of utilization of dialysis machine outside unit such as ICU Understanding concept of Peritoneal dialysis machines and uptake Uptake of dialysis packages in Integrated AB-PMJAY and MJPJAY Study of maintenance of RO plant in terms of regular filter and membrane replacement of RO plant Study of monitoring of water quality of RO plant for Total dissolved solids (TDS) along with daily requirement of water per dialysis. Study of NABH parameters of Nephrology department Study of clinical indicators in relation to Dialysis. Understanding process documentation Sterilization and Infection Control protocols along with NABH protocols of dialysis unit Ethical and Legal Considerations 	270 hrs.

	<ol style="list-style-type: none"> 20. Communication with patients and Teamwork 21. Financial Management and Budgeting 22. Risk Management in Dialysis Department 23. Collaboration with Multidisciplinary Teams 24. Community Outreach and Patient Education 25. Crisis Management and Emergency Response 26. Learning to adopt new practices, policies to enhance the quality of dialysis services and develop leadership skills.
<p>Blood and blood components bank</p>	<ol style="list-style-type: none"> 1. Observing the location, Physical facilities, architectural plan along with process flow of Blood Bank. 2. Observation of organogram of blood bank with roles and responsibilities. 3. Study the NABH parameters for Blood Bank along with documentation and record keeping. 4. Study of proforma of label pasted on blood bottle to be issued for patient. 5. Understanding the blood bank safety manual and SOP. 6. Understanding the approval in the form of license to operate blood bank for collection, storage, processing of whole blood and or its components for distribution. 7. Understanding staffing and training parameters of blood bank as per FDA guidelines 8. Understanding inventory management of blood bank which includes blood, blood products such as Packed blood cells, platelets, plasma, cryoprecipitate along with monitoring of expiry dates, managing blood shortages and implementing strategies of effective blood utilization. 9. Understanding HMIS of Blood Bank. 10. Understanding the Process of monitoring of blood transfusion reactions. 11. Monitoring of expiry dates, managing blood shortages, impending strategies for effective blood utilization in blood bank. 12. Inventory management of important equipment in blood bank. 13. Understanding the process of organization of blood donation camps the fields and voluntary blood donation programme. 14. Understanding coordination of blood bank with all the departments such as between blood bank and wards. 15. Observation of blood transfusion practices. 16. Understanding the important clinical indicators of blood bank such as TAT for issue of blood and blood components etc. 17. Understanding the infection control parameters of blood bank. 18. Understanding the process to be followed after blood transfusion.

Cath lab unit	<ol style="list-style-type: none"> 1. Clinical Operations including the role and function of a Cath lab within a hospital. Familiarize yourself with the types of procedures performed in a Cath lab such as angioplasty, stenting, cardiac catheterization and others and equipment management. 2. Patient Care and Safety including infection control, patient assessment and preparation for Cath lab procedures. 3. NABH criteria for Cath lab 4. Understand patient workflow, staffing norm, supply chain management and inventory control. 5. Learn about revenue cycle management and reimbursement. 6. Understand the importance of teamwork and communication among healthcare professionals and with patient's relatives. 7. Roles and responsibilities of different team members, including nurses, technologists, and physicians.
Biomedical waste management	<ol style="list-style-type: none"> 1. Understanding the concept of biomedical waste and its segregation in different color-coded bags such as human anatomical waste, solid waste, discarded medicines, liquid waste, soiled linen, recyclable plastic waste, waste sharps and glassware's. 2. Understanding the process of collection of all bags from different wards centrally and handing over to common treatment and disposal facilities. 3. Understanding the process of accident reporting and post exposure prophylaxis. 4. Understanding the application for authorization/renewal of authorization/biomedical waste management rules 2016. 5. Understanding the authorization by MPCB for generation, collection, reception treatment, transport and disposal of biomedical waste. 6. Understanding the concept of report to be send to MPCB in prescribed protocol/guidelines. 7. Understanding the concept of ETP needed for hospitals with more than 50 beds. 8. Visit to WTP and STP
Quality department	Understanding the NABH parameters of concerned semester posting workstations.
Cardiac and CVTS ICU	<ol style="list-style-type: none"> 1. Understand organization and management of concerned ICUs 2. Recognize role of technology in ICU along with identification and treatments of cardiac conditions. 3. NABH parameters of both ICUs. 4. Importance of interdisciplinary collaboration 5. Human resource management of both ICUs. 6. Budgeting and resource allocation.
NICU	<ol style="list-style-type: none"> 1. Understand organization and management of concerned NICUs 1. Recognize role of technology in NICU along with identification and treatments 2. NABH parameters of both NICUs. 3. Importance of interdisciplinary collaboration 4. Human resource management of both NICUs 5. Budgeting and resource allocation. 6. Compliance of high court guidelines to prevent Theft of neonates.
Hospital Director	Observe the handling of issues and challenges at the director's cabin, focusing on decision-making, problem-solving techniques, and the implementation of effective solutions to ensure smooth hospital operations and enhance patient and staff satisfaction

SECOND YEAR

MASTERS IN HOSPITAL ADMINISTRATION

SEMESTER- IV

SUBJECT CODE	SUBJECT
Discipline Specific Core Theory	
MHA 116 T	Disaster Management and Mitigation Resources
Discipline Specific Core Practical	
MHA 117	Research Project / Dissertation
MHA 118 CP	Practice of Hospital Administration (Internship)

Name the Program	Masters in Hospital Administration
Semester	Semester - IV
Name of the Course	DISASTER MANAGEMENT AND MITIGATION RESOURCES
Course Code	MHA 116 T

Course Objectives	<ul style="list-style-type: none"> • Provide an understanding of disasters, emergencies, disaster management cycles, and relief measures. • Familiarize students with communication systems, fire safety protocols, and community coordination during disasters. • Develop skills in emergency patient management, triage, evacuation, and hospital preparedness. • Introduce hospital disaster management planning, policy, administration, and risk assessment approaches. • Build awareness of staff responsibilities, coordination, training, and capacity-building in disaster situations.
Course Outcomes	<ul style="list-style-type: none"> • Explain the concepts, types, and impacts of disasters along with disaster management cycles and financial/legal aspects. • Demonstrate knowledge of disaster communication systems, fire safety protocols, and community response measures. • Apply principles of triage, casualty management, evacuation, and hospital preparedness during emergencies. • Analyze hospital disaster management plans, policies, and risk assessment strategies for effective response. • Evaluate roles and responsibilities of hospital staff in disaster situations and design training/awareness programmes

Sr. No.	Topics	No. of hrs.
1	Introduction and financial relief measures - Definition of Disaster, Emergency; Disaster Codes, Incident Management Team (IMT), Community partners, Hazard Vulnerability Assessment – Disaster Management Cycle - mitigation, community-based Preparedness, response, recovery; Type of Disasters – Natural and manmade – Management of Natural and Manmade disasters including stampede. Direct and indirect effects of disaster, long term effects of disaster. Introduction to Global warming and climate change. Ways to raise finance for relief expenditure, role of Government agencies and NGOs in this process. Legal aspects related to finance raising as well as overall management of disaster. Various NGOs and the works they have carried out in the past on the occurrence of various disasters. Ways to approach these teams. International relief and agencies and their role in extreme events.	20
2	Communication and fire safety - Notification of Disaster situation, Disaster/emergency announcement, Internal and External Information. Dos and Don'ts in disaster. Fire safety measures in Hospital and mock drill.	5
3	Emergency Patient Management -Triage, First aid center, Assessment and transportation of injured persons, Categorization of casualties, Disaster Tags, Evacuation, Hospital preparedness for mass admissions of patients. Rescue operations – How to start with and how to proceed in due course of time.	10

4	Disaster plan of a hospital and Disaster Management – Policy and administration – Basic Requirements, Components of disaster plan: pre-hospital and hospital; Organization and Structure of Management in the Hospital, Alarm and Mobilization, Competencies and Emergency Rights, Admission and Treatment Capacities, Admission and Registration of Patients, Predefined Patient Transportation Routes, internal disaster plan-evacuation of hospital. Objectives of disaster management Policy along with its importance and principles. Disaster risk in India, risk mapping assessment and analysis including seawalls, embankments and Bio shields. Paradigm shift in disaster management. Command and coordination in Disaster management. Contingency plan in field and Hospital.	20
5	Staff Responsibilities- General, Incident commander, hospital administrator, Clinicians, Chief Nursing Officer, Chief of Security, Facility Manager, Food Service Manager, Pharmacy In charge, Front Desk Staff, Information, Capacity development and training, awareness and Education. Exercise- Mock exercise on disaster management in Hospital	5
TOTAL		60 hrs.

REFERENCE BOOKS:

1. Sharma VK. “Disaster Management”; 2nd edition, published by SCIENTIFIC INTERNATIONAL PVT.LTD.
2. Dave PK. “EMERGENCY MEDICAL SERVICES AND DISASTER MANAGEMENT: A HOLISTIC APPROACH”; published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD
3. Freestone J. “DISASTER PREPAREDNESS: SIMPLE STEPS FOR BUSINESSES” 1st edition, published by VIVA BOOKS PRIVATE LIMITED

Name the Program	Masters in Hospital Administration
Semester	Semester - IV
Name of the Course	Research Project / Dissertation
Course Code	MHA 117

Course Objective	<ul style="list-style-type: none"> • To provide students with the knowledge and skills necessary to conduct high-quality, independent research in hospital administration, focusing on current trends, challenges, and innovations in healthcare management. • To equip students with the ability to critically analyze healthcare systems, formulate research hypotheses, and contribute meaningful solutions through their dissertation work.
Course Outcome	<ul style="list-style-type: none"> • Students will successfully complete a dissertation that demonstrates their ability to design and execute original research, offering valuable insights into hospital administration practices. • Students will develop advanced research, analytical, and writing skills, enabling them to address complex issues in healthcare management and contribute to the field's academic and practical advancement.

Sr. No.	Topics	No. of Hrs.
1.	Dissertation/Project work should be carried out as an individual Dissertation and actual bench work.	330
2.	The students will carry independent project work under the supervision of the staff of Department on an advanced topic assigned to him/her. In house projects are encouraged. Students may be allowed to carry out the project work in other Departmental laboratories/ Research institutes / Industries as per the availability of Infrastructure.	
3.	Co guides from the other institutions may be allowed.	
4.	The Dissertation/ Project work will begin from 3rd Semester, and will continue through the 4th Semester.	
5.	The Dissertation/ Project report (also work book shall be presented at the time of presentation and viva voce) will be submitted at the end of the 4th Semester and evaluated.	
6.	Five copies of the project report shall be submitted to the Director, SBS.	
7.	For the conduct of the End Semester Examination and evaluation of Dissertation/ Project work the University will appoint External Examiners.	
8.	Since the dissertation is by research, Dissertation/ Project work carries a total of 250 marks and evaluation will be carried out by both internal and external evaluators.	
9.	The student has to defend his/her Dissertation/Project Work in a seminar which will be evaluated by an internal and external expert appointed by the University.	
10.	The assignment of marks for Project/ Dissertation is as follows: Part I -Topic Selection, Review of Literature, Novelty of works-50 marks Part II a. Continuous Internal Assessment, Novelty, Overall, Lab Work Culture- 100Marks b. Dissertation/ Project work book: 50 Marks c. Viva- Voce: 50 Marks	
Total		330 hrs.

Name the Program	Masters in Hospital Administration
Semester	Semester - IV
Name of the Course	Practice of Hospital Administration (Internship)
Course Code	MHA 118 CP

Course Objective	<ul style="list-style-type: none"> • To provide students with practical experience in hospital administration through hands-on internship opportunities. • To enhance students' understanding of day-to-day hospital operations, management, and decision-making processes.
Course Outcome	<ul style="list-style-type: none"> • To acquire practical experience in implementing public health programs, improving their skills in health assessments and intervention design. • To develop a deeper understanding of community health needs and gain proficiency in creating effective public health strategies.

Sr. No.	Department	Hours
1.	<p><i>UNDER the Supervision of Medical Superintendent:</i></p> <p>Students will be pursuing their internship and gain hands on practical experience.</p>	225
Total		225 hrs.

Scheme of University Examination Theory for PG Program: MHA

General structure / patterns for setting up question papers for Theory / Practical courses, their evaluation weightages for PG programs of MGMSBS are given in the following tables

Marks scheme for the University exam:

Final theory marks will be 100 marks (80 marks University Theory exam + 20 Marks Internal assessment).

Question		Marks distribution	Marks allotted per section	Marks
Sec: A	LAQ	1 x 10 M = 10	10	40
	SAQ	5 x 6 M = 30	30	
Sec: B	LAQ	1 x 10 M = 10	10	40
	SAQ	5 x 6 M = 30	30	
Total				80 Marks

Marks Scheme for the University Examination (50 Marks)

Final theory marks will be 50 marks University Theory exam pattern

Question	Question No.	Question Type	Marks Distribution	Marks
Sec: A	1.	LAQ (2 out of 3)	2 X 10 Marks = 20	20
Sec: B	2.	SAQ (6 out of 8)	6 X 05 Marks = 30	30
Total				50 Marks

Practical to be conducted at respective departments and marks submitted jointly by the parent department to the university.

Breakup of theory IA calculation for 20 marks

Description	Marks
Internal exam (at department)	15 marks
Seminar	5 marks
Total	20 Marks

Checklist for Evaluation of Practice of Hospital Administration –Project (MHA 115 CP)

Name of the student: _____ Date: _____

Program: _____

Semester: _____ Name of the Internal faculty/Observer: _____

Core Competencies	Marks allotted	Marks obtained
	Students will develop critical thinking and research skills , data analysis , documentation.	
Topic		
The topic and the importance of topic are precise / Independent scientific thinking/originality	5	
Introduction & Literature Review		
1. Does the student present enough and relevant background on what is known on the topic, existing information gap, and importance of bridging that gap?	10	
2. Does the student cite enough, relevant literature properly to support the information presented?	10	
Methods		
1. Is there enough detail of what, when, where, and how the research was performed so that other researcher can repeat the method for similar studies?	10	
Results		
1. Are the results presented clearly, concisely, and in logical order for each objective, hypothesis, or research question (in case of multiple objectives, hypotheses, and/or research questions)?	10	
2. Are the Pictures, Figures, Tables, and any other artwork presented of high quality (legible, labelled properly, standing alone) and described and referred in the text properly?	10	
Discussion		
1. Is the discussion presented in a logical order for each objective, hypothesis, or research question (in case of multiple objectives, hypotheses, and/or research questions)?	5	
2. Does the student answer the research question(s), or accept or fail to accept null hypothesis(es) proposed for the study?	5	
3. Does the student relate the findings to relevant literature with proper citation?	5	
4. Does the student present satisfactory reasons for findings that are in disagreement with previously reported results in other literature?	5	
Conclusions and other parts		
Does the student draw reasonable conclusion(s) based on the research findings, and present implications of the findings? Are the conclusions of any utility to the scientific community, or any other stakeholders? Are the acknowledgements and cited references properly presented?	5	
Overall Quality of Writing		
Given the entire application, what is the overall assessment of the individual thesis?	5	

Communication		
In a cogent manner	5	
Using appropriate style	5	
By adequately defending the results orally	5	
Total	100 marks	

Checklist for Evaluation of Practice of Hospital Administration - Internship (MHA 118 CP)

Name of the student: _____ Date: _____

Program: _____

Semester: _____ Name of the Internal faculty/Observer: _____

Core Competencies	Marks allotted	Marks obtained
Students will be prepared for leadership roles in the hospital sector through imparting multidimensional knowledge of the hospital. Students will develop critical thinking and skills of professional hospital administrator, its operation, facilities so that they can work in the areas of formulating policies, planning operational action plans, managing / supervising various departmental activities and audit process.		
Hospital Teaching		
a. Demonstrate competency in technical skills.	5	
Independent Work by Student guided by faculty		
a. Develop effective communication skills (verbally and through charting) with patients, team members, and family	2.5	
b. Identify intra and inter-professional team member roles and scopes of practice. Establish appropriate relationships with team members.	2.5	
Hands on practical work in hospital by students		
a. Protect confidentiality of electronic/manual hospital records data, information, and knowledge of technology in an ethical manner	2.5	
b. Self-directed learning through various departmental postings	05	
c. Various audit process undertaken in departmental postings	05	
Independent work by student		
a. Demonstrate expected behaviors and complete tasks in a timely manner. Arrive at hospital at assigned times. Maintain Professional behavior and appearance	2.5	
b. Projects / seminars / conferences / courses completed	05	
c. Logbook	05	
Project Report		
a. Presentation	05	
b. Viva	05	
Attendance	05	
Total	50 marks	
Sign of Internal Examiner: _____		
Sign of External Examiner: _____		

Evaluation for Semester IV - Evaluation parameter (Research Project / Dissertation)

Evaluation parameter (Semester IV)	Continuous Internal Evaluation (CIE)	Semester End Evaluation (SEE)	
	Guide	Internal examiner	External examiner
Thesis preparation, Novelty, Overall Lab Work Culture	25	-	-
Dissertation/Project work book	25	25	25
Evaluation of thesis including Viva Voce	-	50	50
Total	50	75	75
Overall Total = 200			



MGM INSTITUTE OF HEALTH SCIENCES

(Deemed to be University u/s 3 of UGC Act, 1956)

Grade 'A++' Accredited by NAAC

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