



# 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- 51/2025, Dated 29/04/2025

### **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.

**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<sup>++</sup>" Accredited by NAAC

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

Email. [sbsnm@mgmuhs.com](mailto:sbsnm@mgmuhs.com)/Website: [www.mgmsbsnm.edu.in](http://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. Reformations 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 IV<sup>th</sup> 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**

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

**PROGRAMME SPECIFIC OUTCOME**

<b>Program Code</b>	<b>Program Objective</b>
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

<b>MHA 101 T</b>	<b>Introduction to Human Biology, Public Health, Healthcare System in India &amp; Hospital Industry</b>	<b>Mapped POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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
<b>CO3</b>	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
<b>CO4</b>	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

<b>MHA 102 T</b>	<b>Introduction to Epidemiology, Hospital Epidemiology and Demography</b>	<b>Mapped POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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
<b>CO3</b>	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

<b>MHA 103 T</b>	<b>Introduction To Concepts &amp; Principles of Management and Business Communication</b>	<b>Mapped POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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
<b>CO3</b>	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
<b>CO4</b>	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

<b>CC 001 T &amp; CC 001 P</b>	<b>Research Methodology &amp; Biostatistics (Core Course)</b>	<b>Mapped POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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

<b>MHA 104 CP</b>	<b>Practice of Hospital Administration (Basic)</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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**

<b>MHA 105 T</b>	<b>Hospital Planning &amp; Management</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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
<b>CO3</b>	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
<b>CO4</b>	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

<b>MHA 106 T</b>	<b>Accounting &amp; Costing and Management Information System</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	To understand and differentiate between various accounting disciplines.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
<b>CO2</b>	To apply the double-entry system and manage financial transactions accurately.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
<b>CO3</b>	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
<b>CO4</b>	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

<b>MHA 107 T</b>	<b>Human Resource Management and Organizational Behavior</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
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<b>CO1</b>	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, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
<b>CO2</b>	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, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
<b>CO3</b>	To understand the role of industrial relations, grievance handling, and maintaining discipline within the organization.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
<b>CO4</b>	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, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

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



		PO6,PO7, PO8		
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<b>MHA 109 CP</b>	<b>Practice of Hospital Administration (Advanced)</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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

<b>SEC 001 T</b>	<b>Innovation and Enterprenuarship</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	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
<b>CO2</b>	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
<b>CO3</b>	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

<b>SEC 002 T</b>	<b>AI in Human Resource Management (NPTEL)</b>	<b>Mapping POs</b>	<b>Teaching Learning Methodologies</b>	<b>Assessment Tools</b>
<b>CO1</b>	Fully understand the concepts of AI and its relevance to the HR management.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
<b>CO2</b>	Equip themselves with the knowledge of AI-based tools and systems.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
<b>CO3</b>	Make organizations more vibrant and stable by embracing the developments in AI technology.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
<b>CO4</b>	Undertake better management practices and decisions	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)

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

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 Entrepreneurship	3	-	-	-	3	45	-	-	-	45	-	100	100
SEC 002 T	AI In Human Resource Management (NPTEL)													
Total		14	2	0	18	22	210	30	0	270	510	70	430	500

# FIRST YEAR

## MASTERS IN HOSPITAL ADMINISTRATION

### SEMESTER-I

Code No.	Core Subjects
<b>Discipline Specific Core Theory</b>	
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)
<b>Discipline Specific Core Practical</b>	
MHA 104 CP	Practice of Hospital Administration - Basic
CC 001 P	Research Methodology & Biostatistics (Core Course)

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

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

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

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

**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"; 1<sup>st</sup> edition, published by Bhalani Publishing House.
4. Mahajan and Gupta, "Textbook of Preventive and Social Medicine"; 4<sup>th</sup> 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.

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

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

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

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

**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"; 1<sup>st</sup> edition, published by Bhalani Publishing House.
4. Mahajan and Gupta, "Textbook of Preventive and Social Medicine"; 4<sup>th</sup> edition, published by JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD



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

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

<b>Sr. No.</b>	<b>Topics</b>	<b>No. of Hrs.</b>
<b>PRINCIPLES OF MANAGEMENT</b>		
1.	<b>Introduction to Management:</b> 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.	<b>5</b>
2.	<b>Management functions:</b> 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.	<b>10</b>
3.	<b>Staffing and directing:</b> 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,	<b>5</b>

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

**REFERENCE BOOKS:**

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

<b>Name the Program</b>	<b>Masters in Hospital Administration</b>
<b>Semester</b>	<b>Semester - I</b>
<b>Name of the Course</b>	<b>Research Methodology &amp; Biostatistics (Core Course)</b>
<b>Course Code</b>	<b>CC 001 T</b>

<b>Teaching Objective</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>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 &amp; reporting of results and use of statistical software.</li> </ul>

<b>Sr. No</b>	<b>Topic</b>	<b>No. of Hrs.</b>
<b>A</b>	<b>Research Methodology:</b>	<b>23</b>
1	<b>Scientific Methods of Research:</b> Definition of Research, Assumptions, Operations and Aims of Scientific Research. Research Process, Significance and Criteria of Good Research, Research Methods versus Methodology	4
2	<b>Research Designs:</b> 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	<b>Sampling Designs:</b> 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	<b>Measurement in research:</b> Measurement Scales, Sources of Error in Measurement,	3
5	<b>Methods of Data Collection:</b> Types of data, Collection of Primary Data, Observation Method, Interview Method	4
6	Research Ethics and plagiarism	2
<b>B</b>	<b>Biostatistics</b>	<b>22</b>
7	<b>Data Presentation:</b> 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	<b>Measures of Central Tendency and Dispersion:</b> 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	<b>Testing of Hypotheses:</b> Definition, Basic Concepts, Procedure for Hypothesis Testing,	4

	power of test, Normal distribution, Parametric Tests including Z-test, t-test, and ANOVA	
10	<b>Chi-square Test:</b> Chi-square as a Non-parametric Test, Applications.	2
11	<b>Measures of Relationship:</b> Correlation and Simple Regression Analysis	3
12	<b>Non-parametric test:</b> 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	<b>Vital Health Statistics:</b> rate, crude rate, age specific rate, Measurement of fertility, Rate, Measures of mortality.	4
<b>Total</b>		<b>45 hrs</b>

### CC 001 P–Research Methodology & Biostatistics

Sr. No.	Topics	No. of Hrs.
<b>A</b>	<b>Research Methodology</b>	
1	Research Article Presentation (Seminar)	5
<b>B</b>	<b>Biostatistics</b>	
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
<b>Total</b>		<b>60 hrs</b>

#### 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**

<b>Subject</b>	<b>Book Name</b>	<b>Author</b>
<b>Biostatistics &amp; Research Methodology</b>	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.

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

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

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

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

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

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



# FIRST YEAR

## MASTERS IN HOSPITAL ADMINISTRATION

### SEMESTER-II

Code No.	Core Subjects
<b>Discipline Specific Core Theory</b>	
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
<b>Discipline Specific Core Practical</b>	
MHA 109 CP	Practice of Hospital Administration – Advanced
<b>Skill Enhancement Course</b>	
SEC 001 T	Innovation and Entrepreneurship
SEC 002 T	AI In Human Resource Management (NPTEL)

<b>Name the Program</b>	<b>Masters in Hospital Administration</b>
<b>Semester</b>	<b>Semester - II</b>
<b>Name of the Course</b>	<b>Hospital Planning &amp; Management</b>
<b>Course Code</b>	<b>MHA 105 T</b>

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

<b>Sr. No.</b>	<b>Topics</b>	<b>No. of Hrs.</b>
1.	<b>Introduction-</b> 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	<b>3</b>
2.	<b>Steps in Hospital Planning-</b> 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.	<b>10</b>
3.	<b>Architect Report-</b> Preparation of Architect's Brief including preparation of the Master plan, Phasing of Activities, different zones of hospital.	<b>5</b>
4.	<b>Types of Hospital Organization &amp; Statutory Requirements for Planning-</b> 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.	<b>15</b>
5.	<b>Project Management:</b> PERT/CPM techniques, managing finance and other resources, equipment planning and procurement process, record-keeping, commissioning the facilities.	<b>5</b>
6.	<b>Departmental Planning:</b> Planning including Out Patient Department/Indoor Ward design including General ward, ICU specialty wards like Pediatric, Maternity ward etc; Equipments & Purchase.	<b>5</b>
7.	<b>Engineering Services and Utilities-</b> Electrical system; water supply and sanitary system;	<b>5</b>

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

**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

<b>Name the Program</b>	<b>Masters in Hospital Administration</b>
<b>Semester</b>	<b>Semester - II</b>
<b>Name of the Course</b>	<b>Accounting &amp; Costing And Management Information System</b>
<b>Course Code</b>	<b>MHA 106 T</b>

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

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

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

**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”; 20<sup>th</sup> edition, published by NEW DELHI PHI LEARNING PRV.LTD.
5. Obrien JA., “Management Information Systems: Managing Information Technology in the internetworked Enterprise” 4<sup>th</sup> edition published by BOSTON MCGRAW HILL

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

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

<b>Sr. No.</b>	<b>Topics</b>	<b>No. of Hrs.</b>
<b>HUMAN RESOURCE MANAGEMENT</b>		
<b>1.</b>	<b>Perspectives in human resource management</b> - 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	<b>2</b>
<b>2.</b>	<b>The concept of best fit employee</b> – 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.	<b>3</b>
<b>3.</b>	<b>Training and executive development</b> – Types of training, methods, purpose, benefits and resistance. Executive development programs, common practices, benefits, self-development, knowledge management.	<b>2</b>
<b>4.</b>	<b>Sustaining employee interest</b> – Wage Administration, Salary Administration. Employee Benefits & Social Security compensation plan, reward, motivation, theories of motivation, career management, development, mentor, protege relationships.	<b>4</b>

5.	<b>Performance evaluation and control process</b> - 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.	<b>Industrial Relations</b> -Unions & their role, Settlement of disputes, Industrial Dispute Act, Collective bargaining.	2
7.	<b>Issues Relating to Management of Professionals</b> -Consultants, Specialists, Medical Officers, Nursing Staff, Other Paramedical Staff.	2
8.	<b>Discipline</b> - Punctuality, Dress code, Identification, Behaviors of staff, Disciplinary action, Law of natural justice.	2
9.	<b>Brief introduction to Rules and regulations:</b> -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
<b>ORGANIZATIONAL BEHAVIOR</b>		
1.	<b>Organizational Behavior:</b> Concept and its importance. Details regarding Models of Organizational Behavior, relationship, Types of Cognitive Framework.	2
2.	<b>Perception and Attribution:</b> 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.	<b>Motivation:</b> 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.	<b>Organizational Power and Politics:</b> 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.	<b>Organizational Roles:</b> 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.	<b>Handling Stress:</b> 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
<b>Total</b>		<b>45 hrs</b>

**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”; 1<sup>st</sup> edition, published by NEW DELHI VIVA BOOKS



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

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

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

**Reference Books:**

1. Dutta SB, “Health Economics for Hospital Management”; 1<sup>st</sup> edition; JAYPEE BROTHERS MEDICAL PUBLISHERS (P) LTD 2014
2. Gupta GS, “Managerial Economics”; 2<sup>nd</sup> edition; Published by TATA MCGRAW HILL EDUCATION PVT LTD 2011
3. Dwivedi DN, “Managerial Economics”; 7<sup>th</sup> 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

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

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

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

<b>Name of Department</b>	<b>Learning Objectives</b>
<b>Radiology</b>	<ol style="list-style-type: none"> <li>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.</li> <li>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</li> <li>Process of reporting of X ray/CT scan/ Sonography and MRI. Understanding Teleradiology reporting.</li> <li>Study of NABH parameters needed for radiology</li> <li>Process of monitoring of TLD badges with frequency which includes radiation surveillance process.</li> <li>TAT of radiological investigations done and report communicated to patient/ ward.</li> <li>Maintenance of equipment's history card/Log book.</li> <li>Protocol of imaging investigations with contrast (Oral, rectal and Intravenous).</li> <li>Observing the protocol for transportation of patient from ward to the Radiology department.</li> </ol>

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

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

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

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

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



## SKILL ENHANCEMENT COURSE

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

<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>• Students will grasp the concepts of innovation, its ecosystem, and the role of various stakeholders such as government policies, startups, and innovation hubs.</li> <li>• Cultivating an entrepreneurial mindset and leadership qualities necessary for driving innovation and leading ventures.</li> <li>• Understanding the intersection of technology and innovation and leveraging emerging technologies for entrepreneurial ventures.</li> </ul>
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<b>Sr. No.</b>	<b>Topics</b>	<b>No. of Hrs.</b>
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
<b>Total</b>		<b>45 hrs</b>

<b>Name of the Program</b>	<b>Masters in Hospital Administration</b>
<b>Semester</b>	<b>Semester - II</b>
<b>Name of the Course</b>	<b>AI In Human Resource Management (NPTEL)</b>
<b>Course Code</b>	<b>SEC 002 T</b>

<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Fully understand the concepts of AI and its relevance to the HR management.</li> <li>Equip themselves with the knowledge of AI-based tools and systems.</li> <li>Make organizations more vibrant and stable by embracing the developments in AI technology.</li> <li>Undertake better management practices and decisions</li> </ul>
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<b>Sr. No.</b>	<b>Topics</b>	<b>No. of Hrs.</b>
1	<b>Understanding AI:</b> <ul style="list-style-type: none"> <li>Deploying AI in HR Practices</li> <li>Introduction to AI tools</li> <li>Leveraging AI for Diversity Management</li> </ul>	2
2	<b>Adopting AI in HR practices:</b> <ul style="list-style-type: none"> <li>Decision making</li> <li>Adoption of AI in Task automation, Recruitment, and Talent acquisition</li> <li>HR Metrics</li> </ul>	6
3	<b>Usage of AI in various functions of HR:</b> <ul style="list-style-type: none"> <li>Using AI in Workforce Planning</li> <li>Using AI in Employee Training</li> <li>Using AI in Performance Appraisal</li> <li>Using AI for Employee Retention</li> <li>Ethical concerns in using AI in various functions of HRM</li> </ul>	8
4	<b>AI in Performance Management, on boarding, Person-job fit (Part-1):</b> <ul style="list-style-type: none"> <li>Role of AI in Performance Management</li> <li>Application of AI in Onboarding</li> <li>Using AI in Person -job fit</li> </ul>	5
5	<b>SMART HRM AI in HR analytics, People analytics (Part-2):</b> <ul style="list-style-type: none"> <li>SMART HRM</li> <li>HR Analytics</li> <li>People Analytics Using AI</li> <li>HR administration application</li> </ul>	2
6	<b>Innovation &amp; HR(Part-1):</b> <ul style="list-style-type: none"> <li>AI-Augmented HRM</li> <li>Learning and Development Programs</li> <li>Disruptive innovation in HRM: Future of HRM</li> </ul>	3
7	<b>Innovation &amp; HR(Part-2):</b> <ul style="list-style-type: none"> <li>HRM in the era of Generative AI</li> <li>Building Organizational Capabilities through AI Driven HRM</li> <li>Metaverse in HRM</li> </ul>	3

8	<b>Challenges and Future Opportunities of AI in HRM:</b> <ul style="list-style-type: none"> <li>• Challenges of AI adoption in HRM</li> <li>• HRM digitalization Success and Future Opportunities.</li> <li>• AI in Career Succession Planning of Employees</li> </ul>	3
9	<b>Emerging Trends of AI in HRM (Part-1):</b> <ul style="list-style-type: none"> <li>• AI in Sustaining Green HRM</li> <li>• Emerging trends of AI based HRM</li> <li>• Benefits of Synergizing AI and HRM</li> </ul>	3
10	<b>Emerging Trends of AI in HRM (Part-2):</b> <ul style="list-style-type: none"> <li>• AI in Compensation &amp; Benefits</li> <li>• AI in Compliance</li> <li>• AI- Mediated Knowledge Management</li> </ul>	3
11	<b>AI tools and Employee Experiences:</b> <ul style="list-style-type: none"> <li>• AI in SHRM</li> <li>• HRP&amp; HR Chatbots</li> <li>• Using AI in enhancing employee</li> </ul>	3
12	<b>AI and Company Culture and its concomitance with HR Practices:</b> <ul style="list-style-type: none"> <li>• HR &amp; Company Culture</li> <li>• Adopting AI in Managing Company Culture</li> <li>• Boon or Curse: Co-existence of HR &amp; AI</li> <li>• AI in Knowledge Management</li> </ul>	4
<b>Total</b>		<b>45 hrs</b>

**\*Note:** Attain the NPTEL Course with title and course code as “**AI In Human Resource Management (Course Code: noc25-mg05) (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	
<b>Total</b>				<b>80 Marks</b>

### 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
<b>Total</b>				<b>50 Marks</b>

### 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
<b>Total</b>				<b>100 Marks</b>

### 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
<b>Total</b>				<b>40 Marks</b>

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

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

**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**

<b>Description</b>	<b>Marks</b>
Internal exam (at department)	15 marks
Seminar	5 marks
<b>Total</b>	<b>20 Marks</b>

**Breakup of practical IA calculation:**

<b>Description</b>	<b>Marks</b>
Internal exam (at department)	10 marks
Viva	5 marks
Journal	5 marks
<b>Total</b>	<b>20 Marks</b>

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

**Marks Scheme for the Internal Theory exam (10 Marks)**

<b>Question Paper</b>	<b>Question No.</b>	<b>Question Type</b>	<b>Marks Distribution</b>	<b>Marks Per Section</b>
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
<b>Total</b>				<b>20 Marks</b>

**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>		
<b>Hospital Teaching</b>		
a. Demonstrate competency in technical skills.	10	
<b>Independent Work by Student guided by faculty</b>		
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	
<b>Hands on practical work in hospital by students</b>		
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	
<b>Independent work by student</b>		
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	
<b>Project Report</b>		
a. Presentation	10	
b. Viva	05	
<b>Attendance</b>	05	
<b>Total</b>	<b>50 marks</b>	
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.		
<b>Hospital Teaching</b>		
a. Demonstrate competency in technical skills.	5	
<b>Independent Work by Student guided by faculty</b>		
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	
<b>Hands on practical work in hospital by students</b>		
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	
<b>Independent work by student</b>		
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	
<b>Project Report</b>		
a. Presentation	05	
b. Viva	05	
<b>Attendance</b>	05	
<b>Total</b>	<b>50 marks</b>	
Sign of Internal Examiner: _____		
Sign of External Examiner: _____		



## 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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