



Chirayu
University

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SCHEME AND SYLLABUS

(w.e.f. Academic Session 2024-25)

MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)

Chirayu University
Bhopal, MP 462030, India
www.chirayuuniversity.ac.in



Scheme of Examination w.e.f. Academic Session 2024-25

MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)

Subject wise distribution of marks and corresponding credits

Semester - I

Sr. No	Subject Code	Subject Name	Type of Course	Marks Allotted						Hours/Week				Total Credits
				Theory			Practical			Total Marks	L	T	P	
				End Sem. Exam	Mid Sem. Test (MST)	Quiz/ Assignment	Practical/ Viva Voce	Term Work/ Evaluation of Internship/ Project/ Residency						
1	MHAC101	Hospital Organization And Management Theory	CC	70	20	10	-	-	100	4	0	0	4	
2	MHAC102	Biostatistics	CC	70	20	10	-	-	100	4	0	0	4	
3	MHAC103	Hospital Accounting System	CC	70	20	10	-	-	100	4	0	0	4	
4	MHAP101	Hospital Residency- I	AEC	-	-	-	100	100	200	0	0	8	4	
ELECTIVES (Choose any two)														
5	MHAE101	Healthcare Services And Its Applications	SEC	70	20	10	-	-	100	3	0	0	3	
6	MHAE102	Legal and Ethical Issues in Hospitals	SEC	70	20	10	-	-	100	3	0	0	3	
7	MHAE103	Health Economics	SEC	70	20	10	-	-	100	3	0	0	3	
Total				350	100	50	100	100	700	18	0	08	22	

- Note:
1. One credit refers to one hour teaching in Theory, Tutorial and 2 hours in Practical.
 2. Minimum of two Mid Semester Tests (MSTs) to be conducted.
 3. L: Lecture, T: Tutorial, P: Practical

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Scheme of Examination w.e.f. Academic Session 2024-25
MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)
Subject wise distribution of marks and corresponding credits

Semester - II

Sr. No	Subject Code	Subject Name	Type of Course	Marks Allotted						Hours/Week			Total Credits	
				Theory			Practical			Total Marks	L	T		P
				End Sem. Exam	Mid Sem. Test (MST)	Quiz/ Assignment	Practical/ Viva Voce	Term Work/Evaluation of Internship/ Project/ Residency						
1	MHAC201	Marketing of Hospitals	CC	70	20	10	-	-	100	4	0	0	4	
2	MHAC202	Research Methodology In Hospitals	CC	70	20	10	-	-	100	4	0	0	4	
3	MHAC203	Hospital Financial Management	CC	70	20	10	-	-	100	4	0	0	4	
4	MHAP202	Hospital Residency - II	AEC	-	-	-	100	100	200	0	0	8	4	
ELECTIVES (Choose Any Two)														
5	MHAE201	Management of Hospital Clinical Services	SEC	70	20	10	-	-	100	3	0	0	3	
6	MHAE202	Health Insurance and Medical Tourism	SEC	70	20	10	-	-	100	3	0	0	3	
7	MHAE203	Constitution of India	SEC	70	20	10	-	-	100	3	0	0	3	
Total				350	100	50	100	100	700	18	0	8	22	

- Note: 1. One credit refers to one hour teaching in Theory, Tutorial and 2 hours in Practical.
2. Minimum of two Mid Semester Tests (MSTs) to be conducted.
3. L: Lecture, T: Tutorial, P: Practical
4. One month Hospital Internship (Course Code: MHAP301) to be completed by the students during the summer break after II semester and it will be evaluated in III semester.



Scheme of Examination w.e.f. Academic Session 2024-25

MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)

Subject wise distribution of marks and corresponding credits

Semester - III

Sr. No	Subject Code	Subject Name	Type of Course	Marks Allotted						Hours/Week			Total Credits	
				Theory			Practical			Total Marks	L	T		P
				End Sem. Exam	Mid Sem. Test (MST)	Quiz/ Assignment	Practical/ Viva Voce	Term Work/Evaluation of Internship/ Project/ Residency						
1	MHAC301	Hospital Planning And Designing	CC	70	20	10	-	-	100	4	0	0	4	
2	MHAC302	Quality Management In Healthcare	CC	70	20	10	-	-	100	4	0	0	4	
3	MHAC303	Human Resource Management	CC	70	20	10	-	-	100	4	0	0	4	
4	MHAA301	Business Communication	AEC	35	15	-	-	-	50	2	0	0	2	
5	MHAA302	Case Study	AEC	-	-	-	25	25	50	0	0	4	2	
6	MHAP301	Hospital Internship	AEC	-	-	-	50	50	100	0	0	8	4	
ELECTIVES (Choose any two)														
7	MHAE301	Management Of Hospital Non-Clinical Services	SEC	70	20	10	-	-	100	3	0	0	3	
8	MHAE302	Patient Care Management	SEC	70	20	10	-	-	100	3	0	0	3	
9	MHAE303	Environment and Ecology	SEC	70	20	10	-	-	100	3	0	0	3	
Total				385	115	50	75	75	700	20	0	12	26	

Note: 1. One credit refers to one hour teaching in Theory, Tutorial and 2 hours in Practical.

2. Minimum of two Mid Semester Tests (MSTs) to be conducted.

3. L: Lecture, T: Tutorial, P: Practical

4. Project and Viva Voce (Course Code: MHAP401) will be initiated in the 3rd semester. It will be completed and evaluated in the 4th semester.

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Scheme of Examination w.e.f. Academic Session 2024-25

MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)

Subject wise distribution of marks and corresponding credits

Semester - IV

Sr. No	Subject Code	Subject Name	Type of Course	Marks Allotted					Hours/Week			Total Credits	
				Theory		Quiz/ Assignment	Practical/ Viva Voce	Practical Term Work/Evaluation of Internship/ Research/ Project/ Residency	Total Marks	L	T		P
				End Sem. Exam	Mid Sem. Test (MST)								
1	MHAC401	Biomedical Waste Management And Environmental Health	CC	70	20	10	-	100	4	0	0	4	
2	MHAC402	Entrepreneurship And Consultancy In Healthcare Management	CC	70	20	10	-	100	4	0	0	4	
3	MHAC403	Inventory Control And Purchase Management In Healthcare	CC	70	20	10	-	100	4	0	0	4	
4	MHAP401	Project and Viva Voce	AEC	-	-	-	50	200	0	0	16	8	
ELECTIVES (Choose any two)													
5	MHAE401	Strategic Management in Healthcare	SEC	70	20	10	-	100	3	0	0	3	
6	MHAE402	Hospital Information System	SEC	70	20	10	-	100	3	0	0	3	
7	MHAE403	Basics of Nutrition	SEC	70	20	10	-	100	3	0	0	3	
Total				350	100	50	50	700	18	0	16	26	

Note: 1. One credit refers to one hour teaching in Theory, Tutorial and 2 hours in Practical.

2. Minimum of two Mid Semester Tests (MSTs) to be conducted.

3. L: Lecture, T: Tutorial, P: Practical

Chirayu

Principles

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SYLLABUS

(w.e.f. Academic Session 2024-25)

MASTER OF HOSPITAL ADMINISTRATION (MHA – 2 Year Programme)

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Chirayu School of Management and Research

MHA, 2 Year Programme

Semester I

Course Code	Course Title	L:T:P = Credits
MHAC101	Hospital Organization And Management Theory	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Define Management and its various functions and roles of a manager.	
CO2	Understand the concept of Planning and the various stages in planning process.	
CO3	Determine the role of staffing and the various functions involved in it.	
CO4	Acquire knowledge about various theories and concepts pertaining to Leadership and Motivation.	
CO5	Evaluate the various techniques of controlling.	
CO6	Create the various techniques of coordination.	
Course Content		
Unit 1	Management: Concept, nature and importance; Management Vs. administration; Management Skills; Levels of management; Evolution of management; early contributors, Taylor's scientific Management theory; Fayal's principles of management, Modern healthcare management.	
Unit 2	Management Functions: Introduction to functions of management; Planning: nature, scope and its Significance; Types of plans, planning process, barriers to effective planning and decision making. Process organising: Concept, forms of organisational structure, departmentalization, span of control, Delegation of authority, authority and responsibility, organisational design.	
Unit 3	Staffing and Directing: Concept, system approach, manpower planning, job design, recruitment and Selection, training and development, performance appraisal. Directing: Concept, direction and Supervision; Motivation: Concept, motivation and performance, theories of motivation, approaches for improving motivation, pay and job performance, quality of work life, morale Building.	
Unit 4	Leadership: Concept, functions, styles and theories. Communication: Process, importance, channels, barriers to communication, communication and management, role of communication in managerial effectiveness.	
Unit 5	Controlling: Meaning, steps in a control process, need for control, types of control methods, Essentials of effective control systems, problems in central process, control techniques.	
Suggested Text Books		
1	Anil Bhat and Arya Kumar Principles of Management : Competencies, Processes and Practices 2016 Oxford Higher Education	
2	J S Chandan Management Theory and Practice 2007 Vikas publishing House	
3	Satya Raju and Parthsarthy Management Cases and Practice 2018 PHI Leanings	
4	Harold KoontzEssentiuals of Management 2000 Tata Mcgraw Hill.	









Course Code	Course Title	L:T:P = Credits
MHAC102	Biostatistics	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the significance of Biostatistics.	
CO2	Define epidemiology and appreciate its importance in hospital settings.	
CO3	Measure disease burden in the hospital settings using epidemiological methods.	
CO4	Design appropriate epidemiological study in a given scenario.	
CO5	Apply basic principles and methods of epidemiology in analysing hospital data.	
CO6	Summarize key bio statistical concepts and reasoning and use statistical software for data entry, data processing and data analysis.	
Course Content		
Unit 1	Introduction: Basic concepts of Biostatistics – utility and limitations of Biostatistics, Reasons for data collection, sources of data Primary and Secondary Data - Variables and Types of Variables: Quantitative and Qualitative – Sampling, Sample size and Sampling techniques – Primary Data collection Method - Respondents, interviews, observation, questionnaire, survey- Sources of Secondary Data, Editing, Coding, Classification and tabulation of data	
Unit 2	Data Analysis: Importance of measures of disease frequency Data Analysis – techniques and tools – Measures of Central Tendency, Measures of Dispersion, Regression, Correlation, Probability Distribution: Poisson, Binomial & Normal Distribution-Central Limit Theorem, Good estimator, Confidence Intervals– use of Excel in data analysis - univariate, bivariate and multivariate analysis .	
Unit 3	Vital Statistics calculations: Mortality and Morbidity Rates, Sex Ratio, Expectation of Life at birth, Birth Rate, Age Specific Fertility Rate, Death Rate, Age Specific Death Rate, Infant Mortality Rate, Neo-natal Mortality, Still Birth Rate, General Fertility Rate, Gross Reproduction Rate, Net Reproduction Rate, Case - Fatality Rate Hospital Statistics: Application of statistics in healthcare and hospital settings - utilization of the basic data, sources of health statistics, problems in collection of sickness data, measurement of sickness, vital statistics. Digital sources of Indian health care system	
Unit 4	General Epidemiology Definition, objective & scope of epidemiology, History and Evolution of epidemiology, achievement in epidemiology, Epidemiological Triangle, Distribution and determinants of disease; Disease transmission dynamics, Measurements in Epidemiology (morbidity, mortality, disability) - Incidence and prevalence, Usage of rates, ratios and proportions, quality of life; Concept of risk-Absolute risk, relative risk, odds ratio, attributable risk, population attributable risk. Association and causal relationship, Bias, Confounder & Interaction; Validity & reliability	
Unit 5	Epidemiologic methods & approaches Epidemiology and Clinical Practice, Epidemiological approach (asking questions and making comparisons). Quantitative (Observational, analytical & experimental studies) & Qualitative methods; Screening, Surveillance & Evaluation of health services and Public Policy. Sources & use of hospital statistics. Use of epidemiological approaches & methods in evaluating functioning & services of hospital. Ethical and Professional Issues in Epidemiology	
Suggested Text Books		
1	Gupta, S. P., & Gupta, M. P. (1979). Business statistics. S. Chand, New Delhi.	
2	Gupta, C. B., & Gupta, V. (2009). Introduction to Statistical Methods. Visas Publishing House Pvt Ltd	
3	D N Elhance and RD Agrawal Fundamental Statistics for Management 2012 Kitab Mahal New Delhi	
4	Balakrishnan, V. K. (1997). Schism's Outline of Graph Theory: Including Hundreds of Solved Problems. McGraw Hill Professional.	
5	R Selvaraj and C Loganathan Quantitative Methods in Management 2008 Excel Books.	



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Table with columns: Course Code, Course Title, L:T:P = Credits. Includes sections for Course Outcomes, Course Content, and Suggested Text Books.

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Course Code	Course Title	L:T:P = Credits
MHAP101	Hospital Residency- I	0:0:8 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the functioning of OPD Services of a hospital.	
CO2	Analyse the process flow of Emergency Department.	
CO3	Assess the various operational aspects of IPD Services	
CO4	Categorize various types of Medical Records and their significance.	
CO5	Summarize the equipment of CSSD and their functions.	
CO6	Sketch the layout and designing aspects of OT and ICU in detail.	
List/Description of Practical		
Students would be provided exposure of various practical aspects of hospital administration including OPD Services, Emergency Services, IPD Services, Medical Record Department, Central Sterile Supply Department, OT and ICU Services etc. through scheduled hospital residency.		
Suggested Text Books		
1	B M Shakharkar, Principles Of Hospital Administration And Planning, 2009, Jaypee Publication	
2	Kunders G D, Hospitals- Facilities Planning and Management, 2017, McGraw Hill Publication India	



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Course Code	Course Title	L:T:P = Credits
MHAE101	Healthcare Services And Its Applications	3:0:0=3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the concept of Indian Healthcare System.	
CO2	State the functions and roles of hospital and its administrators.	
CO3	Analyse the various aspects of Health and Disease.	
CO4	Assess the concept of Population studies.	
CO5	Define the meaning terminologies related to public health.	
CO6	Interpret the implementation of National Health Policy and various disease control programmes.	
Course Content		
Unit 1	Overview of Health Care Delivery System and Holistic Approach: Brief history of evolution, growth of health care services after independent, holistic approach to health. Alternative care for allopathic in rural regions and Increasing Trend of AYUSH facilities in Indian Health delivery system. Health Care Infrastructure, District health organization, Primary health care, Community health Centres, Challenges of health needs in remote areas and rural doctors' shortages.	
Unit 2	Overview of Hospital Organization & Administration: Introduction to hospital as an organization, evaluation of hospital administration, to understand functioning of hospitals, role and peculiarities of hospitals, complexities and ambit of the roles of hospital administrator, attributes, qualities and skills required for hospital administrators. Concept of modern hospital and privatization in health sector.	
Unit 3	Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & Causation, Natural history of disease, Disease control & prevention, Changing patterns of disease. Medical Sociology –Introduction Sociological perspective of health, illness and healing. Institutional perspective and Organizational perspective.	
Unit 4	Introduction to Population Studies, Issues of Indian society & culture, Nuptiality & Fertility, Reproductive health, Population and Development (policies, programs & evaluation), definition of epidemic, endemic, pandemic, sporadic. Basics of demography.	
Unit 5	Contemporary Issues in Health Services Management- National Health Policy; Reproductive, Maternal, New-born, Child, and Adolescent Health (RMNCH+A); National Vector Borne Disease Control Programme (NVBDCP)	
Suggested Text Books		
1	Park K Text Book of Preventive and Social Medicine 2005 Banarsidas Bhanot Publishers: Jabalpur	
2	BhendeAsha and Kanitkar Tara, Principles of Population Studies, Himalaya Publishing House, 1996	
3	Singh S.N, Premi M.K., Bhatia P.S., Population Transition In India, B.R. Publishing Corporation, Delhi, 1989.	
4	Desai P.B, Population in the Context of India's Development, UGC-UNFPA Project , Gujarat Vidyapith, Ahmadabad, 1987.	

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Course Code	Course Title	L:T:P = Credits
MHAE102	Legal and Ethical Issues in Hospital	3:0:0=3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the knowledge of medical ethics and different acts under ethical concerns.	
CO2	Express the knowledge of Medical negligence and mal practice.	
CO3	Choose the legal aspect in health care delivery in relation to different medical negligence acts and hospital waste management.	
CO4	Characterize the legal frameworks for health systems and organizations	
CO5	Appraise the role of the central and state governments in promoting and protecting the health of citizens.	
CO6	Develop the relationship between community health issues along with the focus on health legislation and patient's rights.	
Course Content		
Unit 1	Legal Framework for Hospitals: Introduction to Legal framework, Patient's rights & provider's responsibility; Medical Malpractice.	
Unit 2	Code of Medical Ethics: Code – Duties of Physician to their patients, Duties of Physician to the profession at large, duties of Physician to the profession in consultation, Duties of Physician to the profession to the public;	
Unit 3	Medical Negligence, Hospital Waste Management: Consumer protection Act, Biomedical Waste Management Act 2016, Drugs and Cosmetic Act, MTP Act, Arbitration Act, National Blood Policy, Patents Act 1970, Section D with reference to new drugs and medicines. Role of Hospital Manager in adherence to these acts and rules	
Unit 4	PNDT Act, Disaster Management Act, Narcotics Drugs Act: PNDT Act, Disaster Management Act 2005, The Human Organ transplantation Act 2014, Narcotics Drugs act 1985. Role of Hospital Manager in adherence to these acts and rules	
Unit 5	AERB Act, ICD: Registration of Birth and Death, Atomic Energy Regulation Act 2015, International Classification of Diseases. Role of Hospital Manager in adherence to these acts and rules.	
Suggested Text Books		
1	AnoopKaushal K, Medical negligence and legal remedies, 3rd edition, universal lawPllblsher.5. New Delhi, 2004.	
2	Avtarsingh, company law, 13th edition, Taxmann publishers, Lucknow, 2001	
3	Consumer Protection Act 1986.	
4	R.K. Chaube, consumer protection and the Medical profession, Jaypee Publishing, New Delhi, 2000.	
5	Gupta D and Gupta S Government and business 1987 Vikas Publishing House	

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Course Code	Course Title	L:T:P = Credits
MHAE103	Health Economics	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe with central ethical principles that are considered when society makes decisions and influence public health.	
CO2	Explain the economic activities in context to healthcare sector.	
CO3	Show the skills required for understanding utility, demand, supply and health care markets.	
CO4	Relate with the students with knowledge related to circular flow of economic activity and cost functions.	
CO5	Conclude how you can predict peoples' health related behavior.	
CO6	Synthesize the knowledge about nature and scope of economics in the field of healthcare.	
Course Content		
Unit 1	Nature and scope of Economics: Basic Economic Concepts - Circular Flow of Economic Activity - Using Economics to study Health Issues - Nature and Relevance of Economics to Health and Medical care, Concept of Health- Health Determinants, Valuation&-Measurement of Health Demand analysis. Indifference curve analysis. Production possibility frontier. Micro Economic Tools for Health economics, Relevance of economics in health & medical care.	
Unit 2	Utility Analysis: Laws of Demand and Supply, The Demand for Health, The Demand for Medical Care, Concept of Elasticity, Production, Cost functions, Policies to Contain Costs Supply and cost analysis.	
Unit 3	Demand and Supply: Market forms- Demand and Supply of Medical and Healthcare Services, Price determination under various configurations. Market Morphology in health sector: Market- its concept in health economics, Perfect competition- nature, short and long run equilibrium, concept of break even and shut down point, Impact of internality and externality on hospital supply	
Unit 4	Analysing Medical care Markets: The Medical Care Market Place, competitive Market Model, Market Failure, Government Intervention. Theory of Labour Markets for Health Care Professionals. Models of Physician Behaviour, Alternative Models of Hospital Behaviour- Utility Maximizing Model, Physician Control Models. Market for Healthcare Professionals- The Market for Physicians Services, Nursing Services, Dental Services and Hospital services, The Trend towards Multi Hospital Systems.	
Unit 5	Healthcare system: Indian Healthcare system - Health Policies - Expenditure and Allocations Under Five-Year Plans-Role of Private Sector and PPP. Role of health economics in decision making, Evaluating health care interventions in from an economic perspective	
Suggested Text Books		
1	Dwivedi, D.N., Microeconomic Theory, Vikas Publications, New Delhi, 2016	
2	Shuvendu Bikash Dutta Health Economics for Hospital Management 2013 Jaypee Brothers Publication Delhi	
3	N.K Anand and S Goel Health Economics 2006 ITBS Publishers	
4	Kenneth Black, Jr., Harold D.Skipper,Jr., Life & Health Insurance, 13th edition.	
5	D.N. Dwivedi Managerial Economics 2015 Vikas Publishing House	



Chirayu School of Management and Research

MHA, 2 Year Programme

Semester II

Table with columns: Course Code, Course Title, L:T:P = Credits. Includes sections for Course Outcomes, Course Content, and Suggested Text Books.

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Table with columns: Course Code, Course Title, L:T:P = Credits. Includes Course Outcomes (CO1-CO6), Course Content (Unit 1-5), and Suggested Text Books (1-5).

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAC203	Hospital Financial Management	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the concept of financial management.	
CO2	Apply the methods of valuations.	
CO3	Analyse the concept of Working Capital.	
CO4	Choose between various type of Investment Decisions.	
CO5	Compare the fundamentals of various types of costs.	
CO6	Synthesize various decisions related to dividend.	
Course Content		
Unit 1	Financial Management – an overview, Nature, scope, functions, goals, sources of finance- An Overview.	
Unit 2	Fundamentals of valuation concepts. Time value of money, Risk & Return-trade off (Elementary idea)	
Unit 3	Working Capital Management including, Cash Management, Receivables Management, Inventory Management.	
Unit 4	Investment decisions, Capital Budgeting- NPV, IRR, PI, ARR., Cost of Capital-overall vs. specific cost of capital.	
Unit 5	Dividend decisions-dividend theory, dividend policy.	
Suggested Text Books		
1	PC Tulsian, Financial Accounting, Pearson, Latest Edition.	
2	S.N. Maheshwari, Introduction to Accountancy, New Delhi, Vikas Publishing House, Latest Edition.	
3	MY Khan, PK Jain, Management Accounting- Text, problems & Cases, McGraw Hills, Latest Edition.	
4	CA Sharad K Maheshwari & Dr Suneel K Maheshwari Dr SN Maheshwari, A Textbook of Accounting for Management, New Delhi, Vikas Publishing House, Latest Edition.	
5	MN Arora, Cost Accounting Principle & Practices, Vikas Publishing House, Latest Edition.	







Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAP202	Hospital Residency - II	0:0:8 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the practical aspect of Laboratory Services.	
CO2	Classify various types of Bio Medical and Engineering services.	
CO3	Sketch the process flow and functioning of Blood Bank Services.	
CO4	Evaluate the quality parameters of Dietary and Linen Laundry Services	
CO5	Categorize the functioning of Security and Transport Services	
CO6	Compare the process of BMW management services and housekeeping services.	
List/Description of Practical		
Students would be provided exposure of various practical aspects of hospital administration including Diagnostic and Lab Services, Imaging Services, Bio-Medical Services, Dietary Services Lenin and Laundry Services, Security and Transport services, BMW and Housekeeping Services.		
Suggested Text Books		
1	BM Sakharkar, Principles of Hospital Administration and Planning, 2009, Jaypee Publications.	
2	Kunders GD, Hospitals- Facilities Planning and Management, 2017, McGrawhill Publication India.	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE201	Management of Hospital Clinical Services	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Enumerate the roles, functions and layout protocols and procedures for the OPD and Emergency Services.	
CO2	Discuss the IPD and Ward management, its functions and co-ordination along with Nursing Services Management.	
CO3	Differentiate the requirements according to the clinical services provided in the hospital and evaluate surgeries intervention in the Operation Theatre.	
CO4	Devise the requirements according to the clinical services provided in the hospital and evaluate surgeries intervention in the ICU Services.	
CO5	Assess the acquaintance of Ambulance Services.	
CO6	Categorize the roles, functions and layout protocols and procedures of Rehabilitation Services in Hospitals.	
Course Content		
Unit 1	OPD and Emergency Services: Role & function, types, physical facilities, layout, equipment, staffing requirements, policies, procedure, coordination and control of outpatient department with Emergency Services.	
Unit 2	IPD, Ward Management & Nursing Services: Role & function, types, physical facilities, food quality for IPD patient layout, equipment, staffing requirements, policies, procedure, coordination and control of Inpatient services, nursing services, ward management.	
Unit 3	Operation Theatre: Planning and design consideration of Operation Theatre, concept of zoning and advantages of zoning in OT, policies and procedures involved in an Operation Theatre, cost effectiveness of operation theatre, operation theatre management, role of infection control in operation theatres.	
Unit 4	Intensive Care Unit: Planning and design consideration of ICU, concept of zoning and advantages of zoning in ICU, policies and procedures involved in an ICU, cost effectiveness of ICU, management and role of infection control in ICU.	
Unit 5	Ambulance and Rehabilitation Services: Aim & objectives of ambulance services, role and function of ambulance services, classification and types of ambulances, policies and procedures, equipment and staffing pattern of ambulances. Planning and organization of Rehabilitation Services, Role of rehabilitation on total health care and various rehabilitation approaches.	
Suggested Text Books		
1	BM Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers, 2014	
2	DC Joshi, Hospital Administration, Jaypee Brothers Medical Publishers, 2022	
3	Syed Amin Tabish, Hospital and Health Services Administration, OUP India, 2021	
4	Jaydeep Das Gupta, Hospital Administration and Management, Jaypee Brothers Medical Publishers, 2015	
5	CM Francis, Hospital Administration, Jaypee Brothers Medical Publishers, 2015	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE202	Health Insurance and Medical Tourism	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the History and Evolution of health Insurance in India	
CO2	Analyse the functioning of Health Insurance Industry.	
CO3	Assess the economics related to health insurance.	
CO4	Compare the marketing techniques related to insurance industry.	
CO5	Classify legal and ethical issues related to health insurance.	
CO6	Summarize the concept of Medical Tourism in India.	
Course Content		
Unit 1	History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance- International and Indian scenario. Concepts of insurance, life and nonlife, Government Health Insurance Scheme (State & Central Level).	
Unit 2	Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third-Party administrators.	
Unit 3	Economic and financial management of Health Insurance Risk assessment, underwriting and premium setting, tax planning.	
Unit 4	Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities. IT Applications and Legal framework in Health Insurance, Information Technology and Insurance, legal framework and documentation, ethical issues.	
Unit 5	Medical Tourism- Concept, need, competitive advantage, Indian Challenges, Global Scenario and trends, Role of marketing in medical tourism.	
Suggested Text Books		
1	Kenneth Black, Jr. Harold D. Skipper, Jr, Life and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi, 2003.	
2	Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004.	
3	U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.	
4	Prem Jagyasi, Dr. Prem's Guide- Medical Tourism .	
5	Manatosh Sadhu and Tushar kanta Pany "Medical tourism in India Publisher -Kunal Books.	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE203	Constitution of India	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Recall the concept of Constitution of India	
CO2	Memorize the rights and duties of citizens and its significance.	
CO3	Classify the specific rights of backward classes	
CO4	Analyse the implications of Doctrine of Separation.	
CO5	Contrast the functioning of Election Commission and State Public Services.	
CO6	Interpret the sync between Constitution and Sustainable Development in India.	
Course Content		
Unit 1	Meaning of the term 'Constitution' making of the Indian Constitution 1946-1949. The democratic institutions created by the constitution Bicameral system of Legislature at the Centre and in the States. 32	
Unit 2	Fundamental Rights and Duties their content and significance. Directive Principles of States Policies the need to balance Fundamental Rights with Directive Principles.	
Unit 3	Special Rights created in the Constitution for: Dalits, Backwards, Women and Children and the Religious and Linguistic Minorities. Doctrine of Separation of Powers - legislative, Executive and Judicial and their functioning in India.	
Unit 4	The Election Commission and State Public Service commissions. Method of amending the Constitution.	
Unit 5	Enforcing rights through Writs. Constitution and Sustainable Development in India.	
Suggested Text Books		
1	Constitution of India for reference	
2	Durga Das Basu "Introduction to Constitution of India" 27 th Edition	

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Chirayu School of Management and Research

MHA, 2 Year Programme

Semester III

Course Code	Course Title	L:T:P = Credits
MHAC301	Hospital Planning and Designing	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Remember the overall concept of Hospital Planning.	
CO2	Analyse the planning of Out Patient Services, In Patient Services and LDRP Suites.	
CO3	Classify the functional planning and designing of Lab Services, Blood Bank Services and Imaging Services.	
CO4	Contrast the designing of Advanced Lab Facilities.	
CO5	Sketch the planning of IVF and Dialysis Unit.	
CO6	Interpret the planning aspect of Supportive Services of Hospitals.	
Course Content		
Unit 1	Introduction to hospital planning Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, financial planning of hospitals, Macro level planning, Conception to commissioning-site development, equipment planning, facility planning (NABH), bed distribution, space allocation, interior designing and construction of building-commissioning, shake down period, documents required to establish a hospital and authorities.	
Unit 2	Planning for the outpatient services, accident and emergency services, and day care services Planning for patient care units –Inpatient services and intensive care units Planning for surgical suites. Planning for labor and delivery suites-LDRP suites	
Unit 3	Planning for laboratory service and blood banking Planning for imaging services-x-rays, ultra-sonography, MRI, CT-scan PET scan and other advances in imaging services	
Unit 4	Planning for advanced facilities Cardiac catheterization laboratory, various endoscopy units, Extra corporeal shock wave lithotripsy, radiotherapy unit, IVF unit, Dialysis unit	
Unit 5	Planning for supportive services-medical gasses, HVAC, housekeeping, CSSD, Food and beverages.	
Suggested Text Books		
1	Shakti Gupta Sunil Kant, Chandrasekhar and Sidharth satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi	
2	Hospital Planning, WHO, Geneva, 1984	
3	Kunder's G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc. Graw Hill, New Delhi, 1999.	
4	Arun Kumar, (ed) Encyclopaedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.	
5	Sakharkar BM, Principles of Hospital Administration, Jaypee Publication.	



Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAC302	Quality Management in Healthcare	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the student with the Concept of Total Quality Management	
CO2	Explain the Quality Certification systems.	
CO3	Operate entire healthcare delivery system at National level.	
CO4	Contrast the Quality principles given by Quality Gurus.	
CO5	Support the conceptual acquaintance with NABH Accreditation and NABL Accreditation.	
CO6	Assemble the current health scenario and able to describe the critical health policy issues in India.	
Course Content		
Unit 1	Evolution of Quality Management: Evolution of Quality control, Quality characteristics, Dimensions of Quality, Quality principles by Quality Gurus, Costs related with Quality	
Unit 2	Total Quality Management: Principles of TQM, Implementation Methodology benefits Implementing TQM Concepts in Hospital Departments – Six Sigma Quality and Quality improvement Teams, Benefits of quality control, Quality tools, Servqual Model	
Unit 3	Quality Certification Systems: International Standards ISO 9000 – 9004 – Features of ISO 9002 and hospitals, Implementation, and benefits of ISO certification. Quality certifications for different healthcare organizations like pharmaceuticals and medical devices	
Unit 4	NABH Accreditation: NABH Accreditation: Concept, importance, Structure of NABH, Scope, Objectives & process of Audit. NABH – Information Brochure Aug. 2020, emergence of quality indicators in Hospitals at time of COVID	
Unit 5	NABL Accreditation: NABL Accreditation: Concept, importance, Structure of NABL, Scope, Objectives & procedure for NABL accreditation of medical laboratories and blood banks. International quality control structures and activities – inter governmental and funding for QC of health care.	
Suggested Text Books		
1	Joanrantor Liebley, Ruth Eller Louvine, Jeffrey Rothman, Management Principles for Health Professionals. 2nd edition–Aspex publication Gaithersburg. Maryland 1992.	
2	Venkatesan, G., Principles of Management –J.J. Publisher (Madurai) 1994.	
3	Elaine Lynnella Monica and Philip IanMorgan., Management in Health Care – A Theoretical and Experiential approach, Macmillan publishers 1997.	
4	Harold Konntz Weihrich , Essentials of Management , Tata McGraw Hill – Fifth Ed,2010	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAC303	Human Resource Management	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the importance and functions of Human Resource Management in the organizations.	
CO2	Explain the concepts of training, developing and appraising the employees	
CO3	Operate the knowledge of procedures and practices involved in Human Resource Procurement.	
CO4	Classify the various elements of Compensation System in the organizations along with an overview of dynamics of Industrial Relations.	
CO5	Assess how efficiently utilize the work force to maintain productivity	
CO6	Design the latest trends and practices pertaining to Human Resource Management.	
Course Content		
Unit 1	Fundamentals, Purpose and Role of HRM, HRM v/s Personnel Management, HR Policies; Changing Role of HR with Global Competitiveness; Overview of Strategic Human Resource Management, The HR Manger's Proficiencies- Disruptive HRM Evolution of Human Resource Management in India.	
Unit 2	Human Resource Planning- Concept & Process. Job design-Concept, approaches, Job analysis: Basics, Methods Writing Job description and Job specification, Recruitment and Selection: Sources of Recruitment, Selection Process, and Selection Tests. Placement and Induction; internal mobility- promotion, transfer, demotion; Job Evaluation: Concept, Methods.	
Unit 3	Training and Development: Concept, Training process, on the job and off the job methods; Performance Appraisal and Potential Appraisal; Career planning & Management.	
Unit 4	Employee compensation: purpose, components and importance, Wage and Salary Administration: factors affecting wages, wage payment methods. Industrial Relations: Concept, Parties, Importance and Scope. An overview of Dispute Settlement Machinery, Grievance Management.	
Unit 5	Talent Management, Human Resource Information System (HRIS), HR Audit, Human Resource Accounting, Human Capital Management, Virtual HRM, and other recent trends in HRM	
Suggested Text Books		
1	V.S.P. Rao, Taxmann's Human Resource Management, Excel Books, Edition August 2020.	
2	Dessier, A Framework for HRM Personnel, Pearson Publication, 2020.	
3	Snell Bohlander, Human Resource Management, Thomson South Western, 2013.	
4	Anita Thomson, Strategic HRM, South Western College Publishing, 2009.	
5	Reddy Appanaiah, HRM Personnel, Himalaya Publishing House, 2004.	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAA301	Business Communication	2:0:0 = 2
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Discuss the basics, process and principles of Business Communication.	
CO2	Illustrate various types and medium of communication.	
CO3	Solve barriers to effective communication and ways to overcome these barriers.	
CO4	Sketch all types of written Business correspondence, circulars, notices, reports and applications.	
CO5	Justify the fundamentals of writing different types of Business letters (Letter of Acceptance, Sales letter, Complaint letter).	
CO6	Design winning presentations and CV/Resume.	
Course Content		
Unit 1	Introduction of Business Communication, Process of Business Communication, Principles of Effective Communication: 7 C's and 4 S's, Legal aspects of communication. Guidelines for improving verbal /non-verbal communication.	
Unit 2	Types of communication: upward, downward, horizontal, verbal, non-verbal, formal and informal, grapevine, consensus. Media of Communication-Oral, written, face to face, audio-visual, computer-based communication, Silence as a mode of communication, Principles of verbal and non-verbal communication. Effective Listening: An overview.	
Unit 3	Models of Communication: Aristotle's model, Claude Shannon and Warren Weaver model, David Berlo's S-M-C-R model, Lasswell's model; Communication Barriers: Physical, Semantic, Socio-Cultural, and Psychological. Ways to overcome these Barriers.	
Unit 4	Presentation: Tools and Techniques of effective Presentation, Types/Styles of presentation, Essentials of effective Written Correspondence, Memorandum, Notices, Circulars and Office Orders, Agenda and Minutes of Meeting, Report Writing.	
Unit 5	Business Letters: Job Application letter, offer of employment, letter of acceptance, letter of resignation, enquiry letter, order letter, sales letter and complaint letter, Curriculum Vitae/Resume, how to face interview, Brainstorming/Brain stalling, Communication as building blocks for personality: Body language, Postures and Gestures, General Etiquettes-Telephone, Meeting, Dining, E-Mail and Social Media Etiquettes. Negotiating for Business: Strategy & Tactics	
Suggested Text Books		
1	C. Rangrajan, Communication Theory and Models, Himalaya Publishing House, 2002	
2	Rao Dr. Nageshwar das Dr. P., Communication Skills, Himalaya Publishing House, 2014	
3	Pal Rajendra Korlahalli JS, Essentials of Business Communication, Sultan Chand and Sons 2013	
4	Mohan Krishna Banerji Meera, Developing Communication Skills, McMillan Publishers, 2000	
5	Kaul Asha, Effective Business Communication, Prentice Hall of India, 2004	



Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAA302	Case Study	0:0:4 = 2
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the basics of analysing of case studies.	
CO2	Exhibit different approaches of decision making under various case situations.	
CO3	Compute the financial decision related to a case of hospital administration.	
CO4	Assess various marketing strategies for a given case.	
CO5	Distinguish the various HR issues correlated with Hospital Administration.	
CO6	Design the operative standards for smooth functioning of hospitals.	
List/Description of Practical		
Student would be provided with maximum of 5 Case Studies related to different management functions of Hospital Administration including Finance, Marketing, Human Resources, Operations etc.		
Suggested Text Books		
1	Shakti Gupta Sunil Kant, Chandrasekhar and Sidharth Satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi	
2	Hospital Planning, WHO, Geneva, 1984	
3	Kunder's G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc. Graw Hill, New Delhi, 1999.	
4	Arun Kumar, (ed) Encyclopaedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.	








Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAP301	Hospital Visit Internship	0:0:8 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the practical aspect of Hospital Administration	
CO2	Classify various types of services provided by hospital.	
CO3	Sketch the process flow of patient within the hospital premises.	
CO4	Compare the documentation of various types of patients.	
CO5	Exhibit various types of quality control processes in hospital.	
CO6	Evaluate the standards of services provided by hospitals with supporting recommendations and suggestions.	
Details/List of Practical		
Students are supposed to do internship for minimum 1 month in any hospital to understand overall functioning of Hospital. On the basis of observations and data collection, report to be prepared by the student along with the certificate provided by Hospital in the summer break after completion of second semester. Viva for the visit will be conducted with the main semester exams of III Semester.		
Suggested Text Books		
1	Shakti Gupta Sunil Kant, Chandrasekhar and Sidharth Satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi	
2	Hospital Planning, WHO, Geneva, 1984	
3	Kunder's G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc. Graw Hill, New Delhi, 1999.	
4	Arun Kumar, (ed) Encyclopaedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.	









Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE301	Management Of Hospital Non-Clinical Services	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Define with the functionality of utility services.	
CO2	Explain the students to get the structural functions of essential supportive services	
CO3	Categorize the roles, functions and layout protocols and procedures and radiation safety for the radiological department.	
CO4	Assess the acquaintance of different diagnostic services	
CO5	Support the importance of CSSD and MRD for the patient care.	
CO6	Design the requisites of supportive services in multi corporate hospitals	
Course Content		
Unit 1	Diagnostic & Therapeutic Services-I: Introduction to Laboratory Services: Role and function, types and functional components of laboratory, policies and procedures, managerial issues. Major aim of Blood transfusion services, its components, quality issues involved in blood bank, types and physical facilities of blood bank, diagnostic market structure, pricing of various tests in diagnostics and pathology labs, marketing of various diagnostic services. Computer aided Diagnosis – Expert systems -Hospital Waste management – new rules, procedures and statutory measures	
Unit 2	Diagnostic & Therapeutic Services-II: Planning for the Radio diagnosis & Imaging services, various types of radio diagnostic and imaging modalities, policies and procedures, administrative issues, regulatory requirements. Radiation hazards, various types of protective, safety measures, radiation waste collection and disposal, Nuclear Medicine, Brachytherapy.	
Unit 3	Support & Utility Services-I: Scope, definition of Central Sterile Supply Department, objective and importance of sterile supply in the hospital, to learn various types of sterilization techniques, equipment and manpower planning, Role of CSSD in operation theatre management. Definition of medical records, importance of maintaining medical records, planning and procedures in medical record department. Advanced medical record system and digitization of data and research.	
Unit 4	Support & Utility Services-II: Definition of Hospital linen, role, function, types & importance of hospital linen, main process of laundry and procedure of washing, system of distribution. Functioning of Dietary services and housekeeping services.	
Unit 5	Support & Utility Services-III: To understand role and significance of mortuary services in a hospital. To understand, analyse and calculate various types of hospital statistics. Medical Audit – And its administration in modern hospitals.	
Suggested Text Books		
1	BM Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers, 2014	
2	DC Joshi, Hospital Administration, Jaypee Brothers Medical Publishers, 2022	
3	Syed Amin Tabish, Hospital and Health Services Administration, OUP India, 2021	
4	Jaydeep Das Gupta, Hospital Administration and Management, Jaypee Brothers Medical Publishers, 2015	
5	CM Francis, Hospital Administration, Jaypee Brothers Medical Publishers, 2015	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE302	Patient Care Management	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Identify ethical principles pertaining to the provision of patient care.	
CO2	Explain strategies for addressing situations of quality patient care.	
CO3	Determine professional behavior by completing all requirements, including evaluations, in a timely manner.	
CO4	Contrast professionalism by behaving in a professional, courteous and respectful manner when engaged in patient activities or interacting with patient and relatives	
CO5	Predict the disaster management plan and its implementation accordingly.	
CO6	Integrate the knowledge of digitization of records in present and future healthcare scenario.	
Course Content		
Unit 1	Patient centric management-Concept of patient care, Historical evolution of patient care systems, Patient Rights – Behaviour Models, Motivation – Perception – Attitudes and Change –Patient Involvement and Decision Making, Reference Group Influence, Family Decision Making. Roles of departments/managers in enhancing care, Patient counselling& Practical examples of patient centric management in hospitals-Patient safety and patient risk management.	
Unit 2	Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice. Direct and indirect care for patients, information to support patient care. Societal influences in patient care – delivery system structure, professional practice model, Payer model and quality focus	
Unit 3	Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.	
Unit 4	Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration &Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity	
Unit 5	Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management. Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage. Digitization and easy access of medical records ensure patient safety.	
Suggested Text Books		
1	Goel S L & Kumar R. Hospital Core Services: Hospital Administration Of The 21st Century 2004 ed., Deep Publications Pvt Ltd: New Delhi	
2	Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., Jaypee, New Delhi	
3	Syed Amin Tabish, Hospital and Health Services Administration, OUP India, 2021	
4	CM Francis, Hospital Administration, Jaypee Brothers Medical Publishers, 2015	



Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE303	Environment and Ecology	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the basics of Environment in context to hospital administration	
CO2	Discuss the concept of Ecology.	
CO3	Analyse the factors affecting Air Pollution and its control	
CO4	Exhibit the implications of Water pollution and its measures for control.	
CO5	Contrast the significance of land pollution.	
CO6	Assess the procedures of Waste disposal and control of noise pollution.	
Course Content		
Unit 1	General meaning of environment, relevance of the subject environment, ecology for hospital administrators. Brief outline of the environment (protection) act 1986 & its importance for hospital administration, Legislation vs. Social obligation of hospitals, Role of NGO's like green peace in environmental protection	
Unit 2	Ecology - brief outline on elements of ecology; brief discussion on ecological balance and consequences of change, principles of environmental impact assessment. Environmental impact assessment report (eia).	
Unit 3	Air pollution and control - factors responsible for causing air pollution in hospitals, sources & effects of air pollutants in the hospital context. Primary & secondary pollutants, greenhouse effect, depletion of ozone layer. Brief discussion on the air (prevention & control of pollution) Act 1989.	
Unit 4	Water pollution and control - brief discussion on hydrosphere, natural water, pollutants: their origin and effects, river/lake/ground water pollution, the financial implication of water pollution control and steps required to be taken e.g. Sewerage treatment plant, water treatment plant. 49 Standards and control in Relation to the effect of legislation by central and state boards for prevention and control of water pollution.	
Unit 5	Land pollution- Brief understanding of lithosphere, pollutants, municipal, industrial, commercial, agricultural, hospital, hazardous solid waste); their original effects, collection and disposal of solid waste, recovery & conversion methods in relation to a hospital enterprise with discussion about the financial implication. Noise pollution - Sources, effects, standards & control.	
Suggested Text Books		
1	Poonia, M.P. Environmental Studies , Khanna Book Publishing Co.	
2	Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.	
3	Dave, D., & Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.	
4	Rajagopalan, R. Environmental studies: from crisis to cure , Oxford University Press.	
5	Miller, G.T. & Spoolman S. Living in the Environment. Cengage.	

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Chirayu School of Management and Research

MHA, 2 Year Programme

Semester IV

Course Code	Course Title	L:T:P = Credits
MHAC401	Biomedical Waste Management and Environmental Health	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Enumerate possible hazards and its sources in a hospital.	
CO2	Apply tools and techniques to address occupational and injection safety issues in a hospital setup	
CO3	Appreciate the significance of Biomedical Waste management and its safe disposal.	
CO4	Enlist the best practices in the field of hospital infection prevention and control	
CO5	Apply universal standards and precautions in hospital settings.	
CO6	Assess the measures of control in radioactive waste management.	
Course Content		
Unit 1	Hospital Associated Infection, Overview, hand-hygiene, use of personal protection equipment, vaccination of health staffs, transmission-based precautions Organizational structure of infection control – Hospital infection control committee, infection control team, infection control manual, role of physicians, role of microbiologists, role of nursing staffs.	
Unit 2	Injection safety: Definition & scope, current scenario – global & Indian, best practices, injection waste disposal, newer technologies – auto-disable & re-use prevention syringes, pre-filled injection devices, safety syringes, vacuum based technology for drawing blood, safety needles & cannulas. Surveillance to strengthen safe injection practices, relevance of hospital infection control committee in providing safe injections.	
Unit 3	Occupational safety, Health & safety issues in healthcare settings, economic benefit & value of occupational health & safety, comprehensive approach for patient & worker safety, risk assessment, exposure of various categories of hospital staffs to hazards, prevention of hazards specific to health sector – Biological, Blood borne pathogens, other infections, sharp injury, chemical, physical, ergonomic, psychosocial, miscellaneous – fire, electrocution, radiation. Safety practices in hospital – Universal precautions, hygienic hand disinfection, immunization, personal protective gears, sharps management, post-exposure management, safe handling of BMW, response to injury & exposure, needle stick injury, cytotoxic chemical exposure, post exposure prophylaxis.	
Unit 4	Biomedical Waste Management, Introduction, types & composition of biomedical wastes - (Liquid BMW, Radioactive waste, Metals, Chemicals, Drug waste), health hazards & risks, Systematic BMW disposal- Segregation, collection, transportation, disposal, Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point of view (Budget, Health check-up, Insurance)	
Unit 5	Radioactive waste, Basic concepts, measuring activity of radioactive material, relative biological effectiveness, half-life of a radio-isotope, Tenth value thickness, radiation measuring & monitoring devices – well counter, dose calibrator, Film badge, TLD badge, pocket Dosimeter, etc. Classification of radioactive waste – according to level of activity, according to the form, according to the half-life, Management of radioactive wastes in hospitals - Dilute and Disperse, Delay and Decay, Concentrate & Contain (Rarely used), Incineration (Rarely used), special considerations –	

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	sealed sources, gaseous waste, disposal of patient excreta & urine treated with radio-isotopes, cadavers with radioactive material, regulatory bodies (ICRP, AERB) & record keeping, Radiation safety officer
Suggested Text Books	
1	Bio-Medical Waste Act & Rules Govt. of India
2	Current Issues In BMW Waste Handling-ISHA, Bangalore
3	Khan S, Syed AT, Ahmad R, Rather TA, Ajaz M, Jan FA (2010). Radioactive waste management in a hospital. International Journal of Health Sciences
4	BMW management by J Kishore, Century Publications
5	Sonu Goel, Anil Kumar Gupta and Amarjeet Singh (2014). (Editors). Hospital Administration – A Problem-Solving Approach. New Delhi: Elsevier.

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAC402	Entrepreneurship And Consultancy in Healthcare Management	4:0:0 = 4

Course Outcomes

On successful completion of the course the learner will be able to:

CO1	Describe concept and theories of entrepreneurship.
CO2	Understand the Government initiatives for entrepreneurship development.
CO3	Use the benefits of MSMED Act 2016
CO4	Sketch B-Plan
CO5	Judge the Industrial Sickness It's causes, prevention and remedies
CO6	Develop Small and Medium Enterprises.

Course Content

Unit 1	Entrepreneurship: Concept, Theories, Types; Competencies of Entrepreneurs. Myths about entrepreneurship; need for entrepreneurs in our economy, Social entrepreneurship: Concept and need in Indian economy, Environmental Factors Affecting Entrepreneurial Development. Leadership through entrepreneurship, Overview of Industrial Parks and Special Economic Zones.
Unit 2	Entrepreneurship Development Programme: Concept, Importance, Process & Evaluation. Developing an Entrepreneurial Organization; Growth strategies in Small industry – Expansion, Diversification, Joint venture, Merger and Sub contracting, Women Entrepreneurship: Problems, Supporting Schemes. An overview of start-up policy and incubation centre. Start Up India Policy, ATAL Incubation Centre
Unit 3	Idea Generation, Opportunity Analysis and Entry strategies: new product development, licensing, franchising, & acquisition. Formulation of Business Plan. Designing Business Canvass. Sources of Finance, Role of financial institutions in entrepreneurship development, Crowd Funding
Unit 4	Management of Small & Medium Units, Overview of MSMED Act 2016 Committee Reports on Small Scale Units and Related Government Policy, Introduction to Intellectual Property Rights.
Unit 5	Industrial Sickness in Small Units: Causes, Prevention and Remedies. Role of government and Financial Institutions in preventing Industrial sickness, Reservation of Spheres and Concessions for Small Units. Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

Suggested Text Books

1	Desai, V, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 5 th Edition, 2017
2	Gupta, C.B., Entrepreneurship Development, Sultan Chand Publishers, 2014
3	Drucker, Peter, F., Innovation and Entrepreneurship, HarperCollins Publishers, 2012
4	Kenneth, P. & Van Voorthin, Entrepreneurship and Small Business Management, Himalaya Publishers, 2008
5	Donald F Kuratko, Entrepreneurship – Theory, Process and Practise, 9 th edition, Cengage Learning 2014.

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAC403	Inventory Control and Purchase Management in Healthcare	4:0:0 = 4
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the concept of Material Management.	
CO2	Explain about Hospital Inventory Management.	
CO3	Discuss in detail about Inventory Control and its applications.	
CO4	Classify about Hospital Stores Management and its various methods.	
CO5	Compare various stock accounting and recording methods.	
CO6	Exhibit the basics of Hospital Material Handling.	
Course Content		
Unit 1	<p>Overview, the modern concept, scope and objective, special features of materials management applied to hospitals, Documents used in the material function. Purchasing function- objectives and scope of purchasing in service organizations, responsibilities of purchase department, centralized and decentralized purchasing activities.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Purchasing cycle, concept of '5Rs'. <input type="checkbox"/> Negotiation in purchasing: Purpose and objectives <input type="checkbox"/> Letter of Credit, confirmed and unconfirmed L/C <input type="checkbox"/> Types of hospital imports, import and export procedures, government policy, Documentation, Legal aspects of purchasing 	
Unit 2	<p>Hospital Inventory Management - Definition of inventory- Need of control, objectives of inventory control, impact on profitability of the organization, different types of hospital inventories, categories of materials in hospital as un-expendable and expendable, classification of un-expandable items, hospital maintenance items, spare parts stocking policies for capital items.</p>	
Unit 3	<p>Inventory Control- Selective inventory controls- concept of selective inventory control, basis and use of different types of selective controls-ABC, VED, FSN, SDE, and composite methods. Brief introduction on HML, GOLF, XYZ system. Current system in Hospitals- brief concept. Costs associated with inventories – Ordering cost, carrying cost, over-stocking cost, under-stocking cost, Relevance of service level.</p> <p>Derivation of EOQ formula, reasons to modify EOQ to suit to real life situations, effect of quantity and price discounts on EOQ. Just in time, Lead-time analysis, and elements of lead-time Inventory models: safety stocks, fixation of re-order level and desired inventory level, designing of Q and P models of inventory control.</p>	
Unit 4	<p>Hospital Stores Management- Hospital Stores Organization: Objective, function, relevance and importance of store keeping, functions and responsibilities of stores, elements of good stores organization, stores organization in hospitals: centralized and decentralized stores.</p> <p>Stores layout, principles for building designs for stores, factors influencing stores layout, storage facility, bin location,</p> <p>Stock accounting and stock recording different methods of stock verification, investigation of discrepancies, reconciliation, stock adjustment, write off and stock</p>	



	valuation. Stock valuation methods -LIFO, FIFO, Brief Introduction of Simple and weighted average method. Standardization and codification.
Unit 5	Hospital Material Handling - Principles of good material handling, Major equipment of material handling in hospital Condemn Board- basic concept.
Suggested Text Books	
1	Shakti Gupta, Sunilkanth – Hospital Stores Management, Jaypee Brothers
2	Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi,
3	Gopalakrishna, P., Purchasing and Materials Management, Tata McGraw Hill, New Delhi.
4	Srinivasan A.V. (ed), Managing a modern hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2000.

Dr. Anand Prasad

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAP401	Project Report and Viva Voce	0:0:16 = 8
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Understand the practical aspect of Hospital Administration	
CO2	Classify various types of services provided by hospital.	
CO3	Sketch the process flow of patient within the hospital premises.	
CO4	Compare the documentation of various types of patients.	
CO5	Exhibit various types of quality control processes in hospital.	
CO6	Evaluate the standards of services provided by hospitals with supporting recommendations and suggestions.	
Details/List of Practical		
Students are supposed to do project work in any hospital to analyse the functioning of specific department of hospital in detail. On the basis of observations and data collection, project report to be prepared by the student along with the certificate provided by Hospital during IV Semester and, viva will be conducted with the main semester exams of IV Semester.		
Suggested Text Books		
1	Shakti Gupta Sunil Kant, Chandrasekhar and Sidharth Satpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi	
2	Hospital Planning, WHO, Geneva, 1984	
3	Kunder's G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc. Graw Hill, New Delhi, 1999.	
4	Arun Kumar, (ed) Encyclopaedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.	

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Chirayu School of Management and Research

Table with columns: Course Code, Course Title, L:T:P = Credits. Includes sections for Course Outcomes, Course Content, and Suggested Text Books.

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE402	Hospital Information System	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the general functions, purposes and benefits of health information systems and the evolution and adoption of health information systems.	
CO2	Demonstrate workflow design and assessment, and their relationship to patient care, productivity and data analysis.	
CO3	Show the impact of electronic health records on reporting outcomes.	
CO4	Infer the health information systems in terms of their ability to support the requirements of a health care enterprise.	
CO5	Assess the strategies to minimize major barriers to the adoption of electronic health records and explain the principles of health care data exchange and standards	
CO6	Construct the tools and techniques for collecting, storing, securing, retrieving, and reporting health care data.	
Course Content		
Unit 1	Overview of HIS. Structure of management Information System specific to hospital, Information for control, decision & statutory need, Feedback, Information & data, Decision making process, Hierarchy of management activities, Document preparation, Data capture.	
Unit 2	Physical system design, physical databases design, program development, procedural development, input output design, on line Dialogue, Design of file & auxiliary storage device Data communication, Project life cycle installation & Operation, Conversion, Operation, documentation maintenance & post audit system evaluation. The right Information. The process of Decision making - Literature databases - Searching the literature.	
Unit 3	Telemedicine: Tele-health, Historical perspectives: Types of Technology, initiatives, Advantages and Barriers of Tele-health, the future Globalization of Information. Technology, Electronic communication, Knowledge management.	
Unit 4	Patient based, Functional organization based, User department based, Clinical information system. Medical Record, Nursing Info system Appointment scheduling, Dissemination of diagnostic information, Registration, General Administration & productivity.	
Unit 5	Functionality of Computerized Hospital Information Systems, Merits and Demerits of CHIS, Trends in HIS, HIS as a control systems, Resource Utilization and controls in Hospitals.	
Suggested Text Books		
1	Erid Muford. Effective Systems design and requirements analysis, McGraw Hill, 1999	
2	Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2000	
3	Sadagopan. S. Management Information System, Prentice Hall India Private Limited, 2004	
4	Rajesh Narang, Data Base Management System, Prentice Hall India Private Limited, 2003	

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Chirayu School of Management and Research

Course Code	Course Title	L:T:P = Credits
MHAE403	Basics of Nutrition	3:0:0 = 3
Course Outcomes		
On successful completion of the course the learner will be able to:		
CO1	Describe the essentials of Carbohydrates.	
CO2	Classify sources and digestion process of carbohydrates.	
CO3	Analyse various aspects of Lipids.	
CO4	Compare various Proteins and their properties.	
CO5	Explain various types of Polysaccharides.	
CO6	Discuss factors affecting Protein Bio-availability.	
Course Content		
Unit 1	Carbohydrates - Definition, Classification, Structure and properties. Monosaccharides - glucose, fructose, galactose. Disaccharides - Maltose, lactose, sucrose Polysaccharides - Dextrin, starch, glycogen, resistant starch.	
Unit 2	Carbohydrates - Sources, daily requirements, functions. Effects of too high and too Low carbohydrates on health. Digestion and absorption of carbohydrate.	
Unit 3	Lipids -Definition, Classification & Properties. Fatty acids-composition, properties, types. Lipids - sources, daily requirements, functions. Digestion & Absorption of nutrients. Role & nutritional significances of PUFA, MUFA, SFA, W-3 fatty acid. 3. Proteins- Definition, Classification, Structure & properties. Amino acids Classification, types, functions.	
Unit 4	Proteins - Sources, daily requirements, functions. Effect of too high - too low proteins on health. Digestion & absorption. Assessment of Protein quality (BV, PER, NPU). Factors affecting protein bio-availability including anti-nutritional factors.	
Unit 5	FNT-A-CC-1-1-P: FOOD SCIENCE (PRACTICAL) 1. Identification of Mono, Di and polysaccharides 2. Identification of Proteins 3. Identification of glycerol. 2 CREDITS	
Suggested Text Books		
1	Srilaskshmi B, Nutrition Science, New Age International (P) Ltd.	
2	Roday S, Food Science and Nutrition, Oxford University Press	
3	Sadasivan S and Manikam K, Biochemical Methods, New Age International (P) Ltd.	
4	Swaminathan M, Essentials of Food and Nutrition, Bappco.	
5	Meyer LH, Food Chemistry, CBS Publishers and Distributers.	

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