

# **Faculty of Sports Medicine & Physiotherapy**

## **SYLLABUS**

### **FOR**

## **MASTERS IN HOSPITAL ADMINISTRATION**

**(SEMESTER: I – IV)**

**(Credit Based Evaluation Grading System)**

**Session: 2019-20**



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# **GURU NANAK DEV UNIVERSITY**

## **AMRITSAR**

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**(ii) Subject to change in the syllabi at any time.  
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Masters in Hospital Administration  
(Credit Based Evaluation Grading System)

**Duration- 2 years**

**Semester – I:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Total Marks (Mid Semester + Major Exam)
<b>Core Courses</b>							
HAL401	C	Foundations of Healthcare Delivery Systems	4	0	0	4	20+80:100
HAL402	C	Principles of Hospital Management	4	0	0	4	20+80:100
HAL403	C	Disease Control	4	0	0	4	20+80:100
SPL504	C	Research and Educational Methodology	4	0	0	4	20+80:100
HAE410	C	Clinical Training–I	0	0	12	6	
<b>Total</b>			16	0	12	22	

**Semester – II:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Total Marks (Mid Semester + Major Exam)
<b>Core Courses</b>							
HAL451	C	Health Economics and Financial Planning	4	0	0	4	20+80:100
HAL452	C	Demography, Family Planning, Nutrition and Hospital Utility Services	4	0	0	4	20+80:100
HAE461	C	Clinical Training–II	0	0	12	6	
HAD462	C	Dissertation	0	0	8	8	
<b>Elective Course (3 Credits)</b>							
	E	Elective Course	3	0	0	3	20+80:100
<b>Total</b>			11	0	20	25	

**\* List of Elective Courses:**

1. Evidence Based Practice in Allied Health Sciences- SPL590
2. Women Health and Exercise- SPL591

**Note:-**

**PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper) Students can opt. in any semester except Semester 1<sup>st</sup>. This ID Paper is one of the total ID Papers of this course.**

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**Semester – III:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Total Marks (Mid Semester + Major Exam)
<b>Core Courses</b>							
HAL501	C	Introduction to Health Care Delivery System	4	0	0	4	20+80:100
HAL502	C	Principles of Management and Organizational Behaviour	4	0	0	4	20+80:100
HAL503	C	Financial Management and Industrial Relations	4	0	0	4	20+80:100
HAL504	C	Health Management Information System, Marketing and Accounting Management (HMIS)	4	0	0	4	20+80:100
HAE511	C	Clinical Training III	0	0	4	2	
HAD512	C	Dissertation	0	0	8	8	
<b>Interdisciplinary (4 Credits)</b>							
	I	Interdisciplinary Course	4	0	0	4	20+80:100
<b>Total</b>			20	0	12	30	

**Semester – IV:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Total Marks (Mid Semester + Major Exam)
<b>Core Courses</b>							
HAL551	C	Health Statistics and Legal Aspect of Health	4	0	0	4	20+80:100
HAL552	C	Operational Research and Quality Management	4	0	0	4	20+80:100
HAL553	C	Medical Transcription and Bio-Medical Engineering	4	0	0	4	20+80:100
HAL554	C	Health Insurance and Hospitality Management	4	0	0	4	20+80:100
HAP561	C	Clinical Training	0	0	4	2	
HAD562	C	Dissertation	0	0	8	8	
<b>Total</b>			16	0	12	26	

Masters in Hospital Administration  
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**A. Theory (Examination)****Instructions to Paper Setters:**

The paper setters should set 8 questions (of equal marks), two in each of the four sections (Section A to D, corresponding to the distribution in the syllabi). Further, the paper setters shall be instructed to make sub-sections (not exceeding 4) of the questions and allocate appropriate marks to the each section. The candidates shall be asked to attempt five questions by selecting one question from each section and the fifth question may be attempted from any section.

\* 1 hr of theory and dissertation is counted as 1 credit. 2 hr of practical /clinical training is counted as 1 credit.

**B. Practical Examination**

Practical examination will be conducted at the end of 4<sup>th</sup> semester which includes a power point presentation and viva-voce.

**C. Dissertation**

At the end of second semester students are expected to have a research proposal ready. At the end of third semester data collection, analysis & results should be completed. In fourth semester the work should be presented in the form of final dissertation and manuscript should be ready for communication. The student will be awarded grade for the total number of credits earned in dissertation in II, III and IV semesters of study at the end of the IV semester.

***Practical Attachments***

In order for students to acquire practical management and administrative skills the students will have to attend training at the foremost healthcare institution – Fortis Escorts Hospital - in the city of Amritsar. The training shall continue during the two year degree term. Three days a week shall be earmarked for this training. The students will have to give weekly presentations and a final presentation at the conclusion of their duty in a particular department of the hospital.

\* The credits earned by a candidate in practical and dissertation during different semesters will be evaluated at the end of the 4th semester and the grade will be determined accordingly.

\* A candidate shall be required to maintain minimum of 5 SGPA at the end of each semester. A student getting 'C' or lower grade in any course in this discipline will be treated as having failed in that course and shall have to repeat the core/elective courses/or repeat/opt. another course in lieu of interdisciplinary/outside department course with approval of Board of Control, and will have to obtain at least 'B' grade in that course within specified period as per the prevailing rules. The weights of 'C' and lower Grades will not be counted in SGPA or CGPA (according to syndicate proceeding, dated: 24.5.2010, Para No. 34).

Interdisciplinary/Optional Course: to be offered from outside the department.

***HAL401: FOUNDATIONS OF HEALTHCARE DELIVERY SYSTEMS***

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**PATIENT CARE SERVICES**

**1. Hospital and Health Services Development**

- Introduction
- History of Hospital in India
- Definition of Hospital
- Functions of Hospital
- Classification of Hospital
- Different Hospital Service Units
- Hospital and Communities
- Components of Primary Health Care

**2. Hospital Planning**

- Introduction
- Need for Planning
- Steps in Hospital Planning
- Future Challenges for Hospitals

**Section-B**

**3. Emergency Services and Disaster Management**

- Emergency Services Scope
- Principle of planning of emergency services
- Staffing of emergency department
- Medico legal aspect of emergency department
- Problem areas in emergency department
- Emergency department
- Disaster management in hospital
- Definition of disaster
- Types of hazards/disasters
- Disaster plan
- Managerial issues in Disaster management

Masters in Hospital Administration (Semester – I)  
(Credit Based Evaluation and Grading System)

#### 4. Intensive Care Unit (ICU)

- Definition
  - o Selection of appropriate patient
  - o Generic Goal
  - o Distributive justice
  - o Immediate objectives
- Types of ICU and Staffing Pattern
- Physical activities, planning and designing
  - o Location
  - o Levels of provisions
  - o Special requirement
  - o Intensive Coronary Care Unit
  - o Combined medical and surgical intensive care unit
  - o Pediatric intensive care unit
- Equipment requirement
  - o Monitoring equipment
  - o Therapeutic equipment
- Policy and procedures
  - o Admission procedure
  - o Day to day care and discharge procedure
  - o Quality assessment and improvement in ICU
  - o Aspect of care
- Cost effectiveness
- Co-ordination and control

#### 1. Out Patient Department

- Function of OPD
- Expected workload
- Planning of the OPD
- Functional zones of OPD
- Organizational structures
- Functional management
- Other important functions of OPD
- Physical medicine and rehabilitation services
- Day care centers
- Community health center
- Home care programmes
- Performance evaluation of OPD

Masters in Hospital Administration (Semester – I)  
(Credit Based Evaluation and Grading System)

**Section-C**

**2. Ward Management:**

- A Ward
- Ward Planning
- Ward Management
- Nursing
- Ward Pharmacy
- Performance evaluation of the Ward Personnel
- House Keeping
- Function of a ward clerk (floor clerk, Nursing station Assistant)
- Evaluation by patient

**3. Operation Theatre:**

- Planning and organization of operation department
- Staffing
- Linen for OT
- Work flow/layout pattern of OT
- Safety hazards in OT
- Infection Control
- Policy and procedures

**4. Control of Hospital Acquired Infection (HAI):**

- Definition
- Types of HAI
- High risk areas
- Epidemiology
- Modes of transmission
- Control of HAI
- Surveillance of HAI
- Administrative and organizational aspects of HAI control programme
- Sterilization and disinfection
- Antibiotic policy
- Universal precautions
- Recommended personal protective equipment for protection of Health Workers against HIV and HBV transmission
- Precaution in specific areas

Masters in Hospital Administration (Semester – I)  
(Credit Based Evaluation and Grading System)

## 5. Hospital Support Services

### (a) Radiology and Imaging Services

- Planning of radiology services
- Physical facilities and layout
- Organization and staffing
- CT scan
- M.R.I
- Ultrasound (USG)
- Gamma camera
- Policies and procedure
- Records-identification and storage
- Protective measures
- Problems in X-Ray department

## Section-D

### 1. Hospital Support Services

#### (a) Blood Bank

- Basic guidelines for organization of Blood transfusion service
- Donor recruitment strategies
- Organization of Blood bank
- Donation facilities
- Strategies for blood safety based on three pronged approach
- Enzyme immuno assays (Elisa and EIA)
- Blood group serology
- Adverse reaction of Blood transfusion
- Good transfusion practice
- Fresh blood concept

#### (b) Pharmacy Services

- Pharmacy and therapeutic committee-Hospital pharmacy
  - Constitution of committee
  - Hospital formulary
- Drug and cosmetic act
- Drug store
- Layout and physical facilities for medicine store
- Staff
- Receipt of drug
- Disposal of expired drugs
- Safety of drug



Masters in Hospital Administration (Semester – I)  
(Credit Based Evaluation and Grading System)

- OPD Pharmacy
  - Location and space
  - Number of issue counters in OPD pharmacy
- Unit dose dispensing
- Guidelines to minimize pilferage of drugs
- Hathi committee recommendation for hospital pharmacy

**(c) Central Sterile Supply Department (CSSD):**

- Definition of CSSD
- Scope of CSSD
- Planning and organization of CSSD
  - Area requirement
  - Basic discussion of CSSD
  - Layout of CSSD
  - Organization of work flow
- Equipments in CSSD
- Staffing pattern in CSSD
- Methods of sterilization
- Economic implications of CSSD

**(d) Linen and Laundry Services:**

- Linen requirement
- Categories of linen in hospital
- Life of linen
- Autoclaving of linen
- Linen control programme
- Linen distribution
- Linen inventories
- Maintenance of linen
- Planning and organization of laundry:
  - Location
  - Space
  - Layout and design
  - Physical facilities
  - Staffing pattern
  - Equipment requirement
  - Operational aspect

**(e) Diagnostic Services (clinical lab services)**

- Introduction
- Organization and planning
- Categories of staff in lab

Masters in Hospital Administration (Semester – I)  
(Credit Based Evaluation and Grading System)

**HAL402: PRINCIPLES OF HOSPITAL MANAGEMENT**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

1. Organization: Definition, structure Formal and Informal organization, Factors influencing the choice of organization structure, Centralization and Decentralization, Specialization of work, Span of Control and Levels of Management, Dynamic Organization and Departmentation
2. Group: Definition, Classification, Stages of Group Development, Group Properties, Group Decision Making
3. Conflicts: Definition, Transition in Conflict thought, Conflict Process, Negotiation and Bargaining Strategies
4. Human Resource Management: The role of the chief executive, administration, human resource managers. Personnel recruitment and retention, Compensation and benefits. Work force shortages, training and development. Work force reduction, Wages, Performance Appraisal

**Section-B**

1. Technology Advancement in Hospitals: Modern technologies for Hospitals and Health Care: Modern Technologies in Cardiology. Neurology. Obstetrics *and* Gynecology; Laser Surgery; Orthopedics; Urology.
2. Records Management: Need and importance of maintaining Medical Records: Administration of a Medical Record Department; Ownership of Records; Medical Records and the Law; Contents and classification of Medical Records: Filing; Issues and Problems of Records Management in a Hospital.
3. Elements of Management and Inventory Control: Introduction, Economy of material management, Basic Principles of material management, Element (cycle) of material management, Inventory control, Other useful terminology (lead time, buffer stock, reorder level, economic ordering quantity EOQ).
4. Understanding Motivation: Theories of motivation, Content theories, Process theories, X, Y and Z theories of motivation.

Masters in Hospital Administration (Semester – I)  
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**Section-C**

1. Ethics in the Medical Profession: Rights and duties of Patients: duties and rights of Doctors, Professional Conduct of the Doctors; Codes of Conduct; Duties of Physicians Towards Each Other; Medical Negligence.
2. Consent.
3. Laws relating to the Hospital Management: Bombay Nursing Homes Registration Act (1949); The Drugs Act (1940); Bombay Drugs (Control) Act 1960; Death Certificate; Organ Transplantation Act 1994; Consumer Protection Act 1986 (with special reference to Patients and Doctors).
4. Hospital administrator - Legal issues: Emergency services - Supreme Court guidelines, Legal aspects of Medical records, Medical certificate - legal aspects

**Section-D**

5. Computers in Hospital Administration
6. Telemedicine
7. Medical Tourism
8. National and International Accreditation for Hospitals

**Project Work:** The students will be required to submit a case study on the subject by selecting any hospital of national repute as it will enable them to understand the management practices followed in these organizations.

Masters in Hospital Administration (Semester – I)  
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**HAL403: DISEASE CONTROL**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Epidemiology of Common Diseases**

- Diarrhoea
- Typhoid Fever
- Malaria
- Dengue Syndrome
- Plague
- Rabies
- Tuberculosis

**Section-B**

**National Health Programs**

- National AIDS Control Program
- Diarrhoeal Disease Control Program
- Iodine Deficiency Disorder Control Program
- Leprosy Control Program

**Section-C**

- Malaria Eradication Program
- Tuberculosis Control Program
- STD Control Program
- Expanded Program on Immunization

**Section-D**

1. Outbreak Control
2. Surveillance
3. Principles & Methods of Disease Control
4. WHO guidelines for disease control

***SPL504: RESEARCH & EDUCATIONAL METHODOLOGY***

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

1. **Basic concepts**-Importance of research in clinical practice, Problem identification, Ethical issues in research, Literature review, meta-analysis
2. **Types of Research**-Qualitative & Quantitative, Descriptive & Experimental, Longitudinal & Cross-sectional, Survey Research.
3. **Sample Designs**-Types of sampling, Reliability, Validity, Variables, sample size.

**Section-B**

4. **Processing and analysis of data**-Central tendency, Dispersion, Correlation, regression analysis, multiple correlation and regression.
5. **Sampling and testing of hypothesis**-Concept of probability, Standard deviation, confidence intervals, null and alternate hypothesis, level of significance, correlation coefficients, ANOVA, Tukey's HSD.
6. **Non parametric tests**-Fisher Irwin test, Mc Nemar test, Wilcoxon Mali test, Mann Whitney test, Kruskal Walis test, Spearman's rank correlation.

**Section-C**

1. **Define**-Symposia, Seminar, Conference, Journal, Thesis, Book, Key elements of scientific writing.
2. **Presenting Research**-Strategies of paper writing, Design of paper writing, Tactics of paper writing, Reasons for rejection, Where to publish, Poster presentation (Poster space, Standard format), Plagiarism.
3. **Oral Presentations at Conferences/Seminars**-Preparing presentation, Duration of presentation, What to present

**Section-D**

**Educational Methodology**-Principles and methods of teaching with respect to physiotherapy students and client: Strategies and planning of teaching, curriculum development, formation of course objective, time management, role of Audio – visual aids, method of knowledge dissemination.

**References:**

1. Mohsin S.M.: Research Methods in Behavioral Sciences: Orient Publications.
2. Colton: Statistics in medicine, Little Brown Company, Boston.
3. Mahajan: Methods in Biostatistics, Jay Pee Brothers.
4. Vincent: Statistics in Kinesiology, Human Kinetics.
5. Hicks: Research for Physiotherapists, Churchill Livingstone

Masters in Hospital Administration (Semester – I)  
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**Practicals:**

The student will be required to review the literature thoroughly and prepare a research proposal for dissertation in consultation with his/her supervisor by the end of the semester.

**References:**

- Mohsin S.M.: Research Methods in Behavioral Sciences: Orient Publications.
- Colton: Statistics in medicine, Little Brown Company, Boston.
- Mahajan: Methods in Biostatistics, Jay Pee Brothers.
- Vincent: Statistics in Kinesiology, Human Kinetics.
  - Hicks: Research for Physiotherapists, Churchill Livingstone

Masters in Hospital Administration (Semester – II)  
(Credit Based Evaluation and Grading System)

**HAL451: HEALTH ECONOMICS AND FINANCIAL PLANNING**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term: 20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Health Economics**

- Basic concepts, health and development
- India's Health system and health policy
  
- Basic accounting concepts, conventions
- Costs, types, classification, cost effectiveness, cost benefit analysis
- Cost volume profit analysis: Break Even Analysis

**Section-B**

**Hospital Budget and its Control**

- Types of budget
- Budget Control
- Costing
- Performance budgeting
- Planning, programming and budgeting system (PPBS)
- Zero base budgeting
- Budget making technology

**Section-C**

**Fundamentals of Financial Accounting Procedures**

- Procedures of accounting: Elements of book keeping
- Social Accounting: Measures
- Delegation of financial authority: Accountant's responsibility: Principles and practices
- Income and expenditure statement
- Income tax, wealth tax, property tax, customs duty, excise duty, sales tax etc.
- Liquidation and Bankruptcy
- Accounts analysis, cost benefit and cost effective analysis

Masters in Hospital Administration (Semester – II)  
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**Section-D**

**Concepts of Hospital Economics and Their Application**

- Some economic characteristic of hospital
- Hospital financing and resource creation
- Largest public insurance for health care services in India
- Logic for health insurance financing
- Argument against the extension of health insurance schemes
- Problems of financing of hospital

**Marketing of Health Case Services**

- Meaning and scope, nature of services marketing
- Marketing mix service quality
- Pricing of health services
- Prices and consumer value
- Pricing Objectives
- Bases of health services pricing
- Implementing Price policy



Masters in Hospital Administration (Semester – II)  
(Credit Based Evaluation and Grading System)

**HAL452: DEMOGRAPHY, FAMILY PLANNING, NUTRITION AND  
HOSPITAL UTILITY SERVICES**

**L T P  
4 0 0**

**Max Marks: 100  
Mid Term:20  
Major Exam: 80**

**Mid Semester Examination: 20% Weightage  
End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Demography and Family Planning**

Demographic Cycle

World Population trends

Demographic Trends in India

Family Planning

Health Aspects of Family Planning

Scope of Family Planning Services

Family Planning and Welfare Program

Population Policy

National Demographic Goals

Contraceptive Methods

Terminal Methods

Abortion

Medical Termination of Pregnancy Act, 1971

Population Growth and Environmental Degradation

The epidemiology and sociology of the components of reproductive health such as STIs and maternal mortality.

Safe Motherhood and MCH Programs

**Section-B**

**Nutrition**

Nutrition and Health

Nutritional Surveillance

Community Nutrition Programs

**Hospital Utility Services:**

**(1) House Keeping Services**

- Importance, role and function
- Organisation
- Staffing
- Methods of house keeping
- Automation and house keeping equipment
- Incentive for house keeping staff for promotion of clean wards
- Evaluation of house keeping services
- Pest control
- Recent trends related to house keeping

Masters in Hospital Administration (Semester – II)  
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**Section-C**

**(2) Biomedical Waste Management**

- Definition
- Schedule for waste treatment facilities
- Categorisation and classification
- Colour coding
- Radio active waste
- Main principles for proper Biomedical waste management practice
- Prevention of house keeping hazards

**(3) Hospital Security**

- Definition
- Scope of security programme
- System) vulnerabilities or threats perception
- Organisation of hospital security programmes
- Security programmes
- Standing order on security

**Section-D**

**(4) Medico-Social Services**

- Definition
- Importance
- History
- Development in India
- Scope
- Function of medical social worker/role of medico-social services
- Organisation of medico-social services
- Ideal medico-social worker
- Problems and trends

**(5) Mortuary**

- Functions
- Location
- Physical facilities
- Staffing
- Equipment
- Cold storage of mortuary
- Availability of Hearse Van

Masters in Hospital Administration (Semester – II)  
(Credit Based Evaluation and Grading System)

***SPL 590: EVIDENCE BASED PRACTICE IN ALLIED HEALTH SCIENCES (ELECTIVE)***

**L T P**  
**3 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

1. Introduction to evidence- based complementary medicine
2. Evidence-based health care
3. Evidence-based practices
4. Evidence-based decision making and management

**Section-B**

Types of evidence

- a. Definition of evidence
- b. Forms of evidence
- c. Randomized controlled trials

**Section-C**

Types of evidence

- a. Case-control studies
- b. Cohort studies

**Section-D**

1. Applying the evidence
  - a. Pathways, guidelines and protocols
  - b. Future directions for clinical effectiveness
2. Evaluation of effectiveness and efficiency of the process

Masters in Hospital Administration (Semester – II)  
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**SPL591: WOMEN HEALTH AND EXERCISE (ELECTIVE)**

**L T P**  
**3 0 0**

**Max Marks: 100**  
**Mid Term: 20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

1. Gender difference in muscle morphology
2. Diagnosis and Treatment of Urinary Incontinence and Prolapse
3. Anemia

**Section-B**

1. Hypertension in Women
2. Bone health: assessment and treatment of osteopenia and osteoporosis
3. Evaluation and Treatment of Common Musculoskeletal Complaints

**Section-C**

1. Exercise for the childbearing year
2. Exercise for adolescence
3. Perimenopausal and post menopausal

**Section-D**

1. Exercise in Athletic Women
2. Medical Problems in Sports Women

**References:**

1. Nadya Swedan (2001): Women's Sports Medicine and Rehabilitation. An Aspen Publication.
2. Mary Lloyd Ireland & Aurelia Nattiv (2002): The Female Athlete. Saunders Publication.
3. Cardozo L and Staskin D (2006): Textbook of Female Urology and Urogynaecology (2nd edn). London: Isis Medical Media Ltd.
4. Mantle J, Haslam J and Barton S (2004): Physiotherapy in Obstetrics and Gynaecology. (2nd ed.) London: Butterworth-Heinemann.
5. Sapsford R, Markwell S and Bullock-Saxton J (1998): Women's Health: A Textbook for Physiotherapists. London: WB Saunders Company Ltd.
6. Bo, K., Berghmans, L.C.M., Van Kampen, M., Morkved, S. (2007). Evidence-Based Physical Therapy for the Pelvic Floor: Bridging Science and Clinical Practice. London: Churchill Livingstone.

Masters in Hospital Administration (Semester – III)  
(Credit Based Evaluation and Grading System)

***HAL501: INTRODUCTION TO HEALTH CARE DELIVERY SYSTEM***

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam:80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Concept of Health and Disease:**

- Natural History of Disease and role of hospital to offer various level of care.
- Concept of health, disease and well being.
- Preventive aspect of diseases
- Changing pattern of diseases
- Concept of health indicators

**Section-B**

**Overview of Hospital:**

- Concept of Modern hospital and Privatization in Health sector
- Public sector hospital and level of care offered/facilities.
- Effect of Globalization on Health Care.
- Concept of corporate hospital in developing countries.
- Infrastructure and lay out of an ideal corporate hospital.
- Functioning of modern hospital and changing needs of patients.
- Hospitality in hospital care.

**Section-C**

**Health Care of the Community:**

- Health care delivery system in India at Primary/Secondary/Tertiary care.
- Indigenous system of medicine in India.
- Community participation in Health Care delivery system.
- Health system in developed country.

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**Section-D**

**Epidemiology:**

- Principles of epidemiology.
- Natural history of disease.
- Method of epidemiological studies.
- Epidemiology of communicable, non-communicable diseases and disease transmission.
- Immunization, disease monitoring and surveillance.
- Investigation of an epidemic and role of hospital in its control.

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**HAL502: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Communication:**

- IEC activities in Health sector.
- Basic concepts and principles of good communication.
- Special character of health communication.
- Types and process of communication.
- Barriers of communication and how to over come them.
- Communication with media/press.
- Counseling in health care and its different methods.
- Management and coordination of IEC activities.

**Section-B**

**Principles of Management:**

- History and growth of management science.
- Traditional management v/s modern health care management.
- Evaluation of management concepts.
- Management components i.e. Planning, Organizing, Staffing, Motivating, Leading, Co-ordination and Controlling.
- Modern management concept and its implication in health sector.

**Section-C**

**Principles of Hospital Management:**

- Concept of hospital care industry and its ever changing character.
- Understanding functioning of corporate multi-specialty hospital.
- Managerial activities for effective hospital functioning.
- Quality of effective managers.
- Effective inter and intra departmental coordination.

**Section-D**

**Organizational Behavior:**

- Concept of organizational behavior.  
    Personality Development  
    Leadership  
    Co-operation
- Behaviour of people of their work place and its relation in team building for achieving organizational goal.

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**HAL503: FINANCIAL MANAGEMENT AND INDUSTRIAL RELATIONS**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Personnel Management:**

- Concepts and Evolution of personnel management in hospital.
- Public Relation.
- Methodology and tools of personnel management.
- Performance Appraisal: Modern Methods.

**Section-B**

**Industrial Relations:**

- Wage fixing and collective bargaining.
- Definition, Scope and Importance industrial relations.
- Industrial Disputes Act.
- Trade Union.
- Industrial relations in health service industries.

**Section-C**

**Financial Management:**

- Cash flow and fund flow.
- Basics of financial management.
- Issues and scope of financial management.
- Elements of cost and costing methods.
- Hospital Rate setting – Managerial Cost.

**Section-D**

- Cost control and cost reduction.
- Resource Mobilization.
- Cost containment.
- Dividend Policies: Issues in dividend decisions, forms of dividends; Theories of relevance and irrelevance of dividends.



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**HAL504: HEALTH MANAGEMENT INFORMATION SYSTEM, MARKETING AND  
ACCOUNTING MANAGEMENT (HMIS)**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Health Management Information System:**

- Why to have HMIS in hospital setup.
- Health information system.
- Hospital information system.
- Management information system (MIS).
- MIS as a tool to managerial control.

**Section-B**

**Health Economics:**

- Basics of health economics.
- Micro and Macro economics.
- Demand/Supply of medical care.
- Theory of Production.
- Theory of Pricing.
- Price and output decision under different market condition.

**Section-C**

**Marketing Management:**

- Basic concept of marketing management – consumer behaviour
- Marketing research information.
- Pricing of various services.
- Marketing strategy, evaluation and control.
- Promotion of business in hospital.
- Service marketing – patient care and communication.

**Marketing Management:**

- Advertisement and Branding.
- Market promotional activities.
- Corporate marketing.
- Marketing for TPA and cash patients.
- Marketing and medical ethics.

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**Section-D**

**Management Accounting:**

- Social aspect of marketing.
- Managerial accounting – an overview.
- Nature, Scope and Purpose of management accounting.
- Profitability analysis.
- Working Capital.

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**HAL551: HEALTH STATISTICS AND LEGAL ASPECT OF HEALTH**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

Legal Aspect of Health

- Medico legal problems in relation to Health Administration.
- Laws applicable to Hospital Employees.
- CPA and Hospitals.
- I.D. Act, W.C. Act.

**Section-B**

Legal Aspect of Health

- ESI Act, Trade Union Act.
- PNDT Act.
- Medical Ethics.

**Section-C**

Health Statistics and Health Information System in India

- Ratio Analysis.
- Incidence and Prevalence Rates. Morbidity Statistics.
- International Classification of Diseases.

**Section-D**

Health Statistics and Health Information System in India

- Health reports and Notifiable Diseases.
- Health Information System in India.
- Health System research (HSR) – Introduction to WHO's concept of HSR

Masters in Hospital Administration (Semester – IV)  
(Credit Based Evaluation and Grading System)

**HAL552: OPERATIONAL RESEARCH AND QUALITY MANAGEMENT**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**  
**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

Operational Research

- Operational Research techniques and its application in hospitals.
- Linear Programming.
- Queuing Theory, PERT, CPM, Assignment Model.

Operational Research

- Management by objective.
- Management by result.

**Section-B**

Quality Management

- Quality Management Programme, ISO clauses, quality of clinical services, critical Path way, Medical Audit, BIS.
- Performance Review – Assessment/Methods.
- Quality management of diagnostic facilities.

**Section-C**

Quality Management

- Quality of assurance procedures.
- Assessment of client satisfactions.
- Quality circle of India.

**Section-D**

Patient Satisfaction Survey

- Hospital Committees-roles, composition, frequency of meetings, follow up actions
- Standard Operating Procedure.
- Accreditation-with special emphasis on NABH Accreditation.

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(Credit Based Evaluation and Grading System)

**HAL553: MEDICAL TRANSCRIPTION AND BIO-MEDICAL ENGINEERING**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

Medical Transcription

- Tools of transcription, transcription skill.
- Ethical and legal responsibility, confidentiality.
- Preparation of miscellaneous medical reports.
- General principles for complete documentation in medical records.

**Section-B**

Medical Equipment and Bio-Medical Engineering

- List of common medical equipment used in hospital.
- Justification for purchase proposals. Hospital needs assessment.
- Equipment selection guidelines, Estimating cost and Q.C. planning.
- Purchase/Installation/Commissioning of medical equipment.

**Section-C**

Medical Equipment and Bio-Medical Engineering

- Replacement of old equipments and Buy back policy.
- Estimation of Breakeven point and profit.
- Medical equipment maintenance (in house and AMC)

**Section-D**

Store Management: Organization & Layout

- Functions of Store Manager
- Materials Handling, Flow of goods, Computerization of inventory transactions, security of stores, sub stores in various departments, physical stock taking.
- Medical Stores: Functions, storage condition monitoring, expiry dates, dates & action, cold chain, role of drug review committee, hospital formulating

Masters in Hospital Administration (Semester – IV)  
(Credit Based Evaluation and Grading System)

**HAL554: HEALTH INSURANCE AND HOSPITALITY MANAGEMENT**

**L T P**  
**4 0 0**

**Max Marks: 100**  
**Mid Term:20**  
**Major Exam: 80**

**Mid Semester Examination: 20% Weightage**

**End Semester Examination: 80% Weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Section-A**

**Health Insurance:**

- Health insurance in private health sector.
- Health insurance in developing and developed countries.
- Concept of combined life insurance and health insurance.
- Hospitals/TPA/Insurance company/Relationship and problems.

**Section-B**

**Hospitality Management:**

- Treating your patient like your guest.
- Changing mindset of patients necessitating hospitality management.
- Aims and objective of hospitality management.
- Methods of hospitality management in a hospital setup.

**Section-C**

**Hospitality Management:**

- Attractive look, effective conversation, multi lingual, smart rest.
- Role of hospitality management in a hospital setup.
- Etiquette and manners.