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**KLE Academy of Higher Education & Research**

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## VISION

To be an outstanding KAHER of excellence ever in pursuit of newer horizons to build self reliant global citizens through assured quality educational programs.

## MISSION

- To promote sustainable development of higher education consistent with statutory and regulatory requirements.
- To plan continuously provide necessary infrastructure, learning resources required for quality education and innovations.
- To stimulate to extend the frontiers of knowledge, through faculty development and continuing education programs.
- To make research a significant activity involving staff, students and society.
- To promote industry / organization, interaction/collaborations with regional/national / international bodies.
- To establish healthy systems for communication among all stakeholders for vision oriented growth.
- To fulfill the national obligation through National rural health missions.

## OBJECTIVES

The objectives are to realize the following at KAHER and its constituent institutions:

- To implement effectively the programs through creativity and innovation in teaching, learning and evaluation.
- To make existing programs more career oriented through effective system of review and redesign of curriculum.
- To impart spirit of enquiry and scientific temperament among students through research oriented activities.
- To enhance reading and learning capabilities among faculty and students and inculcate sense of life long learning.
- To promulgate process for effective, continuous, objective oriented student performance evaluation.
- To ordinate periodic performance evaluation of the faculty.
- To incorporate themes to build values, Civic responsibilities & sense of national integrity.
- To ensure that the academic, career and personal counseling are in-built into the system of curriculum delivery.
- To strengthen, develop and implement staff and student welfare programs.
- To adopt and implement principles of participation, transparency and accountability in governance of academic and administrative activities.
- To constantly display sensitivity and respond to changing educational, social, and community demands.
- To promote public-private partnership.

## INSIGNIA



The Emblem of the KAHER is a Philosophical statement in Symbolic.

### ***The Emblem...***

A close look at the emblem unveils a pillar, a symbol of the “University of Excellence” built on strong values & principles.

### ***The Palm and the Seven Stars...***

The Palm is the palm of the teacher- the hand that acts, promises & guides the students to reach for the Seven Stars...

The Seven Stars signify the ‘Saptarishi Dnyanamandal’, the Great Bear-a constellation made of Seven Stars in the sky, each signifying a particular Domain. Our culture says: The true objective of human birth is to master these Knowledge Domains.

The Seven Stars also represent the Saptarishis, the founders of KLE Society whose selfless service and intense desire for “Dnyana Dasoha” laid the foundation for creating the knowledge called KLE Society.

Hence another significance of the raised palm is our tribute to these great Souls for making this KAHER a possibility.

### ***Empowering Professionals...***

‘Empowering Professionals’, inscription at the base of the Emblem conveys that our Organization with its strength, maturity and wisdom forever strive to empower the student community to become globally competent professionals. It has been a guiding force for many student generations in the past, and will continue to inspire many forth coming generations.



## KLE Academy of Higher Education & Research

(Deemed-to-be-University)

[Declared as Deemed-to-be-University u/s 3 of the UGC Act, 1956 vide Government of India Notification

No. F.9 -19/2000-U.3 (A)]

Accredited 'A' Grade by NAAC (2nd Cycle)

Placed in Category 'A' by MHRD(GoI)

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### NOTIFICATION

Sub : **Ordinance governing the syllabus/curriculum for M.H.A (Master of Hospital Administration) [Semester System] Degree Course**

Ref : Minutes of the meeting of the Academic Council of the University held on 2<sup>nd</sup> November 2015.

In exercise of the powers conferred under Rule A-04 (i) of the Memorandum of Association of the University, the Academic Council of the University is pleased to approve the Ordinance governing the syllabus / curriculum for **M.H.A. (Master of Hospital Administration) (Semester System) Degree Course** in its meeting held on **2<sup>nd</sup> November 2015**.

The Ordinance shall be effective for the students admitted to **M.H.A. (Master of Hospital Administration)** Degree course under the Faculty of Medicine in the constituent college of the University viz. Jawaharlal Nehru Medical College, Belagavi from the academic session 2015-16 onwards.

By Order

**REGISTRAR**

To

The Dean  
Faculty of Medicine,  
J.N. Medical College,  
BELAGAVI.

CC to :

1. The Secretary, University Grants Commission, New Delhi,
2. The PA to Hon. Chancellor, KLE University, Belagavi.
3. The Special Officer to Hon. Vice-Chancellor, KLE University, Belagavi.
4. All Officers of the University - Academic Affairs / Examination Branch.
5. All Officers of the University - Academic Affairs / Allied Course / Examination Branch.

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**Preamble:**

The aim of the course is to impart a comprehensive knowledge and skills in the field of Administration and management of the hospital.

**Vision:**

To create a discipline devoted to management and administration in health care institutions

**Mission:**

To integrate various multidisciplinary graduates in this post graduate course

To serve the society by drawing pool of talent to this course and to develop efficient hospital administrators

**Objectives:**

- To train students in the field of Administration and Management.
- To provide scientific approach and optimal tools to improve managerial skills.
- To develop strategic thinking and critical awareness of their management style and constantly weigh its appropriateness to deal with various professional groups skilled and unskilled staff, patient and their families and members of the community.

**Eligibility for Admission:**

Students who have passed MBBS,BAMS,BHMS,BDS,B.SC or any Bachelor degree course (Health Sciences, Allied Health Sciences, Nursing, Law, Commerce, Arts) of KAHER or any approved University under UGC, with a minimum of 50% marks in aggregate are eligible.

**Duration:** It is a 2-years (4-semester) full time post-graduate degree course.

**Intake:20**

### **COURSE OF STUDY:**

1. The course shall have 2 semesters in First year and 2 semesters in the Second year.
2. Theory: Three hours of theory class work for five week days adds up to twenty (15) hours of theory class work per week which includes didactic lectures, interactive sessions, seminars and tutorials. Course instruction is in English only.
3. Practical Training: The students shall spend 4 hours per day i.e. 20 hours per week for practical training. The duration of the training shall be 2 weeks (20 Hours) for Major departments and 1 week (10 hours) for Minor departments. They will prepare a brief report on department visit and present to the faculty. In each semester, students will be assigned to 6 departments; a total of 26 departments shall be covered.
4. Note: Daily three hours of theory classes and Four hours of practical training at the departments for five week days, every week for twenty weeks will ensure Six hundred (585) hours of available training period during each semester. (Refer Table of Teaching Hours)
5. **Electives:** Every student should choose either Hospital Management or Health Management as one of the elective subject for specialization. This option should be expressed within one month of the commencement of the IV semester in Second year and the elective subject shall be intimated to the University through the principal. Once an elective subject is selected, no change shall be permitted.

### **Training, Teaching and Learning Activities:**

A candidate pursuing the course shall work in the Department as a full time candidate. No candidate shall be permitted to run a clinic/ laboratory/ nursing home while studying.

Every candidate shall take part in seminars, group discussions, journal review meetings etc. Every candidate shall attend teaching and



learning activities during each semester as prescribed by the Department and not absent himself /herself without valid reasons.

A list of teaching and learning activities designed to facilitate acquiring of essential knowledge and skills outlined is given below:

**Lectures:** For all subjects lectures shall be conducted by the faculty.

**Journal Club:** Recommended to be held once a week. All the MHA candidates are expected to attend and actively participate in discussion and enter the relevant details in the log book. Further, every candidate must make a presentation from the allotted journal(s), selected articles with special emphasis on Hospital Administration topics.

**Subject Seminar:** Recommended once a week. All the MHA candidates are expected to attend and actively participate in discussion and enter in the log book the relevant details. Further, every candidate shall present a seminar on selected topics. The presentations would be evaluated using checklist and would carry weightage for internal assessment.

### **Attendance and Monitoring Progress:**

#### **Attendance:**

A candidate pursuing MHA Course shall study for the entire period as full time candidate. No candidate shall join any other course of study or appear for any other examination conducted by this University or any other University in India or abroad during the period of registration.

Each semester shall be considered as a unit for the purpose of calculating attendance.

Every candidate shall attend symposia, seminars, conferences, journal review meetings, dissertation review meetings and lectures during each year as prescribed by the Department/College/University and not absent himself / herself without valid reasons.

Candidate who has put in a minimum of 80% of attendance in the theory and practical assignments separately shall be permitted to appear for University examination at the end of each semester.

Candidate will be allowed to appear the Semester IV examination only if the dissertation submitted is accepted.

Any candidate who fails to complete the course in the manner stated above shall not be permitted to appear for the semester University examinations.

### **Monitoring Progress of Studies**

*Log Book:* Every candidate shall maintain a log diary and record his/her participation in the training programs conducted by the Department such as journal reviews, seminars, etc. Special mention shall be made of the scientific presentations in conference by the candidate as well as details of assessment works like essay writing, etc submitted by the candidate. The work diary shall be scrutinized and certified by the Head of the Department and presented in the University viva-voce examination.

*Sessional Examination:* Records and marks obtained in sessional test shall be maintained by the Head of the Department and sent to the University, when called for.

*Records:* Records and marks obtained in sessional tests, seminars, journal club, field activities, and weekly written assignments which shall be maintained by the Head of the Department and shall be made available to the University.

### **Schedule of Examination**

There shall be a University examination at the end of each semester for all four semesters and viva-voce at the end of semester IV (subjects of semester I, II, III & IV). There shall be a dissertation presentation at the end of semester IV in addition to viva voce.

## **MANAGEMENT OF HOSPITAL SERVICES: (Practical of Fifteen Days)**

**Objective:**To make students familiar and conversant with planning, organization staffing, work scheduling, control of quality and cost of various service department of hospital. The course emphasizes on workflow analysis of records and statistics analysis of utilization of facilities and staff and need for development and growth

1. Dietary Services
2. Biomedical Waste Management
3. Medical Records Department
4. Pharmacy
5. Stores and Material Management
6. Central Sterile Supply Department
7. Laundry & Linen
8. House keeping
9. Security
10. Emergency Services
11. Mortuary
12. Out Patient Services
13. In Patient Services
14. Nursing Service
15. Critical Care areas
16. Operation Theatre
17. Radiology Services
18. Laboratory Services

19. Public Relations
20. Family Welfare Services
21. Administration and Personnel Management Services
22. Accounting and Billing Services
23. Biomedical Engineering
24. Civil Engineering & Maintenance
25. Information Technology Department
26. Logistic Services

**Details of field visit and field tour:**

**1) Compulsory visit**

- a) Government sector: Sub center, PHC, CHC, Taluka Hospital, District Hospital Referral and Teaching Hospital to understand the distinctive role of each institution
- b) Private/ Voluntary sector: Community health projects/ programs Rehabilitation Program, Geriatric care program. Hospital small Hospital, Medium size General Hospital, Large Hospital, understand distinctive role and ability to analyse how it fits into total health spectrum.

**Optional** but desirable areas National Institution of high repute like NIMHANS, Bangalore, speech and hearing institution, Mysore, National Nutrition Institute, Hyderabad, CMC Vellore, JIPMER, Pondicherry, AIIMS New Delhi, PGI Chandigarh) Well organized drug manufacturing unit, laundry, hospital/hotel or commercial, industrial (large will organized) kitchen or food processing industry.

**EVALUATION SCHEME:**

**Eligibility for appearing at the University Examination:**

Requirement of attendance shall be 80%.If a student is short of attendance in any of the subjects, the candidate shall not be permitted to appear for the entire examination. Every student should complete & submit Synopsis

in Second Semester and dissertation in fourth semester to get eligibility for examinations.

**Internal Assessment:**

**First Semester:**

**Theory:**

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in Area Presentations(practical), Seminars and Journal clubs, and 10 for sessional tests, Attending Conference, Class Attendance in each subject. A minimum of one sessional tests and one preliminary test shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

**SecondSemester:**

**Theory:**

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in Area Presentations (practical), Seminars and Journal clubs, and 10 for sessional tests, Attending Conference, Class Attendance in each subject. A minimum of one sessional tests and one preliminary test shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

**Third Semester:**

**Theory:**

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in Area Presentations (practical), Seminars and Journal clubs, and 10 for sessional tests, Attending Conference, Class Attendance in each subject. A minimum of one sessional tests and

one preliminary test shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

#### **Fourth Semester:**

##### **Theory:**

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in Area Presentations (practical), Seminars and Journal clubs, and 10 for sessional tests, Attending Conference, Class Attendance in each subject. A minimum of one sessional tests and one preliminary test shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

##### **Practical Dissertation:**

Every candidate shall carry out work on a selected topic under the guidance of a postgraduate teacher recognized for this purpose as a guide by the university. The dissertation shall be directly related to the area of specialization of individual student.

The results of the work shall be written and submitted in the form of a dissertation. The candidate shall start work on the title of the topic along with a plan of the proposed study (Synopsis) from the date of commencement of First Semester. The candidate shall submit the synopsis to the Registrar (Academic) of the University in the prescribed Performa for registration from the date of commencement of Second Semester as per dates notified by the University. No change in the topic shall be made without the prior approval from the university.

Two set of hard and soft (CD) copies of dissertation shall be submitted in printed and bound form, duly certified by the guide and through the Principal, to the Controller of Examinations from time to time, 3 months prior to the final examination on or before the prescribed date notified by the University.

The dissertation shall be evaluated by two examiners (One external and one internal, other than guide) appointed by the University.

The dissertation should be submitted with the following details: Introduction, Aim & Objectives, Methodology, Review of Literature, Observation and discussions, Conclusions and References. The written text of the project shall be not less than 50 pages and shall not exceed 100 pages. It should be neatly typed in 1.5-line spacing on one side of A4 size paper and bound properly. The project report shall be certified by the guide and the head of the department and forwarded to the university.

**Guide:** Faculty with Five years teaching experience in MHA in a university recognized institution or 10 years administrative experience in a recognized teaching hospital after Masters program in Hospital Administration/ Management - Masters in Hospital Administration – MHA, MSc. in Hospital Administration /Hospital Management, M.B.A. in Hospital Administration /Hospital Management from a University Grants Commission recognized University Or Faculty with 3 years of teaching / administrative experience after M.D. in Hospital Administration from a Medical College recognized by Medical Council of India.

A Co guide may be included if the work requires contribution from other departments. Guide may be changed only with the prior permission from the university with substantiation.

**Practical training:** Assessment is done for each department posting, as Area presentation. A logbook in the prescribed format need to be maintained by each student.

To be eligible to appear for the university examination the student should get minimum 50% marks in internal assessment in both theory and practical assessments.

#### **UNIVERSITY EXAMINATIONS:**

There shall be four examinations one each at the end of each semester. Only those candidates who have requisite attendance and satisfactory progress, duly certified by the Head of the Department and also the Head of the Institution will be permitted to appear for the examination. The University shall notify the semester examination accordingly.

### **CRITERIA FOR PASSING:**

In first, second and third semester, for a pass, a candidate shall secure in each subject a minimum of 50% marks in the University Theory Examination and an aggregate of 50% of the total marks for the subject i.e., marks obtained in theory and internal assessment together.

The candidate is allowed to carry over 1<sup>ST</sup> year semester papers in the 2<sup>ND</sup> year. However, the candidate is required to pass 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> semester papers before six months of appearing for the 2<sup>ND</sup> year IV semester examination.

In the fourth semester for a pass, a candidate shall secure a minimum of 40% marks in the University theory examination in each subject and an aggregate of 50% of the total marks for the subject, which includes marks obtained in theory, internal assessment (theory) and separately 50% in the viva-voce examination (practical, viva-voce & internal assessment together).

### **DECLARATION OF CLASS:**

Class shall be declared on the basis of Grand total marks scored in the main subjects of First and Second year as follows:

75% and above Distinction

65% to 74% First Class

55% to 64% Second Class

50% to 54% Pass Class

Less than 50% Fail.

Only candidates passing in all the main subjects in the first attempt in First and Second year shall be eligible for conferment of distinction or First class. A candidate who passes in more than one attempt shall be placed in pass class irrespective of the percentage of marks scored.

Those candidates who fail in one or more subjects (papers) either in theory or practical, shall appear only in the subjects so failed theory or practical in the subsequent examination.



**EXAMINERS:**

For all the University examinations, there shall be two examiners (one internal + one external).

The criteria for appointment as examiners shall be:

1. Same as Guide above.
2. For Hospital Administration/Management related subjects, Professor or Associate or Assistant Professor of Hospital Administration or related allied course,
3. For Medical subjects, teachers of Community Medicine not below the rank of Assistant Professor from a Medical college, or a health professional institution
4. For computer application in Health care, MIS specialists
5. For Research Methodology, Professor in Bio statistics or community Medicine.

S. No.	Paper	Subject Code & Title	Marks
<b>First Semester</b>			
1	MHA-I-1 T	Principles of Management and Managerial Skills	100
2	MHA-I-2 T	Organization Behavior, Principles of Communication	100
3	MHA-I-3 T	Statistics, Research Methodology & Quantitative Techniques	100
4	Subsidiary Subject	Basic Human Anatomy and Basic Physiology	100 (Internal)
<b>Second Semester</b>			
1	MHA-II-1 T	Preventive & Social Medicine(PSM)	100
2	MHA-II-2 T	Health Finance & Health Economics	100
3	MHA-II-3 T	Health/Hospital Management Organization(HMO)& Medical Ethics	100
<b>Third Semester</b>			
1	MHA-III-1 T	Health Management Information System(HMIS) & Computer Applications	100
2	MHA-III-2 T	Principal of Accounting, Cost Accounting, Management Accounting & Material Management	100
3	MHA-III-3 T	Management of Human Resource and Industrial Relations	100
4	Subsidiary Subject	Common Pathological Conditions & Basic Concepts of Pharmacology (Basic)	100 (Internal)
<b>Fourth Semester</b>			
1	MHA-IV-1 T	Hospital Planning and Project Management	100
2	MHA-IV-2 T	Health Management or Hospital Management (Elective Subject) Note: Students should give written application to the Principal of the preference before commencement of fourth semester)	100
3	MHA-IV-3 T	Social Marketing Management & Quality Management for Hospitals	100
4	MHA-IV-4 T	Practical & Comprehensive Viva	100
		<b>Grand Total</b>	<b>1500</b>

**Note 1):** Student has to pass subsidiary subject in respective semester to become eligible for the semester exams.

**Note 2): Student will undergo training in**

1. KLE Dr.Prabhakar Kore Hospital & MRC, Belagavi.
2. KLE Dr.Prabhakar Kore Charitable Hospital, Belagavi.

3. KLE Centenary Charitable Hospital, Yellur, Belagavi.
4. KLE Cancer Hospital, Belagavi.
5. KLE B.M.KankanwadiAyurvedicMahavidhyalaya, Belagavi.
6. KLE Society ICU, Gokak. Dist:Belagavi.

**Teaching hours:**

<b>Semester</b>	<b>Theory hours</b>	<b>Department posting (hours)</b>	<b>Total (hours)</b>
I	285	300	585
II	285	300	585
III	240	345	585
IV	255	330	585
<b>Total</b>	<b>1065</b>	<b>1275</b>	<b>2340</b>

**SYLLABUS:**  
**SEMESTER 1:**

**Paper 1**

Principles of Management and Managerial Skills

**PRINCIPLES OF MANAGEMENT:**

- ❖ History and growth of management science - Classical, Behavioral and Management sciences.
- ❖ Evolution of management theories.
- ❖ Traditional management vs. modern health care management, System Approach
- ❖ Planning, Organizing, Directing, Co-ordination, Controlling
- ❖ Decision Making
- ❖ Motivation and Work group (Team work).
- ❖ Management by objectives, and future reality centered Manager.
- ❖ Analysis of reasons for success and failure.
- ❖ Challenges to manager

**MANAGEMENT SKILLS**

- ❖ Analytical skill and Decision Making models.
- ❖ Time Management.
- ❖ Delegation (detailed process of delegation) and organizational control.
- ❖ Assertiveness.
- ❖ Organizational Culture.
- ❖ Managing Change, Managing Conflict.

- ❖ Interpersonal skills.
- ❖ Managerial style flexibility.
- ❖ Leadership style and theories
- ❖ Presentation skill.
- ❖ Conference heading (Exercises, Syndicates, Role play and Laboratories)..
- ❖ Employee Centered Management.
- ❖ Management of walking around the hospital.
- ❖ Team building, team work and Co-ordination.
- ❖ Organization wide planning.
- ❖ Sensitive training for self-development, self-analysis and improvement of effectiveness through change in management style, Management orientation.

**Books for Reference:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Principles & Practice of Management	L. M. Prasad - S. Chand
2	Essentials of Management	Koontz - Tata McGraw Hill
3	Principles of Management	Peter Drucker

## **Paper 2**

### Organization Behavior and Principles of Communication

#### **ORGANIZATIONAL BEHAVIOUR:**

- ❖ Group Dynamics in their work environment and anthropology, Psychology
- ❖ Leadership style, organizational development, Supervision, Participation, Interpersonal and Group dynamics, organizational development and training.
- ❖ Organizational Environment, Influence of organizational structure and Design, Technology and People, Quality of Work Life, the individual in the organization, Work Culture, Working Climate, Team building.
- ❖ Social Environment, Formal and Informal Organizations.
- ❖ Organizational Climate, Conflict Management of Change, Stress and Counseling.
- ❖ Latest changes and development in Organizational Behavior, Organizational Effectiveness and Modern Organizational Structure.

#### **PRINCIPLES OF COMMUNICATION:**

- ❖ Basic principles of communication.
- ❖ Congruity, authenticity, Clarity.
- ❖ Role of perception, empathy, formal, informal, upward, downward communication.
- ❖ Role of grapevine.
- ❖ Importance of two-way communication.
- ❖ Barriers of communication.
- ❖ Communication network and organization wide communication.
- ❖ Oral communication, Listening, Participation, Feed-back,

Committees, Meetings, Meeting Minutes & Agenda Group Discussions, Case study, Interviews, Making and Handling Suggestions, Two-way communication via suggestions.

- ❖ Written Communication, Principles of Business Communication, Trade enquiry's & replies, Quotation, Orders, Trade references, State Inquiries, Complaints & Adjustments, Collections, Import trade, Insurance, Bank, Reports, Service / Project reports, Appointments, Circulars, Memos & Warnings, Forms, media / press
- ❖ Administrative Communication,
- ❖ Special characteristics of health communication
- ❖ Strategies for Managerial Communication.
- ❖ Counseling in health care & its different methods

**Books for Reference:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Organizational Behavior	Stephen Robbins
2	Principles & Practice of Management	L M PRASAD
3	Health Education	V. K. Mahajan
4	Effective communication methods	Asha Kaul

### **Paper 3**

Statistics, Research Methodology & Quantitative Techniques

#### **STATISTICS:**

- ❖ Introduction & Importance of Basic Statistics
- ❖ Data Collection, Data Presentation.
- ❖ Measure of Central Tendency.
- ❖ Measure of Variation, Standard Deviation, Skewness and Kurtosis.
- ❖ Correlation and Regression Analysis.
- ❖ Forecasting and Time Series Analysis, Hypothesis Testing and Chi Square Test.
- ❖ Probability statistics, Utility theory, Decision Tree.
- ❖ Bio Statistics
- ❖ SPSS

#### **RESEARCH METHODOLOGY:**

- ❖ Research planning, defining problem, developing hypothesis, testing of hypothesis.
- ❖ Research design, various methods of collecting data.
- ❖ Developing questionnaire, pilot studies.
- ❖ Sampling design, sampling size, objective process for collection of data.
- ❖ Format for presentation, writing dissertation and documentation.

#### **QUANTITATIVE TECHNIQUES**

- ❖ Introduction to Operation Research
- ❖ Techniques: Queuing Theory
- ❖ Decision Making Model, Utilization Model, Poisson model.



- ❖ Transportation & Assignment Problem.
- ❖ Inventory management Techniques, Replacement Analysis
- ❖ Game theory, PERT, CPM, Simulation.
- ❖ Multi objective programming, Dynamic programming.

**Reference Books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Biostatistics & Research Methodology	BK Mahajan
2	Research Methodology	C R Kothari
3	Quantitative Techniques for Management	VK Vohra

## **Subsidiary Subject**

### **Human Body: Basic Anatomy and Physiology**

#### **Basic Anatomy**

1. Introduction to body as a whole
2. The skeleton.
3. Basic Anatomical terminology
4. Osteology - Upper limb – clavicle, scapula, humerus, radius, ulna
5. Lower limb - femur, hipbone, sacrum, tibia, fibula
6. Vertebral column
7. Thorax – Intercostal space, pleura, bony thoracic cage, ribs sternum & thoracic vertebrae
8. Head and Neck
9. Lungs – Trachea, bronchial tree
10. Heart – Surface anatomy of heart, chambers of the heart, valves of the heart, major blood vessels, pericardium, and coronary arteries.
11. Abdomen
12. Blood Vessels(Vein + artery) Anatomy / Course of Vessel.
13. Myology – Muscles of thorax, muscles of upper limb (arm & fore arm).

#### **Basic Physiology**

1. Electrolytes and body fluids.
2. Blood
3. Circulatory system.
4. Lymphatic system
5. The respiratory system.

6. Essential nutrients.
7. The digestive system
8. The urinary system
9. The skin
10. The nervous system
11. The special senses
12. The endocrine system
13. The reproductive system
14. The joints

**Reference Books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Human Anatomy	Prof. Samar Mitra
2	Human Anatomy	Prof. A. K. Dutta
3	Text Book of Human Physiology	Dr. C. C. Chatterjee

## **SEMESTER 2:**

### **Paper 1**

#### **PREVENTIVE & SOCIAL MEDICINE**

- ❖ Concept of health & disease and wellbeing.
- ❖ Natural history of disease and role of hospitals to offer various levels of care
- ❖ Prevention aspect of diseases
- ❖ Principles&Dynamics of disease transmission
- ❖ Changing pattern of diseases
- ❖ Concept of health indicators
- ❖ Principles of Disease Control.
- ❖ Types of epidemiological studies
- ❖ Case Control, Cohort Studies, RCT.
- ❖ Classification of Diseases, Notifiable Diseases.
- ❖ Death Certificate.
- ❖ Health as a part of Community Development - WHO.
- ❖ Interdisciplinary approach to health care, Social & Preventive Medicine.
- ❖ Five-year plans and health committees. Health policy: Bore Committee, Jain Committee, MudaliarCommittee, Mukherjee Committee, Srivastava Committee Reports, National Health policy, five year plans.
- ❖ Community Diagnosis, Setting priorities.
  - a) Cross infection control
  - b) Sterilization / Disinfections, Hospital waste disposal

- c) Medico Social Work
- d) Welfare and Rehabilitation Services
- ❖ National Health programs.
- ❖ Maternal and Child health, Family Welfare
- ❖ Principles of Occupational health, Environmental health
- ❖ Population Policy & Demography
- ❖ Vital Statistics
- ❖ Sub-Center, PHC, CHC, District Hospital, IPHS Standards.
- ❖ WHO & Voluntary Health Agencies.
- ❖ Need and Demand for health care, Role of different types of health care institution from grass root level to specialty level.
- ❖ Indigenous system of medicine.
- ❖ Comparative International Statistics, International perspective and International health problems.

**Text Books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Textbook of Social & Preventive Medicine	Park & Park
2	National Health Programs	N. Kishore
3	Textbook of Global Health	Anne-Emanuelle Birn, Yogan Pillay, and Timothy H. Holtz, Oxford Publishers

## **Paper 2**

Health Finance & Health Economics:

### **HEALTH FINANCE:**

- ❖ Financing of Health, Investment Management
- ❖ Modes of financing of Health.
- ❖ Health Insurance – Evolution of Insurance, IRDAI, TPA.
- ❖ Time Value of Money – Wealth Maximization & Profit Maximization.
- ❖ Sources of finance, Raising Fund, Issue of Debentures, Shares, Bonds, Convertible and Bonds, Loan from Commercial Bank, Industrial and Development Bank of India.
- ❖ Determinations of Capital, Fixed and Working Capital.
- ❖ Capital Budgeting, Capitalization of Surplus and other Important Considerations for Asset Management.
- ❖ Break Even Analysis.
- ❖ Leverage.
- ❖ Financial feasibility of programs, cost benefit analysis of programs and analysis of outcome.
- ❖ Fiscal Policy, Monetary Policy.

### **HEALTH ECONOMICS:**

- ❖ Understanding of economics.
- ❖ Advance Microeconomics: Consumer and producers theory, principles of equilibrium-uncertainly, rational expectative equilibrium. Nations and their efficiency properties.
- ❖ Applied Microeconomics analysis relevant to a wide range of decision making and policy formation problems in the public and private sector.

- ❖ Macroeconomics theory and policy: Keynesian, Monetary, Neoclassical, reappraisal of Keynesian economics and post Keynesian macroeconomics, believer of major indicator of macroeconomic performance such as unemployment, inflation, productivity and economic growth.
- ❖ Cost Benefit Analysis (CBA): Welfare foundation of CBA, Measurement of cost and benefit, risk and discounting.
- ❖ National Income, Circular Flow, Measurement, Difficulties in Measurement Uses.
- ❖ Analysis of Demand and Supply - Elasticity of Demand, Elasticity of supply.
- ❖ Concept of normal perfect Competition.
- ❖ Imperfect Competition - Monopoly, Duopoly, Monopolistic Competition.
- ❖ Price Fixation.
- ❖ Theory of Distribution.
- ❖ Principle of substitution.
- ❖ Marginal Productivity, Wages, Rent, Interest, Profit.
- ❖ Business Economic and Health Economics.
- ❖ Expenditure on health as investment.

### **Paper 3**

Health/Hospital Management Organization (HMO) & Medical Ethics:

#### **HOSPITAL ORGANIZATION:**

- ❖ Managed Care / Health Maintenance Organization (H.M.O)
- ❖ Privatization and healthcare
- ❖ Public Private Partnership
- ❖ Ward administration and management
- ❖ Performance Evaluation of a Hospital
- ❖ Operational and management control in health care, Management By Objective
- ❖ Continuous quality improvement, defining standards and use of advanced quality management techniques
- ❖ Review and Evaluation – continuous review of system, policy, procedure, process of updating, working out indexes and indexes for evaluation of various services.
- ❖ Productivity study, development of productivity standards, work standards, utilization standards and indices

#### **MEDICAL ETHICS:**

- ❖ Principal of Medical Ethics
- ❖ Importance of Medical ethics, Institutional ethics Committee
- ❖ Malpractice and Negligence, Professional Secrecy, Irrational Drug therapy
- ❖ Understanding of patient's right, Autonomy and Informed Consent
- ❖ Beginning and end of life, Right to life, assisted reproductive technologies, Care of terminally ill and euthanasia



- ❖ Introduction & Legal Procedures - Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons, Inquest
- ❖ Introduction to Indian Constitution - Preamble, Fundamental Rights
- ❖ MLC cases study.
- ❖ Medico-legal problems in relation to health administration
- ❖ Consumer Protection Act and Hospitals
- ❖ Laws Related to Medical Procedures - Medical Termination of Pregnancy Act 1971 (MTP Act), Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Transplantation of human organs Act 1994, Bio-medical Waste Handling & Management Rules.
- ❖ MCI's Code of Conduct

### **Subsidiary Subject**

#### Common Pathological Conditions and Basic Concepts of Pharmacology:

- ❖ Basic concepts of pathogenesis of common diseases (of each body system)
- ❖ Basic concepts of interpretation of investigations reports
- ❖ Cancer
- ❖ Cosmetics & Drug Act
- ❖ Clinical Trials & GCP
- ❖ Schedule H, Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs
- ❖ Dispensing of medicine
- ❖ Pharmacokinetics, Pharmacodynamics'
- ❖ Pharmacy and therapeutic Committee

- ❖ Drug Formulary, IP, BP
- ❖ Medication Errors, Sentinel Events
- ❖ Drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc.

**Suggested Reading:**

**Reference Textbook**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Essentials of Medical Pharmacology	Dr. K. D. Tripathi
2	Robbin's Textbook of Pathology	Robbin, Cotran, Kumar
3	Textbook of Pharmacology	R.S. Satoskar

## **SEMESTER 3:**

### **Paper 1**

*Health management information system (HMIS) & Computer application*

#### **HEALTH MANAGEMENT INFORMATION SYSTEM(HMIS)**

- ❖ Objective of HMIS/Need and purpose of MIS
- ❖ Information system present at District level, State level and Country.
- ❖ Development of MIS/ major functions of MIS
- ❖ Computers of MIS
- ❖ Uses of MIS in district / state Health Management
- ❖ Case studies of MIS in Health Planning, Monitoring and evolution.
- ❖ Surveillance of Disease / Forecasting disease out break
- ❖ Medical Research
- ❖ Networking/Information Technology

#### **COMPUTER APPLICATION**

- ❖ Introduction to computer- hardware, software, machine language, binary system.
- ❖ Introduction of system Study, System Analysis and System Design.
- ❖ Design flexibility, scope of up gradation, inter phasing
- ❖ Application of computer
- ❖ Storing and preservation of information / record
- ❖ Optimum utilization of LAN / WAN / MAN system
- ❖ Different modules used in EDP through ERP system like;

- ❖ - Registration, OPD, Admission, Discharge, Billing, Emergency, Laboratory, Nursing Station, Operation
- ❖ Theatre, Stores, Pharmacy, Pay-roll, SAP(Systems, Applications & Products in Data Processing)and Envision system, Management
- ❖ Information System.
- ❖ Maintenance of Computer including its accessories
- ❖ Updating of modules on need based
- ❖ Application of antivirus system
- ❖ Outpatient/ Medical Record /Audition assimilation, classification and analysis of work statistics.
- ❖ Financial Accounting, payroll, billing analysis of financial data, financial information system.
- ❖ Inventory Management and control
- ❖ Drugs and Pharmaceuticals
- ❖ General stores
- ❖ Asset Accounting-maintenance planning
- ❖ Medical Research
- ❖ Networking and information Technology.
- ❖ Tele Medicine

## **Paper 2**

PRINCIPAL OF ACCOUNTING, COST ACCOUNTING& MANAGEMENT ACCOUNTING:

### **ACCOUNTING:**

- ❖ Definition, Accounting cycle, Rules of Debit and Credit, Assets, Liabilities, Net worth
- ❖ Operation of Bank Accounts, Bank Reconciliation
- ❖ Cash and annual accounting, Revenue and Capital Expenditure
- ❖ Preparation of Cash book, Journal, Ledger, Closing Entries
- ❖ Calculation of Depreciation
- ❖ Preparation of Trail Balance, Arithmetic Accountancy, Accounting Accountancy.
- ❖ Basic Structure of Income, expenditure and Balance Sheet.
- ❖ Preparation of Financial Statement and change against profit and appropriation of profit.

### **COST ACCOUNTING:**

- ❖ Meaning, Definition, Significance of Cost Accounting, its relationship with Financial Accounting & Management Accounting.
- ❖ Classification of Costs
- ❖ Defining Cost Centers
- ❖ Cost Control

### **MANAGEMENT ACCOUNTING:**

- ❖ Basic Principles of Management Accounting, Interpretation of Accounting data, Measurement of performance, Managing reporting
- ❖ Objective, Purpose, organization, Scope

- ❖ The Organization of a hospital for accounting control and accounting plan.
- ❖ Accounting for hospital revenue hospital expenses.
- ❖ Departmentalization of income and expenses.
- ❖ Chart of Accounts, Account Descriptions, Standard Accounting books and forms.
- ❖ Internal Control and Internal Auditing.
- ❖ Trust Funds and Investment Accounting, Fund raising, plan fund accounting, Accounting of Specific purpose Funds.
- ❖ Hospital rate setting.
- ❖ Preparation of Operating Budget, Capital Budget and Budgetary Control
- ❖ Responsibility Accounting.

**Reference Text books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Financial Management	Dr.S.N. Maheshwari
2	Business Finanace	Dey& Dutta
3	Principles of Accounting	M.B.Kadkol
4	Financial Management	I.M.Pandey

## **MATERIAL MANAGEMENT IN HEALTHCARE:**

- ❖ Principle, policies and procedure for material management
- ❖ Nature and Scope of the Material Management.
- ❖ Organizing purchases, storage issue, affective utilization of material and asset accounting.
- ❖ Classification, Codification, Standardization, Simplification,
- ❖ Inventory control, Quality control and Value Analysis.
- ❖ Store Management: Store organization, receiving and issuing stores, accounting, storage of equipment and storage methods.
- ❖ Functions of Purchase Department and Purchase Committee
- ❖ Vendor Analysis and Vendor Development
- ❖ Tender System
- ❖ Purchase Record, Purchase Budget and Control, Quality Control.
- ❖ Purchase of high value capital equipment's, feasibility study.
- ❖ Equipment Maintenance Program.
- ❖ Asset Accounting, Annual verification of Assets, Aging of Assets.
- ❖ Condemning Board, Disposal of Condemned articles-Transportation.

### **Reference Text books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Hospital Store Management	Shakti Gupta & Kant
2	Materials Management	Gopalakrishnan
3	Materials Management	Sundaram
4	Inventory Control	A. C. Dutta

### **Paper 3**

Management of Human Resource and Industrial relations:

#### **MANAGEMENT OF HUMAN RESOURCES IN HEALTH CARE:**

- ❖ Human Resource Management
- ❖ Manpower Planning Process
- ❖ Job Analysis and job Description. Personal Record,
- ❖ Recruitment and Selection
- ❖ Interview & Orientation
- ❖ Job Evaluation
- ❖ Appraisal of Performance, Developmental Review and Feedback Encouragement
- ❖ Training & Development.
- ❖ Compensation Policy, Salary and Wage Administration.
- ❖ Incentive, Bonus, Promotion.
- ❖ Discipline and Disciplinary Action.
- ❖ Collective Bargaining, Dealing with union.
- ❖ Management Development, Rejuvenation, Occupational health, Safety, Hygiene, Employee welfare.

#### **INDUSTRIAL RELATIONS IN HEALTH CARE:**

- ❖ Definition, Objectives, Conditions essential for good Industrial Relations, Courses of Poor Industrial Relations.
- ❖ Dispute Relations
- ❖ Labor Laws: Industrial Dispute Act, Trade Union Act, Factories Act, Shops and Establishment Act, Minimum Wages Act, Provided Fund Act, Payment of reality Act.



- ❖ Kind and formations of contracts: Breach of contracts, Remedies and Damages, Law of Torts, sales of Goods Act, Negotiable Instruments Act, Evidence Act.
- ❖ Medical Licensure Law, the doctor patient relationships, Medical malpractice, Quality and Standard of Medical Care, Medical Negligence, Medical Consent, Emergency care, Consumer Protection Act.
- ❖ Statutory & Non-Statutory measures, Role of labor lawyer, Advisor consultant

### **Subsidiary Subject**

### **Common Pathological Conditions & Basic Concepts of Pharmacology**

#### **Common Pathological Conditions:**

- ❖ Basic concepts of pathogenesis of common diseases
- ❖ Basic concepts of interpretation of investigations reports

#### **Suggested Reading:**

- ◆ Robbin's Textbook of Pathology – Robbin, Cotran, Kumar
- ◆ Textbook of Microbiology – Ananantanarayan&Paniker

#### **Basic concepts of Pharmacology:**

Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs. Dispensing of medicine, drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc.

#### **Suggested Reading:**

- ◆ Textbook of Pharmacology: Dr. K. D. Tripathi

## **SEMESTER 4:**

### **Paper 1**

Hospital Planning and Project management:

#### **HOSPITAL PLANNING AND PROJECT MANAGEMENT:**

- ❖ Role of Hospital in Community, Different types of Health Facilities and hospitals, Regional Planning-a system approach.
- ❖ Service Planning- analysis of demographic and epidemiological data to assess the health need of community analysis of available facilities.
- ❖ Determining the size and type of hospital, potentiality for future development and growth.
- ❖ Preparation of master plan, Flexibility in planning provision for future development and growth.
- ❖ Statutory requirements for planning.
- ❖ Site Survey, Infrastructure and facilities planning.
- ❖ Architect's Brief
- ❖ Planning of Out-patient Services, Emergency Care, Ambulatory Care, ICU, Ward Planning, Blood Bank, Laboratory, Radiology (AERB Guidelines)
- ❖ Domiciliary Care-Home visits, extended care.
- ❖ OT - Zoning and Circulation pattern
- ❖ Hospital Design.

#### **Text books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Hospital Planning & Administration	BM Sakharkar
2	Hospital Planning & Designing	Shakti Kumar Gupta

## **Paper 2**

**(Elective Subject)**

**Hospital Management or Health Management (elective subject)**

**Following are elective subjects**

1. Hospital Management
2. Health Management

**Note:** The syllabus for the above elective subject shall encompass the first, second, third and fourth semester theory and practical postings.

### **Paper 3**

Social Marketing Management & Quality management in Healthcare:

#### **SOCIAL MARKETING MANAGEMENT:**

- ❖ Theory and concept of Public Relations, Role of public relation staff.
- ❖ In service training in communication, public dealing, helpful attitude and behavior, promptness, empathy.
- ❖ Basic Concept of Marketing Management
- ❖ Marketing Environment, Market Segmentation
- ❖ Consumer Behaviour
- ❖ Marketing for nonprofit organization
- ❖ Components of marketing program.
- ❖ Simple market survey for identification of largest group, service need growth potential
- ❖ Product, Product Mix and product life cycle
- ❖ Service Marketing, patient care and communication
- ❖ Pricing of service
- ❖ Customer satisfaction, value and retention
- ❖ Liaison with Government Agencies, third party reimbursement and health schemes
- ❖ Social aspects of marketing
- ❖ Distribution and supply chain management
- ❖ Advertising and Branding
- ❖ Marketing promotional activities
- ❖ Corporate marketing

**Reference Text books:**

<b>S.NO.</b>	<b>NAME OF THE BOOK</b>	<b>AUTHOR'S NAME</b>
1	Marketing Management	Philip Kotler
2	Services Marketing	Valarie Zeithaml, Mary Bitner

**QUALITY MANAGEMENT IN HEALTH CARE:**

- ❖ Fundamentals of Quality Management, Understanding and skills required for supporting Quality Management in an organization, CQI in healthcare, implementation TQM
- ❖ Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, NABL, NABH, JCI, BIS
- ❖ Understanding of patients and bringing necessary improvement in the process of delivery of services.
- ❖ Training and Development of staff, staff attitude. Motivation and Functioning as team, Personnel and Professional value system
- ❖ Quality Techniques, Quality of assurance procedures, Deming's Principles, Juran Trilogy, Kaizen, Philip Crosby's Principles, Quality Circles
- ❖ Audit: Defining audit protocol, Audit team, duties and responsibilities of audit team. (Medical Audit, Nursing Audit and Clinical Audit)
- ❖ Developing standards- comparing the standards with other institutions, National and International Standards, Review and modification of standards.
- ❖ Process of collection of data, comparing with standard and reporting the outcome. General system of Review and Control.
- ❖ Death (mortality) review, Review of stillbirth, premature, underweight babies.

- ❖ Review of infection.
- ❖ Post Operative Complication review, Post Delivery Complication Review, Post Anesthesia Complication Review
- ❖ Antibiotic Audit and their area of Review
- ❖ Discharge status-cured, controlled, aggravated, died
- ❖ Left against medical advice
- ❖ Agreement of Preliminary Diagnosis with final diagnosis, Investigation supplements preliminary and final diagnosis, Percentage of unnecessary and final diagnosis
- ❖ Unusual incidents in hospital /sentinel events.
- ❖ Quality indicators/key performance indicator s
- ❖ Average length of stay-trend
- ❖ Average waiting time-OPD, Causality, Investigation, Pharmacy
- ❖ Patient Satisfaction survey.
- ❖ Hospital Committee

### **Practical & Comprehensive Viva: (Paper 4)**

The syllabus covered in Paper IV is all the subjects of MHA I, II, III and IV Semester.

On commencement of Fourth Semester, students should write an application addressed to Principal regarding the preference for elective subject. Once accepted, the elective subject cannot be changed.

#### **Scheme of Examinations for all Theory Subjects in All 4 Semesters:**

<b>S.No.</b>	<b>Semester</b>	<b>Subjects</b>	<b>IA + THEORY</b>	<b>Grand Total</b>
<b>1</b>	<b>Semester 1 to Semester 4</b>	<b>All Papers</b>	<b>20 + 80</b>	<b>1200</b>
<b>2</b>	<b>Semester 4</b>	<b>Practical &amp; Comprehensive Viva</b>	<b>20 + 80</b>	<b>100</b>

#### **Distribution of marks for Practical and Comprehensive Viva:**

<b>No</b>	<b>Internal Assessment</b>	<b>Viva</b>	<b>Dissertation</b>	<b>Total Marks</b>
<b>1</b>	<b>20</b>	<b>40</b>	<b>40</b>	<b>100</b>

### FIRST SEMESTER

S.No.	PAPER	SUBJECT	CREDIT HOURS
1	<b>MHA-I-1 T</b>	Principles of Management & Managerial Skill	2
2	<b>MHA-I-2 T</b>	Organization Behavior & Principles of Communication	2
3	<b>MHA-I-3 T</b>	Statistics & Research Methodology & Quantitative Techniques	3
4	<b>Subsidiary Subject</b>	Basic Human Body Anatomy &	6
		Basic Human Body Physiology	
5		Practical (Department & Ward Posting)	12
		Synopsis	1
		<b>TOTAL</b>	<b>26</b>

### SECOND SEMESTER

S.No.	PAPER	SUBJECT	CREDIT HOURS
1	<b>MHA-II-1 T</b>	Preventive & Social Medicine(PSM)	4
2	<b>MHA-II-2 T</b>	Health Finance &	4
		Health Economics	
3	<b>MHA-II-3 T</b>	Health/Hospital Management &	3
		Medical Ethics	
4		Practical (Department & Ward Posting)	13
5		Synopsis	1
		<b>TOTAL</b>	<b>25</b>



### THIRD SEMESTER

S.No.	PAPER	SUBJECT	CREDIT HOURS
1	<b>MHA-III-1 T</b>	Health Management Information System & Computer Applications	2
2	<b>MHA-III-2 T</b>	Principles of Accounting, Cost accounting, Management Accounting &	3
		Material Management	
3	<b>MHA-III-3 T</b>	Management of Human Resource and Industrial Relations	2
4	<b>Subsidiary Subject</b>	Common Pathological Conditions &	4
		Basic Concepts of Pharmacology	
		Practical (Department & Ward Posting)	12
		Dissertation	2
		<b>TOTAL</b>	<b>25</b>

### FOURTH SEMESTER

S.No.	PAPER	SUBJECT	CREDIT HOURS
1	<b>MHA-IV-1 T</b>	Hospital Planning &	4
		Project Management	
2	<b>MHA-IV-2 T</b>	Health Management or Hospital Management (Elective Subject)	2
3	<b>MHA-IV-3 T</b>	Social Marketing Management & Quality Management In Health Care	4
4		Practical (Department & Ward Posting)	12
5		Dissertation	2
		<b>TOTAL</b>	<b>24</b>
		<b>GRAND TOTAL</b>	<b>100</b>