PROGRAMME

MASTER OF HOSPITAL ADMINISTRATION

FACULTY OF MEDICINE



Ordinance- V (92)

(Approved by Academic Council and applicable from 2018-2019)

SWAMI VIVEKANAND SUBHARTI UNIVERSITY, MEERUT

ORDINANCE No. - V ()

ORDINANCE RELATING TO

MASTER OF HOSPITAL ADMINISTRATION (MHA) COURSE

Chapter -1
General

1. This ordinance may be called the "Ordinance Relating to Master of Hospital Administration (MHA) course.
2. It shall come into force from session 2017-18

Chapter-2
Eligibility for Admission

3. For admission in MHA course an applicant should be a:-
   - ✓ Life sciences graduate – B. Sc. (Bio group)
   - ✓ Bachelor's in Business administration – BBA (preferably with bio-science background), BCA
   - ✓ Medical graduate – MBBS
   - ✓ Dental graduate – BDS
   - ✓ Pharmacy graduate – B. Pharm, M. Pharm., Pharm D
   - ✓ Other graduates – B. V.Sc., BPT, MPT, Bachelor in Dietetics, B.Sc. (Nursing), M.Sc. (Nursing)
   - ✓ AYUSH graduates – BAMS, BHMS, BUMS, BNYS, Graduates in Yoga.

   (i) Applicant should be a graduate from a recognized university with minimum 45% marks.

   (ii) There shall be relaxation of 5% marks for SC/ST categories candidates.

Chapter -3
Teaching Course

4. The course shall be of two year duration.
5. The academic calendar shall be as follows

I & II Year	Session	-	1st August 31st May
	Exam	-	1st June to 15th June

6. The distribution of marks will be as under:-

YEAR 1st

S. No.	Paper	Subject	Internal Assessment	University Exam	Subject Total
1.	Paper 01	Basic Sciences	30	70	100
2.	Paper 02	Public Health	30	70	100
3.	Paper 03	General Management	30	70	100
4.	Paper 04	Research Methodology and OR	30	70	100
5.	Paper 05	Planning and Designing of Hospitals	30	70	100
6.	Paper 06	Medical Laws and Ethics	30	70	100
7.	Paper 07	Material management	30	70	100
8.	Paper 08	Quality Management in Hospitals	30	70	100
		Total	**240**	**560**	**800**
	Practical Examination		120	280	400
	Grand Total		**360**	**840**	**1200**

YEAR 2nd

S. No.	Paper	Subject	Internal Assessment	University Exam	Subject Total
1.	Paper 09	Personnel Management	30	70	100
2.	Paper 10	Financial Management	30	70	100
3.	Paper 11	Marketing Management	30	70	100
4.	Paper 12	Miscellaneous topics	30	70	100
		Total	**120**	**280**	**400**
5.		Dissertation	--	200	200
	Practical Examination		120	280	400
	Grand Total		240	760	1000

7. **Dissertation**

i. Before 31st March every student will have to submit a Dissertation on a problem/topic to be assigned by the Head of the Department under the supervision of a core Faculty member of the Department.

ii. The Dissertation will carry 200 marks. It will consist of (i) Evaluation of Dissertation (150 Marks) and (ii) Viva on Dissertation (50 marks).

iii. The Head of the Institution will constitute a Dissertation committee each year consisting of Head of Department & Senior faculty members. The proposed Supervisor of the student undertaking the dissertation work will also be present during the presentation of the work.

iv. In the 2nd year before 30th November the Student will submit a synopsis of the proposed work. He / She will give a presentation before the Dissertation Committee. If any ratification is required a revised synopsis would have to be presented in 7 working days before the committee again.

v. The dissertation would have to be completed within 90 days from the date of approval of the synopsis. After which the student will present the finished work before the dissertation committee on a predefined date. Changes suggested must be incorporated by the student in the final submission. If the student fails to appear for the presentation, he/she will be given a second chance only on medical grounds.

vi. The report will contain the objectives and scope of the study, research methodology, use and importance of the study, analysis of the data collected, conclusions and recommendations. It will contain appropriate charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The

student will submit three copies of the report. The number of pages in the report will be 100 or more. The report should be typed in A-4 size paper.

Chapter-4
Attendance

8 The students are expected to attend all the classes and should not have less than 75% attendance in theory as well as in practical classes, wherever held, to become eligible to appear for the university examination. Short fall in attendance can however be condoned in deserving cases to the extent of 10% by the Principal. If the short fall is more than 10% but not more than 15% the Principal may recommend deserving cases to the Vice-Chancellor for condonation. The order of the Vice-Chancellor in this regard shall be final.

Chapter-5
Examination

9 The examination shall be conducted in two parts:

A. **Internal assessment** will be of 30 marks as under:-

i. Midterm written test / practicals/ seminars/ assignment including in-between snap tests if any, shall carry **20 marks** independently in each subject.

ii. A maximum of 10 marks shall be awarded for attending classes (including practicals) regularly as per the following norms: -

85% or more attendance	– 10 marks
80% or more but less than 85% attendance	– 9 marks
75% or more but less than 80% attendance	– 8 marks
70% or more but less than 75% attendance	– 7 marks
65% or more but less than 70% attendance	– 5 mark
60% or more but less than 65% attendance	– 3 marks
51% or more but less than 60% attendance	– 2 marks
50% attendance	--1 mark
Less than 50% attendance	--0 mark

B. **University examination** carrying 70 marks.

10. In 2nd year Practical Examination shall be conducted preferably by two Internal & two External examiners. If number of students will be less than 10, the examination may conducted by one Internal & one External Examiner they will evaluate the Dissertation and conduct the Practical Examination.

11. Students shall have to pass in each subject with minimum 50% marks, both in theory as well as practical wherever applicable.

11. The entire course has to be completed within a maximum of four (04) years from the date of original admission in the course.

Chapter-06
Paper Setting, Evaluation and Result

12. In the 1st year setting of examination papers, evaluation in the University Examination will be conducted by the Internal Examiners. The work of setting 2nd year's examination papers, conduct of the annual examinations, evaluation and declaration of results shall be as per the laid down examination policies/ latest notification.

Chapter- 07
Power to Modify

13. In the event of any emergent situation, if any deviation is considered necessary, the Vice-Chancellor is authorized to modify the ordinance, subject to subsequent ratification by the Executive Council.

MHA SYLLABUS

THEORY- First Semester

Paper I – BASIC SCIENCES

Basic Concepts of Health

- Concept of Health and Disease
- Preliminary Human Anatomy and Physiology
- Common Pathological Conditions
- Basic Concepts of Pharmacology

Paper II – PUBLIC HEALTH

Healthcare Services

- Demography and Vital Stats
- Health scenario of India
- National Health Policy and Population Policy
- National Health Program
- Healthcare of the Community

Hospital Based Healthcare and its changing Scenario

- Overview of Hospital
- Concept of Modern hospital and Privatization in health sector
- Public sector hospitals and Level of care
- Functioning of Modern hospitals and Changing needs of Patients
- Effects of Globalization in Healthcare

Epidemiology

- Principles of Epidemiology
- Natural history of Disease
- Methods of Epidemiological studies
- Epidemiology of communicable and non-communicable diseases
- Host defense, immunizing agents, cold chain, immunization, disease monitoring and surveillance
- Screening and surveys
- Investigation of Epidemic and role of hospital in its control

Health Education

- Aim and Principles of Health Education
- Methods of Health Education
- Effects of Health education
- Levels and Practice of Health Education
- Need of Health education to attain positive health
- Healthcare reporting and role of NIC

Paper III – General Management

Principles & Practice of Management

- History and growth of management science
- Traditional management vs. modern health care management
- Evolution of management theory
- Healthcare management as a profession
- 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

Organizational Behavior (O.B)

- Concept of Organizational Behavior
- Major Components of organizational behavior – Personality development, Motivation, Group, Leadership, Cooperation and Conflict
- Behavior of people of their work place and its relation in team building for achieving organizational goals
- Characteristics of workgroups
- Dynamics of organizational behavior
- Motivation and Leadership
- Conflict management
- Transactional analysis

Communication

- IEC Activities in Healthcare sector
- Basic concepts and principles of good communication
- Special characteristics of health communication
- Types and process of communication
- Barriers of communication and how to overcome it
- Communication with media and press
- Counseling in healthcare and its different methods
- Management and co-ordination of IEC Activities

Paper IV – Research Methodology & OR

Research Methodology

- Introduction
- Sampling
- Measurement and Scaling
- Analysis of Data
- Report Preparation

Operations Research

- Basics of OR
- Linear Programming
- Game Theory
- Queuing Theory
- Project Management

Reference books:

1. *Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.*
2. *Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.*
3. *Principles and Practice of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi.*
4. *Management by Stephen P. Robbins, Mary coulter and Neharika Vohra, Pearson Publication, New Delhi.*
5. *Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.*

6. *Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.*
7. *Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi. Operations Research : Theory, Methods & Applications, SD Sharma*
8. *Operations Research: An Introduction, Hamdy A. Taha (Prentice Hall of India Private Ltd., New Delhi, 1998*

THEORY- Second Semester

Paper I – Planning & Designing of Hospitals

Hospital Planning

- Hospital planning and designing- Changing concepts
- Site selection, Architecture brief
- Detailed Project report
- Planning of 50, 100 and 500 bedded hospital

Hospital Patient Services

- In- Patient services
- Outpatient services
- Intensive care services
- Operating Theatre services
- Diagnostic services
- Lab services
- Blood transfusion services

Hospital Support Services

- CSSD
- HIC
- Security services
- Engineering services
- Mortuary
- Kitchen
- Housekeeping and Bio Medical Waste Management

Paper II – Medical Laws and Ethics

Legal Aspects of Health

- Medico-legal problems in relation to health administration
- Laws applicable to hospital employees
- Consumer Protection Act
- Organ Transplant Act
- PNDT Act
- Clinical Establishment Act
- Medical Ethics
- BMW Act

Paper III – Material Management

Introduction

- Principles of material management
- Inventory management and analysis
- Economic order quantity, safety stock, lead time

Bio-medical Equipment and Bio-medical Engineering

- List of common medical equipments in hospital
- Justification of purchase proposal, hospital need assessment
- Equipment selection guidelines, estimation of cost and QC Planning
- Replacement of old equipment and buyback policy
- Medical equipment Maintenance (In house and AMC)

Paper IV – Quality Management in Hospital

- Quality assurance procedures – Deming's principles, Juran's Trilogy, Kaizen, Philip Crosby's Principles
- Quality Tools and Six Sigma
- Quality management Program
- Quality manual, quality of clinical services, critical pathways
- Medical audits, NABH, NABL, JCI

Reference Books:

1. *Modern Trends in Planning and Designing of Hospitals: Principles and Practice by S.K. Gupta, Jaypee Publisher, New Delhi, 2012*
2. *Hospital Stores Management: An Integrated Approach by S.K.Gupta, Jaypee Publisher, 2007*
3. *S. L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.*
4. *Hospital Administration' by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011*
5. *Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011*
6. *Principles of Hospital Administration and Planning, by B.M.Sakharkar published by: Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010*

THEORY- Third Semester

Paper I – Personnel Management in Hospitals & Industrial relations

Managing Human Resource

- Introduction - Concept and Evolution and Growth
- Designing and Developing HR system
- Human Resource Development
- Compensation Management
- Behavioral Dimensions of HRM

Industrial Disputes

- Wage fixation
- Industrial Disputes Act
- Trade Unions

Paper II – Financial Management in Hospitals

Accounting for Managers

- Financial Accounting - Basics of FM
- Mechanics of Accounting
- Tools of Analysis of Financial Statements
- Cost and Management Accounting
- Budgeting

Business Statistics

- Role of Statistics
- Time series Analysis, Trend analysis
- Co-relation and Regression
- Probability
- Estimation theory and Hypothesis testing

Paper III – Marketing Management in Hospitals

Basic concept of Marketing Management

- Consumer behavior
- Market research and Information
- Marketing Strategy, Evaluation and Control
- Advertisement and Marketing
- Marketing promotional Activities
- Corporate Marketing
- Social Aspects of Marketing

Service Marketing - Healthcare

- Promotion of Business in Hospital
- Service marketing – Patient care and communication
- Marketing for TPA and Cash Patients
- Marketing and Medical Ethics

Paper IV – Miscellaneous Topics

Hospital Waste Management

- Definition of BM waste
- BMW – Segregation, Collection, Transportation, Disposal
- Liquid BMW, Radioactive waste, Metals/Chemical/Drug waste
- BMW Management and methods of disinfection
- Modern technology for handling BMW
- Monitoring and Controlling of Cross- infection (Protective devices)
- BMW from administrative point

Safety and Risk Management

- Hospital Acquired Infections
- Disaster Management
- Fire Hazard

Nursing Administration

- Introduction to Noble Nursing Profession
- Nursing Organization structure

- Staffing Norms in various types of hospitals and departments
- Specialization in nursing practice

Basic Information Technology

- Basic concepts about computer Hardware & Software
- Working knowledge of commonly used hospital software
- Application of Computer in hospitals
- Computer program and operating system
- Data Based Concept (ER diagram)
- Microsoft Office, SQL, V.B.
- ERP system with all modules
- Importance of effective Health Information system
- Digital maintenance of Medical Records

Reference Books:

1. *S.N. Maheshwari –Financial & Management Accounting, Sultan chand & sons publication.*
2. *Mukherjee – Financial Account for Management, Tata McGraw Hill Publishing*
3. *M.N. Arora, Test Book of Cost & Management Accounting, (Vikas Publication)*
4. *Bhattacharyya – Human Resource Management, Text and Cases (Excel Books,.),*
5. *Aswathappa K – Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.)*
6. *Ramamohana Rao, K., Services Marketing, Pearson Education (Asia),*
7. *Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.*
8. *Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.*

THEORY- Fourth Semester

Project Work