

THE TAMIL NADU Dr. M.G.R. MEDICAL UNIVERSITY, CHENNAI -600 032

**REGULATIONS OF THE UNIVERSITY
(Post-graduate Degree course)**

MASTER OF HOSPITAL ADMINISTRATION

First Year MHA Written Examination

S.No	Subject Title	IA		Theory	
		Max.	Min.	Max.	Min.
1.	Principles of Epidemiology, Research Methodology, Bio-statistics and Medical Ethics	50	25	100	50
2.	Management Concepts and Organization Behaviour	50	25	100	50
3.	Accounting for Hospital Managers	50	25	100	50
4.	Healthcare Economics	50	25	100	50
5.	Community Medicine	50	25	100	50
6.	Marketing of Hospital Services	50	25	100	50
7.	Logistics and Supply Chain Management in Healthcare Services	50	25	100	50
8.	Healthcare Human Resources Management	50	25	100	50
9.	Hospital Management Information System	50	25	100	50
Internal Evaluation (IE)					
10.*	Materials and Equipment Management	50	25	100	50
11.*	Public Health and Health Education	50	25	100	50
12.*	Hospital Hands-on Learning / Internship	100	50	-	-

Second Year MHA Written Examination

S.No	Subject Title	IA		Theory	
		Max.	Min.	Max.	Min.
1.	Essentials of Strategic Management	50	25	100	50
2.	Quality Management in Hospitals	50	25	100	50
3.	Organization and Management of Hospitals and Healthcare Units	50	25	100	50
4.	Occupational Safety and Risk Management	50	25	100	50
5.	Project Planning and Management	50	25	100	50
6.	Legal Framework for Hospitals	50	25	100	50
Internal Evaluation (IE)					
7.*	Managing Healthcare across International Borders	50	25	100	50

S.No.10 & 11* in First Year and S.No.7* in Second Year introduced as Internal Paper. (Resolved in 52nd Standing Academic Board held on 20.09.2016, G.C. held on 08.11.2016)*

Evaluation of Dissertation	200
Viva / Presentation	50
IA	50
Total	300
Passing Minimum	150

DETAILED CURRICULUM

FIRST YEAR, MHA

PAPER – 1: PRINCIPLES OF EPIDEMIOLOGY, RESEARCH METHODOLOGY, BIOSTATISTICS AND MEDICAL ETHICS
--

UNIT I: EPIDEMIOLOGY

Introduction: Historical aspects and evolution of epidemiology, definitions and concepts in Epidemiology. Natural history of disease. Approaches in Epidemiology. Descriptive and Analytical Epidemiology, Disease burden and Measures of risk and death. Epidemiological Investigations

UNIT-II – RESEARCH METHODOLOGY

Principles of Research study designs, Sampling Methods, Sample size Estimation, Protocol writing and Measures of Association. Types of research – Data Collection Methods – Data Processing – Report writing – Layout of report – research and publication ethics

UNIT III: BIOSTATISTICS

Fundamentals of Biostatistics: Introduction, Types of data, Tabular and graphical presentation of data. Measures of location, dispersion and correlation: Measures of central tendency. Mean, mode, median, GM, HM, quartiles Measures of dispersion— Range, Standard Deviation, Variance, Coefficient of Variation. Probability and statistical inference: Concept and probability distribution. Normal distribution— density curves, applications and statistical tables. Concept of significance tests, parametric and nonparametric tests, standard error and confidence intervals. Inferential statistics: Probability and distributions – Poisson, Binomial and Normal distribution – Chi-square test – Hypothesis test - Student's t-test – Correlation and Regression – ANOVA.

UNIT IV: MEDICAL ETHICS

Bioethics and Medical ethics: Historical perspectives & Introduction to Bioethics, Nuremberg Code, Declaration of Helsinki, Principle of essentiality, informed consent, confidentiality, minimisation of risk, accountability and responsibility. Ethics of clinical trials: Drug trials, vaccine trials, Clinical Trials with medical devices/surgical procedures/radioactive materials, Research in transplantation and stem cell therapy. Regulatory framework and guidelines for conduction of human research: Review processes, Institutional ethical committees, composition of committees, review procedures, WHO, UNESCO and ICMR guidelines.

Reference Books:

1. Epidemiology: An Introduction. Kenneth J. J. Rothman. Latest edition / Pub. Date: May 2002. Publisher: Oxford University Press.
2. Epidemiology. Leon Gordis. Latest edition / Pub. Date: November 2004. Publisher: Elsevier Health Sciences.
3. Diseases and Human Evolution. Ethne Barnes. Latest edition / Latest edition / Pub. Date: March 2005. Publisher: University of New Mexico Press.
4. Epidemiology: Beyond the Basics. F. Javier Nieto, Moyses Szklo. Latest edition / Pub. Date: November 2003. Publisher: Jones & Bartlett Publishers, Inc.
5. Basic and Clinical Biostatistics. Beth Dawson, Robert G. Trapp, Robert Trapp. Latest edition / Pub. Date: March 2004.

6. Discovering Statistics Using SPSS. Andy Field. Latest edition / Pub. Date: April 2005. Publisher: SAGE Publications.
7. Arora PN & Malhon PK (1996). Biostatistics Imalaya Publishing House, Mumbai.
8. Sokal & Rohif (1973). Introduction to Biostatistics, Toppan Co. Japan.
9. Stanton A & Clantz, Primer of Biostatistics — The McGraw Hill Inc., New York.
10. Government of India. Good Clinical Practices for Clinical Research in India. New Delhi: 2001
11. Indian Council of Medical Research. Ethical Guidelines for Biomedical Research on Human Subjects. New Delhi: 2000
12. United Nations Educational, Scientific and Cultural Organisation (UNESCO). Universal Declaration on Bioethics and Human Rights. Paris; 2005

PAPER – 2: MANAGEMENT CONCEPTS AND ORGANIZATION BEHAVIOUR
--

Objectives:

1. To introduce the management concepts and principles as an induction to the management course.
2. To apply the principles in the hospital administration
3. To improve the communication, decision - making planning organizing staffing leading and controlling the process of the management.
4. The subject deals with people at work in organizations. It emphasis the influence of motivation. Leadership, power and politics over the organizational function.

UNIT – 1: EVOLUTION OF MANAGEMENT

Introduction to Management - An art or science - History of management - Management for the nineties' integration of clinical practice and management skills - Functions of the manager - Social Responsibility of Managers.

UNIT – 2: PLANNING & ORGANIZING

Introduction to planning - Characteristics of Planning - Functional objectives - Policies and procedures - methods and rules - Management By Objectives (MBO) & Strategic Planning (SP) - Introduction to MBO - Historical development & advantages of MBO - Participants in MBO & MBO cycle - strategic planning. Introduction to organizing concepts - the process of organizing - fundamental principles and span of management - Line & staff relationships - the dual pyramid form of organization in health care - Basic department & flexibility in organizational structure - formal V/s informal organization - classification of health care organization - the TOWS Matrix. A Modern Tool for Analysis of the situation.

UNIT – 3: STAFFING & CONTROLLING

Definition of Staffing - Defining the Managerial Job - The Systems Approach to Human Resource Management - Selection: Matching the person with the job - system Approach to Selection - Position requirement and Job Design - skills and Personal Characteristics Needed by Managers - Matching qualification with Position Requirements - Orienting and Socializing New Employees. The Basic Control Process - Control as a Feedback Systems - Feed forward Control - Requirements or Effective Control - Control Techniques – Conflict resolution

UNIT – 4: DECISIONMAKING

Introduction to decision making - participants in decision making - Evaluating a decision's importance - Steps in decision making - Barriers to rational choice - Bases for decision making

- Decision making tools & techniques - Health care practitioners as decision makers - Case studies & clinical reason capability analysis tools - control charts - models - clinical reasoning.

UNIT – 5: FUNDAMENTAL CONCEPTS OF OB

Significance of organizational behavior - scope historical development of organizational behavior - A conceptual model of organizational behavior - Hawthorne experiments and their significance in the industries - Organization structure and theories - organization culture and climate - values and attitudes and job attitudes and job satisfaction - Leadership theories leadership models motivation and theories organizational changes - Resistance of change - organizational Development- cultural competence

UNIT – 6: INDIVIDUAL BEHAVIOUR & GROUPS

Foundations of individual behavior - Biographical characteristics personality stage of personality development and personality theories – perception - The dynamics of group behavior theories of group behavior - determinants of group behavior - types of groups, group norms employee participation- Strategies for improving group decision making. Transactional analysis - conflict and conflict resolution models - Traditional and modern view of conflicts, power and politics - sources of power and cause for politics.

Reference Books:

1. Management Principles for Health Professionals, 2nd edition (1992) - Joan GrattoLieblev, Ruth Eller Louvine, Jeffrey Rothman, Aspex publication, Gaithersburg, Maryland
2. Management Principles – ShakthivelMurugan, New Age Publication
3. Essentials of Management – Harold Koontz and Heinz Weihrich – Tata McGraw Hill – Fifth Edition
4. Organisational Behaviour, 5th edition (1991) - Fred Luthans, McGraw-Hill Book company
5. Theories and Models In Applied Behavioural Science, Vol.4. Organisational (1993) - J.William Pfeiffer and ArletteC.Ballew, Pfeiffer and Company. USA.
6. Organisational Behaviour, Third Edition – Dr. K. Aswathappa, Himalaya Publishing House
7. Organisational Behaviour, Ninth Edition – Stephen Robbins, Prentice Hall

PAPER – 3: Accounting for Hospital Managers

Objectives:

1. To acquaint the students with the various concepts, techniques, methods, process of accounting data, analysis, interpretation, decision making in the areas of financial and Management Accounting.
2. To apply the financial principles in the area of Hospital administration
3. To critically evaluate various financial decisions for hospitals

Unit – I : Introduction to Accounting and Preparation of Final Accounts

Accounting - Definition - Accounting Principles – Concepts and conventions - Journal - Ledger - Trial Balance - Final Accounts with simple adjustments. - Types of Accounting: Financial Accounting, Management Accounting and Cost Accounting.

Unit – 2: Analysis of Financial Statements

Financial Statement analysis - Objectives - Types of Financial statements: trading, profit & loss account and balance sheet - analysis of financial statements: Common Size Statement, Comparative statement, Trend Analysis - Ratio Analysis.

Unit – 3: Cost Accounting

Cost Accounting: Cost - Meaning- Classification of Costs - Cost Accounting, Meaning, objectives- Cost Computation & Cost Control - Cost Sheet Preparation - Activity based Costing, BEP.

Unit – 4: Management Accounting

Management Accounting - Meaning, Importance- Tools of Management Accounting, SWOT Analysis, Balance Scorecard and Value Chain analysis & Benchmarking Analysis (Theory alone)

Unit – 5: Computerisation in Accounting

Computerisation in Accounting : Advantages, Types of Accounting Packages - Hands on work experience with Tally..

UNIT – 6: CAPITAL BUDGETING

Definition - Capital expenditure budget - Importance of capital budgeting - types of capital expenditure - Methods of capital budgeting - Capital rationing - time preference for money - Compounds value - Present value - Value of an annuity due - Multi - period compounding - Net present value - present value and rates of return.

References Books:

1. Financial and Management Accounting, T.S.Reddy and Hariprasad Reddy, Margham Publication
2. Financial and Management Accounting, S.N.Maheshwari
3. Financial Management, I.M.Pandey, Vikas Publishing House Ltd
4. M.Y.Khan & P.K.Jain (2011). Management Accounting, Tata McGraw Hill Publishing Company Ltd.,

PAPER – 4: HEALTHCARE ECONOMICS

Objectives:

1. To familiarize the students with concepts & analytical tools in Managerial Economics, applied in a variety of day-to-day business situations.
2. To acquaint the students with concepts and techniques used in Micro, macro - Economic Theory and to enable them to apply this knowledge in business decision - making

UNIT – 1: MEANING AND SCOPE OF HEALTH ECONOMICS

Definition – Meaning and Scope of Health Economics and its relationship with Managerial Economics - Fundamental Concepts – Uniqueness of Health Economics- Opportunity - Cost Principle – Equi- marginal Principle- Marginal & Incremental Principle -Discounting Principle – Economic Profit & Accounting Profit.

UNIT – 2: THEORY OF DEMAND & SUPPLY

Need – want – demand in Healthcare- Law of Demand – Demand Function- Demand Curves - Types of Demand - Elasticity of Demand – Measurement of Elasticity- Business applications – Law of Supply – Elasticity of Supply in Healthcare

UNIT – 3: COST EVALUATION IN HEALTH ECONOMICS

Costs in Health Economics – Economics of Nutrition – Economics of Health Policy - Production Function; Short run & Long run – Optimal Combination of Factors of Production – Economics of Cancer – Healthcare Budget

UNIT – 4: MARKET STRUCTURE

Different types of Markets – Pricing under Perfect Competition, Monopoly, Monopolistic competition and Oligopoly.

UNIT – 5: FISCAL AND MONETARY POLICY

National plans, public, private and joint sectors - Industrial finance - Fiscal and monetary policies - Problems of economic development in the inflationary situation - world Economics and Globalization - Origin(s) of crisis - Terms of Trade - Globalization - rationale, process and implications.

UNIT – 6: BUSINESS CYCLE AND NATIONAL INCOME

Business cycle - Inflation - National Income and Economic growth - Structure of the economy Determination and measurement of national income.

References Books:

1. Managerial Economics – S.Sankaran, Margham Publication
2. Managerial Economics - R.L. Varshney & K.L. Maheshwari, 13th edition (1995), Sultan Chand & sons, New Delhi.
3. Introduction to Managerial Economics – Savage C.L. & Small J.R., Introduction to Managerial Economics
4. Understanding Health Economics, - A guide for healthcare decision makers – Paul R. Maccrone – U.K. Kogan

PAPER – 5: COMMUNITY MEDICINE

Objectives:

1. To make students familiarize with epidemiological methods
2. To understand communicable and non communicable diseases
3. To understand hospital infection control

UNIT – 1: CONCEPT OF HEALTH & DISEASES

Concepts of Health, Definition and Dimensions of Health, spectrum of Health, Determinants of Health, Indicators of Health - Concept of disease, Concept of disease causation, Natural history of disease, Concept of disease control, Levels of prevention, Modes of disease intervention, Internal classification of disease

UNIT– 2: PRINCIPLES OF EPIDEMIOLOGY & EPIDEMIOLOGICAL METHODS

Definition and basic concepts of Epidemiology including epidemiological triad. Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology, Infectious disease epidemiology, Investigation of an epidemic out break

UNIT – 3: COMMUNICABLE & NON-COMMUNICABLE DISEASES

Nosocomial infectious and other common communicable disease - Measles, Chickenpox, Tuberculosis, viral hepatitis. HIV / AIDS, Tetanus. Common Non communicable diseases - Coronary Heart Disease, Hypertension, diabetes, Cancer.

UNIT – 4: DEMOGRAPHY & FAMILY PLANNING

Demographic Cycle, Demographic trend in India, National population policy 2000, Family Planning / Welfare Concepts Contraceptive methods. National Family Planning Programme.

UNIT – 5: HOSPITAL INFECTION CONTROL

Definitions, Hospital infections - importance determinants sources routes of transmission Principles of Control of Hospital infections. Infection control teams, Committees, policies and objectives of infection control department. Environmental Health and Hospital Waste Management : Environment and health Pollution - Nature sources health effects and management concept of disinfection and decontamination, Hospital waste management, Control measures in wards operation theaters, laundry, kitchen, etc.

UNIT – 6: HEALTH PLANNING & MANAGEMENT

National Health Policy - Provision of medical care – Primary healthcare – Health for All - Health manpower development - Planned development of health care facilities - Encouragement of indigenous systems of medicine - Process of health planning in India - Inter-relationship between community development block and primary health centre - Staffing pattern of community health centers - Primary health centers - Rural health centre

References Books:

1. Epidemiology in Health Services Management, (1984) - G.E.Alan Dever, Asper publication. In Gaithersburg, Maryland
2. Textbook of Preventive & social Medicine, (1997) 15th edition - J.E. Park

PAPER – 6: MARKETING OF HOSPITAL SERVICES

Objectives:

1. To familiarize the students about the environment of market, consumer Behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the purchase decision
2. To inculcate application of Marketing for service businesses from a managerial perspective
3. To provide a managerial frame work of service marketing

UNIT – 1: INTRODUCTION

Introduction to concepts of marketing in a medical care organization - Needs wants, demands products, value, satisfaction and quality - Exchange transactions and relationships - medical marketing and marketers - Evolution of Marketing - Relationship Marketing – Marketing Mix – 7P's.

UNIT – 2: ETHICAL HOSPITAL BRANDING & MARKETING

Introduction to Hospital Branding and Marketing – Understanding Hospital Branding Identity – Building a Hospital brand strategy – Patient experience and satisfaction – Digital marketing for Hospitals – Ethical Leadership in Hospital Branding

UNIT – 3: MARKET SEGMENTATION AND DEALING WITH COMPETITION

Market Segmentation, Targeting and Positioning for competitive Advantage - market and market segmentation - Requirements for effective segmentation - market targeting - evaluating and selecting market segments - Positioning for competitive advantage - Dealing with the competition - Identifying - analyzing competitions - Designing the competitive intelligence system Designing competitive strategies.

UNIT – 4: MARKETING SPECIAL SERVICES IN HOSPITALS

Women's Health Care and Maternity Services – Marketing Birthing Rooms – Geriatric Services Educational Programme for Marketing to the elderly – Psychiatric Care Referral sources Special clinics – Pediatric Service – Dental service – Cardiac Services – Trauma Care – Neurology Service – Preventive Medicine – Promotion Mix – Public Standing of a Hospital – employees first line of PR – function of Public Relations – Promotional tools.

UNIT – 5: HOSPITAL MEDIA RELATIONS & MARKETING NON – PROFIT ORGANIZATIONS

Establishment of media relations policy – Developing an effective media Relations Programme – Handling news media during disaster – Service Scope in Hospital – employees communicate real spirit – Public relations marketing tools – Clean and Hygienic Hospital – Food Service – Linen service - What makes patients select a Hospital – Economic Imperatives – Non – Profit organizations are different – Need for marketing Non – Profit Organizations – to market or notices market – six Alternatives – Understanding the marketing mix.

UNIT – 6: CONSUMER BEHAVIOUR AND SERQUAL

Consumer Behaviour – Customer Satisfaction – SERQUAL – Gap Analysis – Marketing for Small Medium Enterprises (SME) Hospitals – Marketing for corporate sector – Content Marketing and Patient Education – Physician Referral Marketing

References Books:

1. Principles of marketing - Philip kotler& Gary Armstrong (1996), Prentice Hall of India New Delhi. 14th Indian Reprint.
2. Helen Woodruffe, 2001. "Services Marketing", Macmillan India Limited, New Delhi.
3. Valarie A. Zeithaml and Mary Jo Bitner, 2000. "Services Marketing", Tata McGraw Hill Publishing Company Limited, New Delhi.
4. Dr. B. Balaji, 2006. "Services Marketing and Management", S. Chand & Company Private limited, New Delhi.
5. G.D.Kunders, "How to Market your Hospital without Selling your Philosophy" Prism Publication

<p style="text-align: center;">PAPER – 7: LOGISTICS AND SUPPLY CHAIN MANAGEMENT IN HEALTHCARE SERVICES</p>

Objectives:

1. To explore development of the logistics functions
2. To examine the strategic function of logistics Management in the Modern corporation
3. To familiarize in the concept of supply chain management

UNIT – 1: LOGISTICS ROLE IN THE ECONOMY AND THE FIRM

Definition of Logistics Management - Logistics role in the Economy - Logistics Role in the Firm - Development of Logistics Management - Future Challenges - the Integrated Logistics Management Concept - Introduction - Logistics and the Marketing function - The total cost concept - Logistics and corporate Profit performance - the financial Impact of Logistics Decision - Conducting a Logistics and Marketing audit - developing a Logistics Strategy.

UNIT – 2: CUSTOMER SERVICE

Element of customer Service - Consumer Reactions to Stock outs - cost / Revenue Trade - offs - ABC Analysis - the Customer Service Audits - Identifying Potential solution - Establishing customer service levels - Developing and Reporting customer service standards - Impediments to an Effective customer Service strategy - Improving customer Service Performance Transportation - time and place utility - Transportation / Logistics / marketing interface - Factors influencing Transportation costs / pricing - Transportation Service Characteristics - the Transportation system - Transportation Regulation - Regulatory Reforms.

UNIT – 3: WAREHOUSING

Nature and Importance of Warehousing - type of Warehousing - A comparison of Public and Private warehousing - Warehousing Operations Facility Development - size and Number of Warehouses - Location Analysis - Warehouse Layout and Design - Package - computer Technology, Information and Warehouse Management - Warehouse Productivity Measurement - Improving Warehouse Productivity.

UNIT – 4: FINANCIAL IMPACT OF INVENTORY

Financial Aspects of Inventory Strategy - Inventory Carrying costs - the impact of Inventor Turnover on Inventory Carrying costs - Inventory Management - Basic Inventory Concepts Basic Inventory concepts - Basic Inventory Management - Inventory management under

conditions of certainty - inventor - Management under Uncertainty - Calculating Safety Stock Requirements - Calculating Fill Rate - Symptoms of poor Inventory Management - Impact of an Inventory Reduction on Corporate Profit Performance - Economic Quantity.

UNIT – 5: EXIM POLICY & ORDER PROCESSING

Import Export Policy - Letter of Credit - Import of goods, equipment - General consideration - Impact documentation and customs clearance - Medical Equipment procurement considerations - Order processing and Information systems - Customer order cycle - the communications function - Advanced order Processing systems - Inside Sales /Telemarketing Electronic Data Interchange (EDI) - Integrated Order Processing and the company's Logistics - Management of Information system.

UNIT – 6: SUPPLY CHAIN MANAGEMENT

Principles - Supply Chain Networks - Product Lifecycle - Implications to Supply Chains - Forecasting and Inventory Management - Supply Chain Processes - Supply Chain Information Systems - Supply Chain Performance and Metrics - Lean Supply Chains - Risk Management - Legal and Ethical Issues

References Books:

1. Strategic Logistics Management – James R. Stock & Douglas M.Lambert, Tata Mc-Graw Hill International Edition
2. Hospital Stores Management – An Integrated Approach, Shakthi Gupta, Jaypee Brothers Medical Publishers Ltd

<h3>PAPER – 8: HEALTHCARE HUMAN RESOURCES MANAGEMENT</h3>
--

Objectives:

1. To acquaint the learner with various concepts, principles of HRM in Hospitals
2. To understand the importance of Human Resources Management in the hospitals, how training and development, performance appraisal and compensation can help improving the functioning of personnel ; the role played by industrial relations and labour laws in shaping HRM.

UNIT – 1: SCOPE OF HRM IN HOSPITALS

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

UNIT – 2: HR PLANNING AND DEVELOPMENT

Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection.

UNIT – 3: TRAINING AND DEVELOPMENT

Methods of Training – Executive Development – Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal – Training Need Analysis – Capacity Building – Competency Mapping – Transfer – Promotion and Termination of Service – Career Development

UNIT – 4: WAGE AND SALARY ADMINISTRATION

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

UNIT – 5: LABOUR LAWS

The Industrial Dispute Act 1947 - Industrial Employment (Standing Orders) Act 1946 - The Trade Unions Act 1926 - Contract Labour Act.

UNIT – 6: ACTS APPLICABLE TO HOSPITALS

Employee's Provident funds Act 1952, and payment of Gratuity Act 1972 - Payment of Wages Act 1936 - Minimum Wages Act, 1948 - E.S.I. Act 1948 - Workmen Compensation Act. 1923.

References Books:

1. Handbook of Health Care Human Resources Management, 2nd edition (1990) - Norman Metzger, Aspen Publication Inc. Rockville, Maryland, USA
2. Principles of Personnel Management – Edwin Flippo – McGraw Hill
3. Managing Human Resources – Straus and Sayles – Prentice Hall

<h3>PAPER – 9: HOSPITAL MANAGEMENT INFORMATION SYSTEM</h3>

Objectives:

1. To understand the importance and application of Information Technology in Hospitals
2. To study and understand the importance of data resources for Hospitals to explore the information needs of hospitals and understand the importance of computerization of medical data.

UNIT – 1: INTRODUCTION TO INFORMATION SYSTEMS IN HOSPITALS

The need for Information systems – the Increasing Value of Information Technology – the Networking of computing – Business Process Re engineering – IT as a tool for competitive advantage

UNIT – 2

EMERGING TECHNOLOGIES IN HEALTHCARE:

Telemedicine – Remote Monitoring – Cyber security in Healthcare – AI, BI, CI & DI -Artificial Intelligence – Business Intelligence – Consumer Intelligence – Doctors Intelligence- Healthcare Analytics – Use of analytics and BI tools for Data – Internet of Things (IoT) – EMR vs EHR.

UNIT – 3: DATABASE MANAGEMENT SYSTEM

Foundation Data Concepts- The Database Management Approach – Types of Databases- Database structure – Data Mining – Benefits and Limitations of Database management.

UNIT – 4: INTERNET AND ELECTRONIC COMMERCE

Business Use of the Internet – Interactive marketing – E-Commerce Application – Business to Consumer – Business – to Business Commerce.

UNIT – 5: MEDICAL RECORDS

Role of Medical Records in Health Care Delivery – General Medical Records Standards and Policies – Legal Aspects of Medical Records – Medical Audit Computerization of Medical Records – Information Needs in the Hospital – sources of Health Information – User of Health and Hospital Data.

UNIT – 6: CLINICAL INFORMATION SYSTEMS

Management decision- Related Information Requirement – Clinical Information Systems– Administration Information Systems- Support Service Technical Information Systems – Medical Transcription.

References Books:

1. Management Information System, James A.O'Brien, Tata Mc-graw Hill
2. Managing a Modern Hospital, A.V.Srinivasan, Response Books
3. Health Management Information System, Jack Smith, Open University Publication, U.K

Internal Papers for I- Year, MHA

PAPER – 10: MATERIALS AND EQUIPMENT MANAGEMENT

Unit – 1: Introduction to Materials Management

Definition – Functions of Purchase Dept. – Materials Planning – Purchase Committee – Purchasing Cycle – Purchase Requests – Registration of vendors – Vendor Evaluation – Analysis – Tender & Quotations – Purchase Orders – Inspection of Goods Received – Invoices

Unit – 2: Recent trends in Materials Management

Integrated Materials Management – Advantages and Disadvantages

Unit – 3: Importing Procedure

Formulating for importing materials and Equipment – Document & Clearance – Letter of credit – Legal and Ethical aspects of Purchasing

Unit – 4: Stores Management

Inventory Control – Stores documentation – Asset Accounting – Stock Verification – Distribution – Codification – Classification – Value Analysis – Perpetual Inventory System – Role of Computers in stores management – preservation of stores – security and pilferage

Unit – 5: Hospital Equipment

Planning – Selection – Purchasing capital equipment – feasibility studies – Repair – Maintenance – Recent trends – Condemnation Procedure – Condemning Board

Reference Books:

1. Materials Management – Procedure, Text & Cases – A.K.Datta
2. Hospital Stores Management – An Integrated Approach, Shakthi Gupta, Jaypee Brothers Medical Publishers Ltd
3. Strategic Logistics Management – James R. Stock & Douglas M.Lambert, Tata Mc-Graw Hill International Edition

<p>PAPER – 11: PUBLIC HEALTH AND HEALTH EDUCATION</p>
--

UNIT – 1: Public Health Concepts and National Health Policy

Concept of Public Health – WHO Definition – Functions of Public Health – Population Health Analysis – Disciplines in Public Health – Delivery of Health Services – Role and Responsibility of Government in Health Sector – National Health Policy – Planning Commission – Five Year Plans on Public Health – Public Expenditure in Health Mobilization of Private Resources – Health For All by the year 2000.

UNIT – 2: Public Health Financing

Voluntary Health Organization in Public Health – Role and Functions of International Agencies – Health Programmes in India – Healthcare Financing – Financing System in India – Issues involved in Financing of Public Health in developing countries – Evidence Based Policy – Investments in human capital – Cost Benefit Analysis – Welfare Economics – Health Economics – Demand of Health and Health services – Demand Elasticity – Economic evaluation of health care – Economics of markets and market intervention.

UNIT – 3: Planning and Implementation of Public Health

Health Planning – Planning Cycle – Implementation of Plan – Tools improving planning process – National Health Programme – Health System Research (HSR) – Aims and Types of HSR – Regulation and Guidelines of Health System Research – Application of HSR – Steps in HSR – Measurement of Health – Health Sector Reforms – Public Private Partnership in Health Sector – Control Mechanism.

Unit – 4: Health Education

Vector borne disease control programmes–Leprosy, TB, HIV/AIDS programmes – Reproductive and child health programme, immunization

Reference Books:

1. Textbook of Preventive & social Medicine, - K. Park
2. Health Planning for effective management – William A. Reinke, Oxford University Press
3. Health Sector Reforms in Developing Countries – Peter Berman, Harvard University press
4. Health Policy and Management – Paton, Chapman Publication
5. Medical Ethics, Robert M. Veatch

PAPER – 12: Hospital Hands-On Learning / Internship (Hospital Observation Visit during 1st year of study)

Objectives:

1. To gain insights into the administrative and functional aspects in a hospital
2. Students are expected to have exposure in a hospital and cover various departments
3. To interact with employees working in various departments, make an independent observation, and note the practical situations
4. To observe the issues of concern, and also identify major aspects of good practices in hospitals

Learning Outcomes:

At the end of the posting, the students will be able to:

1. To gain insights into the administrative and functional aspects in a hospital
2. To have exposure in a hospital and cover various departments
3. To interact with employees working in various departments and understand the process flow
4. To identify major aspects of good practices in hospitals and quality indicators

Students will undergo HANDS-ON POSTING training in the following departments during their first year of study

1. CLINICAL DEPARTMENT
2. NON CLINICAL DEPARTMENT
3. SUPPORTIVE DEPARTMENT
4. ANCILLARY DEPARTMENT

LOG BOOK (FOR STUDENT OBSERVATION)

NAME OF THE STUDENT:

REG. NO.

NAME OF THE DEPARTMENT:

NUMBER OF DAYS ALLOTTED:

DEPARTMENT LOCATION:

OBJECTIVES OF THE DEPARTMENT:

ORGANIZATION CHART:

FUNCTIONS OF THE DEPARTMENT:

PROCESS FLOW:

NUMBER OF EMPLOYEES IN THE DEPARTMENT:

ROLES AND RESPONSIBILITIES OF THE EMPLOYEES AND CAPACITY BUILDING:

EQUIPMENTS LIST & TERMINOLOGIES USED AND THEIR MEANING

MAJOR HIGHLIGHTS OF THE DEPARTMENT

FINDINGS/ PROBLEMS (if any):

SUGGESTIONS & CONCLUSIONS:

SIGNATURE OF THE STUDENT:

REMARKS AND SIGNATURE & NAME WITH DATE OF THE HOD/IN-CHARGE:

SIGNATURE OF THE FACULTY IN-CHARGE:

1. Core values

Identify the objectives and core values of the departments through discussions with administrator or superintendents or departmental heads and explain how the structure, system, skills, staffing are interlinked to achieve the stated objectives. The view points of departmental head as also of other employees may be collected.

2. Location and Work Place Layout Location, general upkeep of the department should be noted. Make a study of the workplace layout and the viewpoints of the employees and identify the scope for improvement. Discuss your findings with the authorities concerned and make an independent analysis of the situation.
3. Work Method Existing policies and procedures.
4. Reporting Structure of the Department
(To be depicted in the form of the organizational chart)
You may identify the strengths and shortcomings of this structure (as per the employee) Based on the inputs you have received and suggest improvements.
5. Flow chart of activities and their relations within a given function.
 - Identify the various activities and functions and draw a flow chart of the same. You are required to detail the activities, working, methods, criticality of the functions, general functioning and related aspects. Identify opportunities for improvements and how improvements can be brought about.
 - Issues of concern from employees' viewpoint (to be brought out through discussion with employees)
 - Issues of concern from managements' viewpoint (to be brought out through discussion with management/HODs, Administrator/Doctors etc).
6. Administrative and functional Aspects(in continuation with previous point)
Identify administrative and functional aspects of the working of the departments or section and record your observation from the view point of system, processes and improvements (if any)
7. Internal and External Customers
List the various activities and their importance in delivering services to both internal (internal to the organization like medical staff, billing, paramedical staff, etc) and external (patients, their care takers employee of patients if applicable, insurance companies etc) customers.
8. Linkages with other functional Aspects
Identify the working linkage between the department / function under study with the various other departments or function in the hospital. Analysis may include strengths, shortcomings and opportunities for improvements.
9. Equipments List
Classify and list the various equipments, tools, protective gears and other aids used in various work stations .Identify the investments, operating expenses (if available) purpose of use; care to be taken in using ,maintenance and calibration procedure for

recording results of investigation related medical records managements ,use of information technology, disposal of consumables and waste.

10. Work place safety and capacity building

Identify various procedures followed for ensuring safety of personnel as also of the environment. Make an inventory of training needs of employees training given in the past and options available to the management for capacity building of employees.

11. Listing of the terminologies used and their meanings

12. Observations and analysis against management principles and concepts

- Major concepts/Major principles
- Actual practice
- Analysis with respect to concept/management principle
- Learning outcome

SECOND YEAR

PAPER – 1: ESSENTIALS OF STRATEGIC MANAGEMENT
--

UNIT – 1: INTRODUCTION TO BUSINESS POLICY

Business Policies – Originated policy – appealed policy externally imposed policy – Need and importance of policies Principles of policy making – Method of formulating a new or revised policy Administration – functional Policies – Relationship of business policies to company goals, plans and strategies.

UNIT – 2: SCOPE OF STRATEGIC MANAGEMENT

Type of policies used in Corporation – corporate planning :Difference between operational and strategic planning – Characteristics of strategic steps involved in a strategic plan – A corporate Marketing plan framing action programmes - Strategic Management – Evolution – nature and importance of Strategic Management – Relationship between Strategic Management and Operational Management.

UNIT – 3: POLICY DEVELOPMENT

Marketing orientation to development policy – corporate strategy – distinction between strategy and strategic plan – defensive strategy – Offensive strategy – classification strategic – Competitive Analysis – Industry Analysis – Self Analysis of organizations

UNIT – 4: STRATEGIC MARKETING VARIABLES

Strategic use of marketing variables – Business Portfolio Analysis – Merger – Horizontal merger – Vertical merger – conglomerate merger – Product extension – Market extension – Pure conglomerate extension – Acquisition – Joint Venture.

UNIT – 5: DIVERSIFICATION & CORPORATE IMAGE

Concept of Product diversification – Classification of diversification – Single product diversification – Horizontal diversification – conglomerate diversification – Market penetration – Market development – Product development – diversification in selected Indian Industries - case study of some Indian Industries – corporate image – corporate image versus brand image – Dimensions of corporate image – Survey method to determine the corporate

image – Social audit – social Performance – Business ethics – Evolution – Concepts – social Marketing – Social Auditing – Basic Procedures – Benefits of social audit.

UNIT – 6: BUSINESS ENVIRONMENT

Organizational environment – stable environment – changed environment – turbulent environment matching the system to the environment – Matching system – organic system differentiation – Integration – Organizational Life cycle – Evolution – Revolution Creativity – direction, Coordination – collaboration – Management environment – Social – Cultural Economic political – Educational – Ethics environment.

References Books:

1. Business Policy and Strategic Management, Azhar Kaazmi, Tata Mc-graw Hill
2. Strategic Planning and Management, P.K.Ghosh
3. Strategy Formation and Management Action, William F.Gluk

<h3>PAPER – 2: QUALITY MANAGEMENT IN HOSPITALS</h3>
--

Objectives:

1. To acquaint the students with the basic concepts of Total Quality (TQ) from design assurance to service assurance
2. To give emphasis on International Quality Accreditation and Certification System
3. To understand the process approach for quality management in hospitals.

UNIT – 1: INTRODUCTION & EVOLUTION OF QUALITY SYSTEMS

Definition – Concepts & Perspectives – Types of Quality – Dimensions of Quality – Evolution of quality – Quality characteristics – Importance and Benefits of Quality – Variables and Attributes – Conforming and Non-confirming unit – Defect – Standards or specification – Quality of design – Quality of conformance – Quality of performance – Quality Control – Total Quality Control.

UNIT – 2: TQM & SIX-SIGMA

TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis – Root Cause Analysis – Quality Improvement Teams

UNIT – 3: PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS

Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.

UNIT – 4: QUALITY ASSURANCE METHODS

Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.

UNIT – 5: QUALITY CERTIFICATION SYSTEMS

Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.

UNIT – 6: QUALITY ACCREDITATION IN HOSPITALS

Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission – Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patient Rights and Education – Benefits of NABH to Hospital – Employees – Patients and TPA's.

References Books:

1. Total Quality Management, Dr.K.C.Arora, S.K.Kataria & Sons, New Delhi
2. Total Quality Management, Shridhara Bhat
3. Creating Quality, William J. Kolarik, Mc-Graw Hill International Editions
4. Quality Assurance & Methods, K.C.Poornima

<p style="text-align: center;">PAPER – 3: ORGANIZATION AND MANAGEMENT OF HOSPITALS & HEALTHCARE UNITS</p>
--

Objectives:

1. To understand the structure and functions of different departments of a hospital and health care organization.
2. To develop skills in planning, building and managing hospitals and health care.
3. To make familiarize students with concepts and techniques of Modern Management in different health care units.

UNIT – 1: INTRODUCTION

Concept of Hospitals - Planning and Design of a Hospital (Building & Physical Layout) - space Required for Separate Functions - Different types of Hospitals - Problems and constrains in different type of Hospitals - History of Hospital Development - Departmentation and organization structure of different types of hospitals.

UNIT – 2: DEPARTMENTATION IN HOSPITAL

Organization - Structure - Vertical & Horizontal - Clinical & Non - clinical - supportive & Ancillary Service Departments.

UNIT – 3: MANAGEMENT & ORGANIZATION OF CLINICAL SERVICES

Organization and Administration of various clinical services - Outpatient service - Inpatient Services - Emergency Services - Operation Theater - ICUs - super Specialty Service including their utilization study - Nursing Care and Ward Management

UNIT – 4: PLANNING & ORGANIZATION OF SUPPORT SERVICES

Imaging - CSSD - Laboratory - Blood Bank - diet - Medical Records - Mortuary - Pharmacy - Admission and Discharge Procedure - Billing Procedure - Bio Medical Equipments Planning.

UNIT – 5: ORGANIZATION & MANAGEMENT OF UTILITY SERVICES

Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control managing the Estate (Hospital Security) - Recent trends in disaster Management - Hospital Engineering Services (Plumbing, electricity, Civil, A/c, Lifts)- Ambulance Service.

UNIT – 6: EVALUATION OF HOSPITAL & HEALTH SERVICES

Accreditation - Setting of objective - Health indicators - applying Economic concepts to Service Evaluation - Assessing Patient Satisfaction - Techniques of Hospital Service Evaluation - Indicators of Hospital Efficiency and Effectiveness - Evaluation of Quality of Hospital Services - Management of Hazard and Safety in a Hospital Setup - Nursing Services in a Hospital - current - Issues in Hospital Management - Telemedicine - Bio - Medical Waste Management - Organ Transplantation - Rehabilitation Services - Health Insurance and Managing Health Care - Medical audit - Hazard and Safety in a hospital Setup.

References Books:

1. Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995.
2. Health Policy and Management - The health care Agenda in a British political context - Colum Paton, 1996, Chapman & Hall Publication (Madras).
3. Health Planning For Effective Management - William A. Reinke, 1988, Oxford University Press.

<h2>PAPER – 4: OCCUPATIONAL SAFETY IN HOSPITALS</h2>

Objectives:

1. To familiarize the students to identify the areas of Safety and Risk in Hospitals
2. To familiarize the hospital administration in the area of disaster management of the Hospital with special emphasis of risk management.

UNIT – 1: HOSPITAL ACQUIRED INFECTION

Objective – Introduction - Control and Prevention – House Keeping – Dietary Services – Linen and Laundry – Sterile supply Department (CSSD) – Security – engineering Aspects – Nursing Care – Waste disposal – antibiotic Policy – Hospital Infection control committee – Composition – Role and Functions – Surveillance – Processing of information collected – Mode of Transmission – Interruption of Transmission – High risk Procedures – training and Education – Universal precautions for Health Care Workers – Legal Aspects.

UNIT – 2: DISASTER MANAGEMENT

Objective – Basic Concepts – General – disaster Classification – disaster Process – Spectrum of disaster Management – Special characteristics – disaster Management in India – National level – state Level – Principles of disaster Planning – disaster and health Problems – Organization for Medical Relief – Principles of Mass – Casualty Management – Objectives of Hospital disaster plan – need for Hospital Disaster Plan – Objective and Purpose – Planning Process and Development of Plan – disaster Committee – Organization – role and Responsibilities – Organizing Disaster Facilities – disaster Response – Response – alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

UNIT – 3: FIRE HAZARDS

Elements of fire – fire Hazard Triangle – Causes of Hospital Fires – fire Protection – Structure Planning and Design Consideration – Building harness communication zone – Building Services – Central Air - conditioning Facilities –Electric Installation – special Hazards – fixed Installation – Hazards Associated with furnishing Material curtains Upholstery, Dresses, Bed and Bedding Materials – Water supply - fire points and Escape routes – Fuel Store – Manual Call Points Means of Escape – risk Evaluation.

UNIT – 4: RADIATION HAZARDS

Introduction – Biological Effects of Radiation Hazards – diagnostic Imaging – Radiator Protection and Safety – Radiation safety Monitoring – Principles in the layout of a diagnostic X –ray room – Video Imaging Modalities – contrast Media – Laser Imaging – Magnetic Resonance Imaging – Planning constrains – Preventive Measures Against Magnetic field Hazards – Nuclear Medicine Department – Facility Planning – radiation Protection Aspects – Radioactive Waste Collection and disposal – Procedure for obtaining clearance Radiation therapy – Facility Planning and Procedure – Radiation Protection Facility – Radioactive Waste.

UNIT – 5: SECURITY ORGANISATION AND MANAGEMENT

Security Threats and Vulnerabilities of Hospital – threats and Vulnerabilities of Hospitals – threat Groups – Security Sensitive Areas – function of Hospitals – Strategic Security system – Role of Hospital Security – function of Hospital Security Department – Non – traditional “Service” Function – Security organization and Physical Security Measures – Security Organization – the Staff Complement – Physical Security Measures – Perimeter Protection system – Implementing Physical Controls – Access Control Concepts - Definition Means and Components – Integration of Security

UNIT – 6: SECURITY AND LAW

Introduction – some Basic provisions of the Indian Penal Cole (IPC) – concerning Security – Authority to Arrest, use Conduct Searches, First, Inspect, Interrogate and Interview – Reporting procedure – Strategic Security Policies and Procedure – Introduction – Effective Security Management IN Hospitals – Central Security Control Room – Patrols and Post – Procedures /Techniques – Control of Visitors / OPD Patients/Attendants – Standing Instructions for security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and updating of Security procedures

References Books:

1. Safety and Risk Management, Shailendra K. Singh, Mittal Publishers
2. Safety, Security and Risk Management, J.H.Diwan

<h2>PAPER – 5: PROJECT PLANNING AND MANAGEMENT</h2>
--

Objectives:

1. To explore the opportunities in project management field
2. To familiarize the students towards project management techniques
3. To study project implementation process and how to identify contractors

UNIT – 1: CONCEPT OF PROJECT MANAGEMENT

Concept of a project - categories of projects - project life cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager

UNIT – 2: PROJECT MANAGEMENT PLANNING

Exploring opportunities in the project management field - Developing project management skills - Categorising different types of projects - Understanding the difference between projects and programmes - Planning a project - Identifying and delivering on your client's priorities - Managing stakeholders - Developing a project management plan - RACI Matrix - Preventing 'scope creep' - Assessing the feasibility of a project - Identifying and managing risks

UNIT – 4: PROJECT FORMULATION

Project formulation - stages - bottlenecks - feasibility report - financing arrangements - finalization of project - implementation schedule

UNIT – 5: PROJECT CONTRACTING

Entering into a contract - Managing a project - Setting up a project database - Creating an effective work schedule - Organizing human resources and contracting - project manager - project manager's authority - project organization - accountability in project execution - contracts and selection of contractors - team building

UNIT – 6: ORGANIZING SYSTEMS AND PROCEDURES

Working of systems - design of systems - projects work systems design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and projects diary

References Books:

1. Project Management, S.Choudary, Tata Mc-Graw Hill
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling (11th Edition)Harold Kerzner, Ph.D.

<h3>PAPER – 6: LEGAL FRAMEWORK FOR HOSPITALS</h3>
--

Objectives:

1. To understand the legal issues pertaining to Hospitals
2. To familiarize students towards Healthcare Laws

UNIT – 1: CODE OF MEDICAL ETHICS:

Code - Duties of Physician to their patients - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action.

UNIT – 2: THE MEDICAL TERMINATION OF PREGNANCY ACT 1971

Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion

UNIT – 3: THE PRENATAL DIAGNOSTIC RECHNIQUES ACT 1994

Regulation of genetic counseling center - Regulation of pre -natal diagnostic technique - Determination of Sex prohibited - dying Declaration - Definition - Precautions - Procedure of Recording - Special Circumstances - Importance (section 32 & 157) of Indian Evidence Act - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate.

UNIT – 4: MEDICAL JURISPRUDENCE

Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act

UNIT – 5: MEDICO LEGAL ASPECTS

Impotence - Sterility - Sterilization & Artificial Insemination - Medico Legal aspects of Psychiatric and mental health - toxicology - Laws Relating to toxicology - Organ Transplantation At - Tamil Nadu clinics Act

UNIT – 6: LEGAL FRAMEWORK

Introduction to Legal framework - Patient's rights & provider's responsibility - Medical Malpractice of Medical Malpractice

References Books:

1. Doctor & Laws, Singhal
2. Forensic Medicine and Toxicology, Dr.V.V.Pillay
3. Organ Transplantation Act – Bare Act, Supreme Court of India
4. Indian Evidence Act – Bare Act

Internal Paper for II- Year, MHA

PAPER –: 7 MANAGING HEALTHCARE ACROSS INTERNATIONAL BORDERS
--

UNIT –I - HEALTHCARE: A GLOBAL PERSPECTIVE:

Healthcare Challenges: a Global Perspective: - wide gap in Healthcare delivery – Healthcare financing in developed and developing countries – Developing National Health Accounts _ Application in selected countries.

UNIT – II - HEALTH INSURANCE AND MANAGED CARE

Concept – Historical background – Comparative study in Health Insurance in National and International perspective - Risk pooling concept – concept of managed care – components – managed care models – study of socialized medicine, social Insurance, Mandatory Insurance and Voluntary Insurance.

UNIT – III - THE REFORMS OF HEALTHCARE SYSTEM

Evolutionary reform (Italy, Portugal, Greece, Australia, etc) in Healthcare Structural reforms in Healthcare (New Zealand, Sweden, Switzerland and United States etc.) International convergence in Health care system – Health sector reforms, lessons from different countries.

UNIT – IV - DISTINCTIVE SYSTEM OF HEALTH CARE DELIVERY

An overview of the scope and size of the system – Basic components of a health services delivery system – A disenfranchised segment – transition from traditional insurance to managed care – Trends and directions – significance for health care practitioners and policy makers – positioning the organization – handling threats and opportunities – evaluation implications – planning capturing new markets – complying with regulations – following the organizational mission – health care systems of other countries – system foundation – system resources - system processes – system outcomes – system outlook.

UNIT – V- INTELLECTUAL PROPERTY RIGHTS (IPR)

TRIPS – IPR - The patent cooperation Treaty (PCT) – the PCT System – PCT for produce design – world Intellectual Property Organization (WIPO) structure and role in new pattern regime – the Madrid System – International Registration of Industrial Design – Registration by category of right holder – industrial Designs by chases.

UNIT – VI - HEALTH POLICY

Health Policy – Definition – different forms of Health policies – Regulatory tools – Government as Subsidiary to the private sector – Fragmented, Incremental, Piecemeal reform – Pluralistic and Interest group politics – Decentralized role of the states – the Policy cycle – Suppliers of policy – Legislative Committee and subcommittees – House Committee – senate committee. Legislative process – Access to care – Providers – access and the elderly – access and minorities access in rural areas – access and low income – access and persons with AIDS – Cost of Care Quality of Care – Research and Policy development.

Reference Books:

1. Delivering Health Care in America – A System Approach, III Edition – Leiyu Shi and Douglas A.Singh
3. International Health Policy, Jones and Barlett.

PROJECT / DISSERTATION WORK: (Three Months)

**** In the second year of study, the candidates shall submit dissertation apart from seven theory papers ****

Guideline as per University:

- a) All candidates admitted to undergo Post-Graduate Degree in MHA course shall be assigned a topic for dissertation / Thesis by the head of the concerned Unit and the title of the topics assigned to the candidates be intimated to the Controller of Examinations of this University by the Head of the Department through the Head of the Institution before the end of 1st year of the course.
- b) The dissertation / thesis shall be a bound volume of a minimum of 50 pages and not exceeding 75 pages of typed matter (Double line spacing and on one side only) excluding certification, acknowledgements, annexure and Bibliography.
- c) 4 copies of dissertation shall be submitted six (6) months prior to the commencement of the theory examinations on the prescribed date to the Controller of Examinations of this University.
- d) Two copies are to be submitted as an electronic version of the entire dissertation in a standard C.D. format by mentioning the details and technicalities used in the C.D. format.
- e) The concerned Professors/Readers are to supervise and to see that the dissertations are done properly by utilizing the clinical materials of their own department/institution. The students must learn the design and interpretation of research studies, responsible use of informed consent and research methodology and interpretation of data and statistical analysis. They should seek the help of qualified staff members in the conduct of research. If necessary, they can utilize the facilities in other Institutions. They must learn to use the library and computer based search. This training will help them to develop skills in planning, designing and conduct of research studies.

LOG BOOK: Based on the curriculum to be maintained and presented at the time of discussion of dissertation.

Dissertation Assessment

Evaluation of Dissertation	200
Viva / Presentation	50
IA	50
Total	300
Passing Minimum	150
