



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI -620 024.

M.Sc. HOSPITAL ADMINISTRATION

**CHOICE BASED CREDIT SYSTEM -
LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS - LOCF)
(Applicable to the candidates admitted from the academic year 2026- 2027 onwards)**

Sem.	Course	Course Title	Ins. Hrs.	Credit	Exam Hrs.	Marks		Total
						Int.	Ext.	
I	Core Course - 1 (CC - 1)	Principles of Hospital Administration and Health Economics	6	4	3	30	70	100
	Core Course - 2 (CC - 2)	Medical Terminology	6	4	3	30	70	100
	Core Practical -1 (CP - 1)	Hospital Visit - Clinical Services	6	4	3	40	60	100
	Discipline Centric Elective Course - 1 (DCEC-1)	1. Epidemiology (or) 2. Hospital Statistics	5	4	3	30	70	100
	Generic Elective Course - 1 (GEC - 1)	1. Human Resource Management in Hospitals (or) 2. Rewards Management (or) 3. Cost Accounting and Financial Management	5	3	3	30	70	100
	Skill Enhancement Course - 1 (SEC - 1)	NABH Accreditation in Hospitals	2	2	3	30	70	100
	Value Added Course - 1 (VAC - 1)*	First Aid and Treatment	-	2*		30	70	100*
Total			30	21	-	-	-	600
II	Core Course - 3 (CC - 3)	Hospital Facilities Planning and Administration	6	4	3	30	70	100
	Core Course - 4 (CC - 4)	Hospital Management Accounting	6	4	3	30	70	100
	Core Practical - 2 (CP - 2)	Hospital Visit- - Nursing Services	6	4	3	40	60	100
	Discipline Centric Elective Course - 2 (DCEC - 2)	1.Health Insurance (or) 2.Recent Trends in Hospital Administration	4	4	3	30	70	100
	Generic Elective Course - 2 (GEC - 2)	1.Health Care Marketing (or) 2.Psychology and Counselling (or) 3. Training and Development	4	3	3	30	70	100
	Skill Enhancement Course - 2 (SEC - 2)	Medical Coding	2	2		30	70	100
	Non-Major Elective Course - 1 (NMEC - 1)	One Course from Outside department	2	2	3	30	70	100
Total			30	23	-	-	-	700
Summer Internship / Industrial Activity during the Summer Vacation after 1st Year								

III	Core Course - 5 (CC - 5)	Ethics, Legal Aspects in Hospital Administration	6	4	3	30	70	100
	Core Course - 6 (CC - 6)	Research Methodology	6	4	3	30	70	100
	Core Practical -3 (CP - 3)	Hospital Visit - Administrative Services	6	4	2	40	60	100
	Discipline Centric Elective Course - 3 (DCEC - 3)	1. Medical Records Management (or) 2. Drug Administration	5	4	2	30	70	100
	Generic Elective Course - 3 (GEC - 3)	1. Quality Management in Hospitals (or) 2. Crisis Management in Hospitals (or) 3. Operations Research	5	3	3	30	70	100
	Non-Major Elective Course - 2 (NMEC - 2)	One Course from Outside department	2	2	3	30	70	100
	Internship / Industrial Activity @	Internship Training		2		20	80	100
Total			30	23	-	-	-	700
IV	Core Course - 7 (CC - 7)	Hospital Management Information System	6	4	3	30	70	100
	Core Course - 8 (CC - 8)	Materials Management in Hospitals	6	4	3	30	70	100
	Core Course - 9 (CC - 9)	Strategic Management in Healthcare	6	4	3	30	70	100
	Discipline Centric Elective Course - 4 (DCEC - 4)	1. Hospital Operations Management (or) 2. Managerial Communication in hospitals	4	4	2	30	70	100
	Entrepreneurship / Industry Based Course @	Healthcare Entrepreneurship	3	3	3	30	70	100
	Project Work @	Project	5	5	-	20	80	100
	Value Added Course - 2 (VAC - 2)*	Medical Equipment	-	2*		30	70	100*
Total			30	24	-	-	-	600
Grand Total				91				2600

LIST OF DISCIPLINE CENTRIC ELECTIVE COURSE

Discipline Centric Elective Course - 1 (DCEC - 1)	
1.	Epidemiology
2.	Hospital Statistics
Discipline Centric Elective Course - 2 (DCEC - 2)	
1.	Health Insurance
2.	Recent Developments in Hospital Administration
Discipline Centric Elective Course - 3 (DCEC - 3)	
1.	Medical Records Management
2.	Drug Administration
Discipline Centric Elective Course - 4 (DCEC - 4)	
1.	Hospital Operations Management
2.	Managerial Communication in Hospitals

LIST OF NON-MAJOR ELECTIVE COURSE (for other Department Students only)

NON-MAJOR ELECTIVE COURSE - 1 (NME-1)	
1	Health Care Services
NON-MAJOR ELECTIVE COURSE - 2 (NME-2)	
2	Health Education

LIST OF GENERIC ELECTIVE COURSE (GEC)

GENERIC ELECTIVE COURSE - 1 (GEC - 1)	
1.	Human Resource Management in Hospitals
2.	Rewards Management
3.	Cost Accounting and Financial Management
GENERIC ELECTIVE COURSE - 2 (GEC - 2)	
1.	Health Care Marketing
2.	Psychology and Counselling
3.	Training and Development
GENERIC ELECTIVE COURSE - 3 (GEC - 3)	
1.	Quality Management in Hospitals
2.	Crisis Management in Hospitals
3.	Operations Research

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES

Sl. No.	Types of the Course	No. of Courses	Credits for each Course	Total Credits	Marks
1	Core Course	9	4	36	900
2	Core Practical	3	4	12	300
3	Discipline Centric Elective Course	4	4	16	400
4	Generic Elective Course	3	3	9	300
5	Skill Enhancement Course	2	2	4	200
6	Non-Major Elective Courses	2	2	4	200
7	Internship / Industrial Activity @	1	2	2	100
8	Entrepreneurship/ Industry Based Course @	1	3	3	100
9	Project @	1	5	5	100
Total		26	-	91	2600
Value Added Courses *		2*	2	4*	200*

*	The value added courses credit will not be included in the total CGPA. These courses are extra-credit courses. Instruction hours for these courses is 30hours								
@	Summer Internship will be carried out during the summer vacation after the First year. Viva Voce will be conducted by the college and Marks shall be sent to the University and the same will be included in the 3rd semester Mark Statement. Summer Internship / Industrial Activity& Project Scheme of Evaluation: <table border="1"> <tr> <th>Description</th><th>Marks</th></tr> <tr> <td>Report</td><td>80</td></tr> <tr> <td>Viva</td><td>20</td></tr> <tr> <td>Total</td><td>100</td></tr> </table>	Description	Marks	Report	80	Viva	20	Total	100
Description	Marks								
Report	80								
Viva	20								
Total	100								

Year: I

CORE COURSE 1

Semester: I

Code:

**PRINCIPLES OF HOSPITAL
ADMINISTRATION AND HEALTH
ECONOMICS
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To learn the basics of management and how they apply to hospital administration.
2. To understand the structure of hospitals and the role of hospital administrators.
3. To study how economics affects healthcare, including demand, supply, and consumer behaviour.
4. To explore healthcare policies and the government's role in healthcare delivery.
5. To discuss current challenges and trends in hospital management and healthcare systems.

UNIT I: Introduction to Management

Concept, nature, and significance of management - Management as an art, science, and profession - Functions of management - Levels of management - Managerial roles and skills. Planning: Meaning, Objectives, policies and importance of planning - Types and steps in planning - Decision - making process and techniques

UNIT II: Organizing, Directing and Controlling

Principles of organization - Departmentation and delegation of authority - Centralization and decentralization - Organizational structure and design - Motivational techniques - Leadership approaches - Communication process and barriers - Coordination and supervision. Controlling: Meaning and process of controlling - Techniques of managerial control.

UNIT – III: Health Economics

Health Economics - Nature & Scope of Economics - Demand analysis - Law of demand - Demand Curve - Supply analysis - Consumer behaviour.

UNIT – IV: Health Market and Consumption

Health market – categorization of consumption – Engel's Law of Utility Analysis – Indifference analysis

UNIT – V: Value for Money and Healthcare Policies

Value for money in Health Care – Health Policies – Government's Role in Different Socio-economic Systems. Pricing Policy.

UNIT – VI CURRENT CONTOURS (For continuous internal Assessment only):

Group discussion (Role of different socio -economic system – Role of hospital administrator)

Reference Books:

1. Principles of Management" by Stephen P. Robbins & Mary Coulter
2. Management: A Global Perspective" by Harold Koontz & Heinz Weihrich
3. Modern Management: Concepts and Skills" by James A.F. Stoner & Charles Wankel
4. Management: Tasks, Responsibilities, Practices" by Peter F. Drucker
5. Management and Organization Theory" by M. A. Hitt, R. E. Freeman, & J. S. Harrison

Text Books:

1. Hospital and Healthcare Management" by S. P. Sharma
2. Essentials of Hospital Administration" by Dr. R. K. Sharma
3. Principles of Hospital Administration and Planning" by B. M. S. S. G. Rao
4. Principles of Health Economics for Developing Countries" by P. J. Foster and S. M. E. M. Gounder
5. Introduction to Health Economics" by Philip Jacobs

E Books Links

1. <https://aiitech.in/the-complete-guide-to-hospital-administration-and-healthcare-management/>
2. <https://www.jaypeedigital.com/eReader/chapter/9789350907337/ch1>
3. <https://www.bajajfinserv.in/what-is-healthcare-administration>
4. <https://web.ung.edu/media/university-press/fundamentals-of-healthcare-administration.pdf>
5. <https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf>

Course Outcome:

1. CO1: Explain the meaning, scope, and importance of healthcare administration.(LO1, LO2, LO3, LO4, LO14)
2. CO2: Describe the organization and functions of healthcare delivery systems.(LO2, LO3, LO5, LO7, LO14)
3. CO3: Apply management principles such as planning, organizing, staffing, directing, and controlling in healthcare settings.(LO1, LO5, LO8)
4. CO4:Analyze administrative roles and decision-making processes in hospitals and healthcare institutions.(LO3, LO4, LO5, LO8, LO9)
5. CO5:Evaluate healthcare administrative issues related to finance, human resources, materials, and quality management.(LO1, LO6, LO10, LO12, LO13, LO15)

Year: I

CORE COURSE 2

Semester: I

Code:

**MEDICAL TERMINOLOGY
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand basic medical terms and their meanings.
2. To learn prefixes, suffixes, and root words used in medical terminology.
3. To develop the ability to interpret medical terms and abbreviations.
4. To understand terminology related to body systems and diseases.
5. To use correct medical terms in communication and documentation.

UNIT I: Introduction to Medical Terminology:

Definition of medical terminology and its importance in healthcare. Basic word structure: roots, prefixes, suffixes. Combining forms and rules for combining medical terms. Pronunciation and spelling of medical terms.

UNIT II: Medical Terminology Related to the Body Systems:

Terminology related to Musculoskeletal System (muscles, joints), Cardiovascular System (heart, blood vessels), Respiratory System (lungs), Digestive System (mouth, stomach, intestines).

UNIT III: Medical Terminology Related to Diseases and Disorders:

Terminology for infectious diseases (e.g., bacteria, viruses), Chronic diseases (e.g., diabetes, hypertension), Acute conditions (e.g., fractures, infections).

UNIT IV: Surgical and Diagnostic Procedures Terminology

Terminology related to surgical procedures (e.g., appendectomy, cholecystectomy), Laboratory tests (e.g., blood tests, biopsies), Therapeutic procedures (e.g., dialysis, chemotherapy).

UNIT V: Medical Terminology Related to Pharmacology and Drug Treatment

Pharmacology (e.g., drug classifications, dosage forms), Medications (e.g., analgesics, antibiotics, antihypertensive). Drug administration routes (e.g., oral, intravenous, intramuscular), Side effects and adverse reactions.

UNIT – VI CURRENT CONTOURS (For continuous internal Assessment only):

Medical terminology assignments and quizzes-Preparation of medical terminology glossary - Case study analysis using medical terms-Medical abbreviation interpretation exercises-Seminar/Presentation on recent developments in healthcare terminology.

Reference Books:

1. Medical Terminology for Health Professions by Ann Ehrlich and Carol L. Schroeder
2. Medical Terminology: An Illustrated Guide by Barbara J. Cohen,
3. Medical Terminology: A Living Language by Bonnie F. Fremgen and Suzanne S. Frucht,

4. The Language of Medicine by Davi-Ellen Chabner
5. Essentials of Pharmacology for Health Profession by Bruce Colbert and Robert O. A. Whitaker

Text Books:

1. Medical Terminology: Simplified by Jennifer L. Dorsey
2. Medical Terminology Systems: A Body Systems Approach by Barbara A. Gylys and Mary Ellen Wedding
3. Medical Terminology for Dummies by Beverley Henderson and Jennifer L. Dorsey
4. Medical Terminology: A Critical Thinking Approach by Sheryl L. Kiser
5. Medical Terminology: A Word-Building Approach by Bruce Wingerd

EBook Links:

1. <https://www.ncbi.nlm.nih.gov/books/NBK607454/>
2. <https://rlmc.edu.pk/themes/images/gallery/library/books/Medical%20Education/Medical%20terminology%20systems.pdf>
3. <https://pressbooks.uwf.edu/medicalterminology/>
4. <https://shop.elsevier.com/books/medical-terminology-a-short-course/chabner/978-0-443-28095-5>
5. <https://shop.elsevier.com/books/quick-and-easy-medical-terminology/leonard/978-0-323-88395-5>

Course Outcomes:

1. To understand the basic structure and formation of medical terminology. (LO1, LO2, LO10)
2. To identify and interpret medical terms related to body systems (LO1, LO3, LO5)
3. To understand terminology related to diseases and disorders (LO1, LO4, LO5, LO8)
4. To interpret medical terms used in surgical and diagnostic procedures (LO3, LO4, LO5, LO8)
5. To apply medical terminology in pharmacology and drug treatment (LO1, LO5, LO10, LO15)

Year: I

CORE PRACTICAL 1

Semester: I

Code:

**HOSPITAL VISIT - CLINICAL SERVICES
(Practical)**

Credits: 4

COURSE OBJECTIVES:

1. Provide students with exposure to different clinical services and their functioning in hospitals.
2. Familiarize learners with patient care pathways from admission to discharge.
3. Develop understanding of the role of various clinical departments (OPD, IPD, ICU, OT, Emergency, etc.).
4. Help students observe the coordination between clinical and non-clinical services.
5. Bridge theoretical knowledge with real-time hospital practices in patient care.

NOTE: Students shall visit a hospital and spend approximately 75 hours, including the scheduled visit period. The report and learning outcomes from the visit will be evaluated through a Viva-Voce examination, and one of the examiners may be a representative from the hospital/healthcare institution.

COURSE OUTCOMES (COs)

On successful completion of this practical component, students will be able to:

1. CO1: Describe the structure and functions of major clinical departments in a hospital.(LO1, LO2, LO10)
2. CO2: Identify the workflow of patient care services across OPD, IPD, emergency, ICU, and OT. (LO1, LO3, LO5)
3. CO3: Demonstrate an understanding of the interrelationship between clinical and supportive services (LO1, LO2, LO7, LO14)
4. CO4: Analyze hospital practices related to patient admission, treatment, and discharge. (LO3, LO4, LO5, LO7)
5. CO5: Apply theoretical concepts of clinical service management to real hospital settings. (LO6, LO9, LO13, LO15)

Year: I	DISCIPLINE CENTRIC ELECTIVE COURSE 1	Semester: I
Code:	1. EPIDEMIOLOGY (Theory)	Credits: 4

COURSE OBJECTIVES:

1. To learn the fundamental concepts of epidemiology, including the study of disease distribution, determinants, and the factors that influence public health.
2. To develop skills to interpret data on disease frequency and distribution across different populations and environments.
3. To identify and evaluate the various biological, social, environmental, and behavioral risk factors contributing to disease spread and health outcomes.
4. To learn how to assess the effectiveness of prevention programs, interventions, and health policies using epidemiological methods.
5. To gain practical experience in designing, conducting, and interpreting epidemiological studies, including cohort studies, case-control studies, and randomized controlled trials.

UNIT I: Introduction to Epidemiology

Epidemiology: Basic Concepts – Definition & Back Ground – Design Strategies in epidemiological research – statistical association & cause. Types of epidemiological studies – descriptive studies – case control studies - control cohort studies – intervention studies.

UNIT II: Fundamental Measures of Disease Frequency

Fundamental measures of disease frequency (prevalence, cumulative incidence, incidence density) and of risk factors – disease association (risk, relative risk, attribute risk, odds ratio)- applied measures of disease frequency.

UNIT III: Epidemiology of communicable diseases

Malaria, Filaria, Cholera, TB, Dengue, Chicken Pox, Mumps, HIV/AIDS, Hepatitis

UNIT IV: Epidemiology of Non-Communicable Diseases (NCDs)

Cardiovascular Diseases, Cancers, Diabetes, Hypertension, Stroke

UNIT V: Screening in Epidemiology

Introduction to Screening - Principles of Screening - Key Metrics in Screening - Types of Screening Programs - Evaluating Screening Programs - Ethical and Social Considerations

UNIT VI: CURRENT CONTOURS (For continuous internal Assessment only):

Case Studies of Screening Programs and Public Health Interventions- Ethical Issues in Screening and Public Health Interventions

Reference Books

1. Essentials of Preventive and Social Medicine by K. Park
2. Principles of Preventive Medicine by I. D. M. Munro
3. Epidemiology: Principles and Methods by B. K. Mahajan
4. Social and Preventive Medicine by R. S. Sharma

5. Community Health Nursing: Promoting and Protecting the Public's Health” by Marcia Stanhope

Text Books

1. Textbook of Preventive and Social Medicine by K. Park
2. Textbook of Clinical Epidemiology by R. Brian Haynes, David L. Sackett, and Peter Tugwell
3. The Oxford Handbook of Epidemiology by Robert H. Friis and Thomas A. Sellers
4. Epidemiology: A Textbook by Anders Grøntved
5. Introduction to Epidemiology by Ray M. Merrill

E Books Links

1. <https://www.cdc.gov/training-publichealth101/media/pdfs/introduction-to-epidemiology.pdf>
2. <https://www.healthknowledge.org.uk/e-learning/epidemiology/practitioners/measures-disease-frequency-burden>
3. <https://medical.sjp.ac.lk/my-files/SDG-Evidence/2023/Goal-3/Epidemiology-of-Communicable-Diseases.pdf>
4. <https://egyankosh.ac.in/bitstream/123456789/47996/1/Unit-1.pdf>
5. http://eta.health.usf.edu/publichealth/PHC6000/presentations/Sanchez-Anguiano/Unit12/Unit12_ASA-Screening_part1_slides.pdf

Course Outcome:

1. CO1: Understanding Basic Concepts and Definitions in Epidemiology (LO1, LO3, LO5, LO8)
2. CO2: Proficiency in Epidemiological Study Designs (LO1, LO4, LO5, LO8, LO10)
3. CO3: Calculation and Interpretation of Disease Frequency Measures (LO1, LO3, LO4, LO8)
4. CO4: Understanding and Evaluating the Epidemiology of Communicable and Non-Communicable Diseases (LO1, LO3, LO5, LO8, LO9)
5. CO5: Design and Evaluation of Screening Programs (LO4, LO5, LO6, LO10, LO13, LO15)

Year: I	DISCIPLINE CENTRIC ELECTIVE COURSE 1	Semester: I
Code:	2. HOSPITAL STATISTICS (Theory)	Credits: 4

COURSE OBJECTIVES:

1. Introduce the fundamental concepts and applications of statistics in health and medical sciences.
2. Familiarize students with methods of data collection, classification, tabulation, and presentation.
3. Develop skills in applying statistical tools for analysis and interpretation of biomedical data.
4. Enable learners to use biostatistics in epidemiology, public health, and research methodology.
5. Build capacity for evidence-based decision-making in healthcare management and clinical practice.

UNIT I: Introduction to Hospital Statistics:

Definition and importance of hospital statistics in healthcare management. Data collection methods in hospitals: patient records, surveys, and administrative data. Introduction to basic statistical concepts: population, sample, variables. Descriptive statistics: measures of central tendency (mean, median, mode), measures of dispersion (range, variance, standard deviation).

UNIT II: Data Management and Collection in Hospitals

Introduction to data types: categorical, ordinal, and numerical data. Data organization and presentation: frequency distribution, tables, charts, and graphs (bar charts, histograms, pie charts). The importance of data quality and accuracy in hospital statistics. Ethical considerations in data collection and patient confidentiality.

UNIT III: Statistical Inference and Hypothesis Testing in Hospital Data

Introduction to probability theory and its application to hospital data. Concept of statistical inference: population vs. sample, sampling techniques. Hypothesis testing: null and alternative hypotheses, Type I and Type II errors. Common tests used in hospital statistics: t-tests, chi-square tests, ANOVA, and p-values. Application of hypothesis testing in clinical trials and healthcare outcomes research.

UNIT IV: Health Indicators and Performance Measurement:

Introduction to key health indicators: mortality rate, morbidity rate, prevalence, incidence, case fatality rate. Understanding hospital performance indicators: average length of stay, readmission rates, patient satisfaction scores. Statistical analysis of health outcomes: correlation and regression analysis. Benchmarking and comparison of hospital performance using statistical tools. Quality improvement in hospitals using statistical data.

UNIT V: Advanced Hospital Statistics and Research Method:

Introduction to advanced statistical methods: multivariate analysis, survival analysis, and time-series analysis. Data analysis in hospital research: clinical trials, observational studies, cohort studies. Application of statistical software (e.g., SPSS, R) in hospital data analysis. Ethical issues and considerations in hospital research statistics. Role of hospital statistics in evidence-based medicine and healthcare policy-making.

UNIT VI: CURRENT CONTOURS (For continuous internal Assessment only):

Assignment on Hospital Statistics -Case Study Analysis (Analysis of hospital statistics related to patient admissions, discharge rates, mortality rates, or quality indicators)-Seminar/Presentation.

Reference Books:

1. Hospital Statistics" by B. D. K. Sharma
2. Health Statistics: A Guide to Current Resources" by National Center for Health Statistics
3. Statistical Methods for Healthcare Research" by Kathleen F. Weaver
4. Introduction to the Practice of Statistics" by David S. Moore, George P. McCabe, and Bruce A. Craig
5. Practical Epidemiology for Medical Students" by Karen L. Johnson

Text Books:

1. The Essentials of Medical Statistics" by A. L. Fisher and L. H. S. Williams
2. An Introduction to Epidemiology" by Ray M. Merrill
3. The Essentials of Medical Statistics" by A. L. Fisher and L. H. S. Williams
4. Essentials of Biostatistics in Public Health" by Lisa M. Sullivan
5. Modern Epidemiology" by Kenneth J. Rothman, Sander Greenland, and Timothy L. Lash

E-Book links:

1. https://www.mospi.gov.in/sites/default/files/publication_reports/Manual-Health-Statistics_5june15.pdf
2. http://catalog.nlm.nih.gov/discovery/fulldisplay?docid=alma9916434033406676&context=L&vid=01NLM_INST:01NLM_INST&lang=en&search_scope=MyInstitution&adaptor=Local%20Search%20Engine&tab=LibraryCatalog&q=creator%2Cequals%2CWHO%20Expert%20Committee%20on%20Health%20Statistics%2CAND&mode=advanced&offset=40
3. <https://faculty.ksu.edu.sa/sites/default/files/An-Introduction-to-Medical-Statistics-Martin-Bland.pdf>

Course Outcomes:

1. CO1: Understand the importance and role of hospital statistics in improving healthcare management and outcomes. (LO1, LO2, LO10)
2. CO2: Identify and differentiate various types of data used in hospitals, including qualitative, quantitative, continuous, and discrete data.(LO3, LO4, LO5, LO10)
3. CO3: Apply descriptive statistics and basic statistical concepts (mean, median, mode, range, variance) to analyze hospital data. (LO3, LO4, LO5, LO8)
4. CO4: Utilize statistical tools and methods, including hypothesis testing, to assess healthcare outcomes and hospital performance. (LO5, LO8, LO9, LO13)
5. CO5: Apply advanced statistical techniques (multivariate analysis, survival analysis) and statistical software (SPSS) for hospital research and data analysis.(LO6, LO8, LO10, LO13, LO15)

Year: I

GENERIC ELECTIVE COURSE 1

Semester: I

Code:

**1. HUMAN RESOURCE MANAGEMENT
IN HOSPITALS
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the fundamentals of Human Resource Management (HRM) and its significance in hospital and healthcare settings.
2. To develop knowledge of recruitment, selection, and training practices specific to healthcare professionals such as doctors, nurses, and support staff.
3. To analyze performance appraisal and employee evaluation systems used in hospitals to ensure quality patient care and staff efficiency.
4. To gain insights into employee relations, labor laws, and ethical practices in hospital administration.
5. To enhance skills in workforce planning, motivation, and retention strategies to maintain an effective and committed healthcare workforce.

UNIT I Introduction to HRM

Definition – Concepts – Scope –Relation to other Departments – Organization Of The Department – Functions.

UNIT II: HR Planning and Staffing

Man power planning – job analysis – job description –Job Specification- recruitment – selection – Types of interviews – types of tests – induction.

UNIT III: Performance Management

Performance appraisal – Methods of performance appraisal-skills and development, career goals and development.

UNIT IV: Wage & Salary administration

Wage & Salary administration – principles and techniques of wage fixation- - Merit rating methods of wage payment – incentive schemes – employee welfare .

UNIT V: Labour relations

Labour relations – ESI Act – Factories Act – Payment of wages act – provident fund & provisions - trade union act – promotion - transfer – discipline – disciplinary procedures –Planning for retirement.

UNIT VI: CURRENT CONTOURS (For continuous internal Assessment only):

Assignment on HR planning, recruitment, and selection processes. Case study analysis on performance appraisal and employee motivation. Group discussion on labour laws, employee welfare, and industrial relations. Seminar on AI, HR Analytics, and Digital HRM. Role play on interview techniques and disciplinary procedures. Preparation of wage and salary structure for healthcare employees.

Reference Books:

1. Human Resource Management: Text and Cases - K. Aswathappa.
2. Human Resource Management - V.S.P. Rao.

3. Human Resource Management - Robert L. Mathis & John H. Jackson (Covers HR functions, legal issues, and trends).
4. Fundamentals of Human Resource Management - David A. DeCenzo & Stephen P. Robbins.

Text Books:

1. Management of Personals in Indian Enterprises, Allied Book Agency, Calcutta - NN Chatterjee
2. Personnel Management, Himalaya Publishers - C.B. Mammoria
3. Personnel Management and Industrial Relations, Sulthan Chand & Co - P.C. Tripathi.
4. Personal and industrial Relations A Managerial Approach - J.B. Miner & M.G. Miner.

Web Resources:

1. <https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf>
2. <https://www.sscasc.in/wp-content/uploads/downloads/BBM/Human-Resource-Management.pdf>
3. <https://www.scribd.com/document/629313274/Complete-Notes-HRM>
4. <https://ebooks.inflibnet.ac.in/mgmt01/chapter/introduction-to-hrm-meaning-definition-scope-objectives-and-functions-of-human-resource-management/>
5. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1205.pdf

Course Outcomes:

1. CO1: Understand the principles, functions, and importance of Human Resource Management in organizations.(LO1, LO2, LO10)
2. CO2: Explain the processes of human resource planning, recruitment, selection, and placement.(LO1, LO3, LO4, LO14)
3. CO3: Analyze training, development, and performance appraisal methods for employee growth and organizational effectiveness.(LO3, LO5, LO7, LO15)
4. CO4: Apply knowledge of wage and salary administration, employee motivation, and welfare measures in real work situations. (LO4, LO5, LO13)
5. CO5: Evaluate labour relations, grievance handling, collective bargaining, and legal aspects related to HRM.(LO5, LO6, LO12, LO13, LO14)

Year: I

GENERIC ELECTIVE COURSE 1

Semester: I

Code:

**2. REWARDS MANAGEMENT
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the concept and importance of rewards management in organizations.
2. To learn different types of compensation and benefits systems.
3. To analyze job evaluation and pay structures.
4. To understand performance-based rewards and incentives.
5. To develop knowledge of legal and ethical aspects of compensation.

UNIT – I: Introduction to Compensation

Compensation: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

UNIT – II: Internal Alignment

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure. Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviours, Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups

UNIT – III: Job Evaluation and Compensation Plans

Job Evaluation: Definition of Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

UNIT – IV: Competitiveness, Pay Policy, Wage Surveys

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

UNIT – V: Incentive Systems in Human Resource Management

Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. Incentive plans for white collar workers: straight salary, straight commission, combination plans.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups - presentation - seminar

Reference Books:

1. Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
2. Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
3. Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
4. An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.
5. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.

Text Books:

1. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
2. Compensation Management, Er Soni Shyam Singh, Excel Books.
3. Compensation" by George T. Milkovich and Jerry M. Newman
4. The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design" by Lance A. Berger and Dorothy R. Berger
5. Reward Management: A Handbook of Remuneration Strategy and Practice" by Michael Armstrong

E Books Links:

1. https://www.google.co.in/search?tbo=p&tbm=bks&q=subject:%22Business+%26+Economics%22&source=gbs_ge_summary_r&cad=0
2. https://hrproblog.wordpress.com/wp-content/uploads/2012/05/a_handbook_of_employee_reward_management_and_practice.pdf
3. <https://www.ebooks.com/en-us/book/211132748/armstrong-s-handbook-of-reward-management-practice/michael-armstrong/?srsltid=AfmBOooJY3R2-zgFyEqTKEbdGLpsLi-7uMaa-OD-0KUVdHKAqK8mJX9U>
4. <https://egyankosh.ac.in/bitstream/123456789/7081/1/Unit-18.pdf>
5. https://hrproblog.wordpress.com/wp-content/uploads/2012/05/a_handbook_of_employee_reward_management_and_practice.pdf

Course Outcomes

1. CO1: Explain the basic concepts and components of rewards management. (LO1, LO2, LO9)
2. CO2: Describe various types of compensation, benefits, and reward systems. (LO1, LO4, LO5, LO14)
3. CO3: Apply job evaluation methods and design pay structures. (LO3, LO4, LO5, LO8)
4. CO4: Analyze performance-based reward systems and incentive plans. (LO3, LO5, LO6, LO10)
5. CO5: Evaluate compensation practices based on legal, ethical, and organizational factors. (LO4, LO5, LO7, LO13, LO14, LO15)

Year: I

GENERIC ELECTIVE COURSE 1

Semester: I

Code:

**3. COST ACCOUNTING AND
FINANCIAL MANAGEMENT
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the fundamentals of cost accounting in healthcare.
2. To analyze cost structures and financial statements of hospitals.
3. To apply costing techniques for decision-making.
4. To understand financial management principles in healthcare.
5. To evaluate budgeting and financial planning processes.
6. To develop skills in financial analysis and control.

UNIT I: Introduction to Cost Accounting

Meaning, objectives, and importance - Cost concepts and classification - Elements of cost (material, labor, overhead) - Costing methods in hospitals

UNIT II: Costing Techniques

Job costing and process costing - Activity-Based Costing (ABC) - Cost allocation and apportionment - Cost control and reduction

UNIT III: Financial Statements and Analysis

Preparation of financial statements - Balance sheet, profit & loss account - Ratio analysis - Cash flow and fund flow statements

UNIT IV: Financial Management in Healthcare

Principles of financial management - Time value of money - Capital budgeting techniques - Working capital management

UNIT V: Budgeting and Financial Control

Types of budgets (operating, capital) - Budget preparation in hospitals - Variance analysis - Financial control systems - Role of World Health Organization in health financing concepts

UNIT VI: CURRENT CONTOURS (Self-directed Learning – CIA Only):

Case study on hospital cost analysis - Preparation of hospital budget - Financial statement analysis assignment - Seminar on healthcare financing - Field visit to hospital finance department - Project on cost control strategies

Reference Books:

1. Financial Management by Khan, M.Y. & Jain, P.K.
2. Cost Accounting: A Managerial Emphasis by Horngren, C.T.
3. Financial Management by Pandey, I.M.
4. Cost Accounting by Jawahar Lal
5. Hospital Administration by Sharma, D.K.

Text Books:

1. Health Financing Resources by World Health Organization
2. Health Economics & Budget Reports by Government of India

3. Cost & Management Accounting by S.N. Maheshwari
4. Financial Management by I.M. Pandey
5. A Textbook of Financial Cost and Management Accounting by P.Periyasamy

E-book Links:

1. https://en.pdfdrive.to/book/management-and-cost-accounting?utm_source=chatgpt.com
2. https://en.pdfdrive.to/download/cost-and-management-accounting-1?utm_source=chatgpt.com
3. https://en.pdfdrive.to/download/cost-and-management-accounting-1?utm_source=chatgpt.com
4. https://agrimoon.com/financial-management-cost-accounting-pdf-book/?utm_source=chatgpt.com

COURSE OUTCOMES (COs)

1. CO1: Explain cost accounting concepts and financial principles in healthcare. (LO1, LO2, LO9)
2. CO2: Analyze cost structures and financial statements of hospitals. (LO1, LO4, LO5, LO8)
3. CO3: Apply costing techniques for cost control and decision-making. (LO3, LO5, LO6, LO10)
4. CO4: Evaluate financial management strategies including capital budgeting. (LO3, LO4, LO5, LO8, LO14)
5. CO5: Develop budgeting and financial planning systems for hospitals. (LO4, LO5, LO6, LO13, LO14, LO15)
6. CO6: Demonstrate professional and analytical skills in financial management. (LO13, LO15, LO14)

Year: I

SKILL ENHANCEMENT COURSE 1

Semester: I

Code:

**NABH ACCREDITATION IN HOSPITALS
(Theory)**

Credits: 2

COURSE OBJECTIVES:

1. To understand the principles and framework of hospital accreditation.
2. To study NABH standards and accreditation process in detail.
3. To analyze quality assurance and patient safety practices.
4. To implement NABH standards in hospital settings.
5. To evaluate continuous quality improvement systems.
6. To develop skills for audit, documentation, and compliance.

UNIT – I Introduction to Accreditation and Quality

Concept of quality in healthcare - Accreditation vs certification - Overview of healthcare quality systems - Role of National Accreditation Board for Hospitals & Healthcare Providers

UNIT – II NABH Standards and Structure

Structure of NABH standards – Patient - centered standards (Access, Care, Rights) - Organization - centered standards (Management, Facility, HR) - Key elements and objective elements

UNIT – III Implementation of NABH Standards

Gap analysis and baseline assessment - Policies and procedures development - Documentation and record management - Training and awareness programs

UNIT – IV Quality Assurance and Patient Safety

Quality indicators - Key Performance Indicators (KPI) - Risk management and incident reporting - Infection control practices - Patient safety goals

UNIT – V Accreditation Process and Audit

Application and pre-assessment - Internal and external audits - Assessment process and scoring - Continuous quality improvement (CQI) - Role of World Health Organization in patient safety

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Case study of NABH-accredited hospitals - Preparation of quality manuals - Mock audit and checklist preparation - Analysis of hospital quality indicators - Field visit and report submission - Seminar on latest NABH updates

Reference Books:

1. NABH – Accreditation Standards for Hospitals (Latest Edition)
2. Shaw, C.D. – External Quality Mechanisms for Healthcare
3. Joshi, S.K. – Quality Management in Hospitals
4. Sakharkar, B.M. – Principles of Hospital Administration

Text Books:

1. Goel, S.L. – Hospital Administration and Management
2. National Accreditation Board for Hospitals & Healthcare Providers – Official Guidelines
3. World Health Organization – Patient Safety & Quality Resources

E-book Links:

1. <https://egyankosh.ac.in/bitstream/123456789/119235/1/Unit-11.pdf>
2. <https://portal.nabh.co/images/Standards/NABH%20Hospital%20Accreditation%20Standard%206th%20Edition%20January%202025.pdf>
3. <https://nams-india.in/downloads/LEAD/NABH%20Accreditation%20and%20process.pdf>

COURSE OUTCOMES (COs)

1. CO1: Explain the concepts, principles, and framework of NABH accreditation. (LO1, LO3)
2. CO2: Analyze NABH standards and their application in hospital settings. (LO3, LO5)
3. CO3: Apply quality assurance and patient safety practices as per NABH standards. (LO4, LO6)
4. CO4: Evaluate accreditation processes including audits and compliance mechanisms. (LO6, LO8)
5. CO5: Develop policies, documentation, and quality improvement systems. (LO10, LO11)
6. CO6: Demonstrate leadership and professional skills in implementing accreditation standards. (LO14, LO15, LO13)

Year: I

VALUE ADDED COURSE 1

Semester: I

Code:

**FIRST AID AND TREATMENT
(Theory)**

Credits: 2*

COURSE OBJECTIVES:

1. To equip students with the essential skills to provide immediate care for common injuries and medical emergencies.
2. To Enable students to perform CPR, use an AED, and provide Basic Life Support (BLS) in emergency situations.
3. To Teach students how to recognize and respond effectively to conditions like seizures, diabetic emergencies, asthma attacks, and allergic reactions.
4. To Provide students with the ability to treat various types of wounds and manage bleeding through appropriate techniques such as pressure, bandaging, and tourniquets.
5. To Prepare students to handle emergencies caused by environmental factors (e.g., heatstroke, hypothermia) and special conditions (e.g., pregnancy, infant emergencies).

UNIT I: Introduction to First Aid and Basic Emergency Care:

CPR Techniques for Adults, Children, and Infants, Use of Automated External Defibrillator (AED), Recognizing Signs of Cardiac Arrest and Stroke , First Aid for Choking (Heimlich Manoeuvre), Basic Life Support (BLS) Protocol for Healthcare Providers

UNIT II: Cardiopulmonary Resuscitation (CPR) and Basic Life Support (BLS)

CPR Techniques for Adults, Children, and Infants, Use of Automated External Defibrillator (AED), Recognizing Signs of Cardiac Arrest and Stroke, First Aid for Choking (Heimlich Manoeuvre), Basic Life Support (BLS) Protocol for Healthcare Providers

UNIT III: Wound Care, Bleeding Control, and Shock Management

Types of Wounds: Abrasions, Lacerations, Punctures - Techniques for Cleaning and Dressing Wounds Controlling Bleeding: Direct Pressure, Bandages, Tourniquets -Recognizing and Managing Shock First Aid for Internal Bleeding

UNIT IV: Medical Emergencies and First Aid for Specific Conditions

First Aid for Seizures and Epileptic Attacks- Diabetic Emergencies: Hypoglycemia vs. Hyperglycemia: Asthma Attacks - Signs and Emergency Response. First Aid for Allergic Reactions and Anaphylaxis - Management of Poisoning and Burns

UNIT V: Environmental Emergencies and Special First Aid Situations

Heat-Related Emergencies: Heatstroke, Heat Exhaustion, Dehydration - Cold - Related Injuries: Frostbite, Hypothermia -First Aid for Animal Bites, Stings, and Snakebites -Mass Casualty Incident Response -First Aid for Pregnancy and Infants

UNIT VI: CURRENT CONTOURS (Self-directed Learning – CIA Only):

Field visit/report on emergency services such as ambulance systems or trauma centers. Group discussion on community awareness and first aid education

programs. Case study analysis on emergency situations and first aid interventions.

Demonstration and assessment of CPR and BLS techniques. Preparation of reports on recent advancements in emergency care.

Reference Books:

1. "The Merck Manual of Medical Information" (Merck & Co.)
2. "Prehospital Trauma Life Support (PHTLS)" by National Association of Emergency Medical Technicians (NAEMT)
3. "Advanced First Aid, CPR, and AED" by Red Cross
4. "Principles of Emergency Medicine" by Eric J. Topol, Michael D. Cadogan
5. "First Aid: An Essential Guide for Healthcare Providers" by Jonathon McCollum and Linda D. Ford

Text Books:

1. "First Aid Manual" (American College of Emergency Physicians)
2. "Emergency Care and Transportation of the Sick and Injured" by American Academy of Orthopaedic Surgeons (AAOS)
3. "First Aid for the USMLE Step 1" by Tao Le and Vikas Bhushan
4. "The Red Cross First Aid and Safety Handbook" by American Red Cross
5. "First Aid and CPR" by St. John Ambulance

E-Book Links:

1. https://actualfirstaid.com/uploads/1/0/4/9/104966051/first_aid_notes_2019.pdf
2. <https://vitalfirstaid.com.au/wp-content/uploads/New-Vital-First-Aid-First-Aid-Book-112019.pdf>
3. https://medicalstudyzone.org/first-aid-manual-pdf/?utm_source=chatgpt.com
4. https://en.pdfdrive.to/dl/first-aidcpraed?utm_source=chatgpt.com
5. https://survivalfirstaidkits.co.uk/pages/free-ebook?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Understand the basic principles and importance of first aid in emergency situations (LO1, LO2, LO9)
2. CO2: Identify different types of injuries and medical emergencies such as wounds, fractures, and cardiac arrest. (LO1, LO4, LO7, LO14)
3. CO3: Apply first aid techniques including CPR, bleeding control, and wound care in real-life situations. (LO3, LO4, LO5, LO8)
4. CO4: Analyze emergency conditions and provide appropriate first aid for medical and environmental emergencies (LO3, LO4, LO5, LO8, LO13)
5. CO5: Evaluate situations and make quick decisions to provide effective first aid and ensure patient safety. (LO4, LO5, LO13, LO14, LO15)

Year: I

CORE COURSE 3

Semester: II

Code:

**HOSPITAL FACILITIES PLANNING
AND ADMINISTRATION
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. Understand the principles and practices involved in hospital facility design and planning.
2. Analyze the impact of hospital infrastructure on patient care and operational efficiency.
3. Explore strategies for effective hospital space utilization and resource allocation.
4. Examine the role of hospital administration in managing facilities and ensuring compliance with regulations.
5. Develop skills to create long-term facility management plans that support healthcare delivery and sustainability.

UNIT – I: Introduction to Hospital Planning

Hospital Planning – objectives- guiding principles in planning Hospitals – facilities & services- Preliminary survey & feasibility study.

UNIT – II: Hospital Location, Design, and Financial Planning

Selection of Location – functional plans of Hospital construction – the design team (Architect, Engineer & Hospital Administrator) – financial planning – equipment planning – Human resource planning - functional and operational planning.

UNIT – III: Hospital Furnishing, Commissioning, and Organization

Furnishing and equipping the Hospital – commissioning the Hospital – organization of the Hospital – organizational structure – planning & designing of Administrative departments.

UNIT – IV: Planning and Designing Medical Services

Planning & designing of Medical services – Out patient & emergency services – clinical laboratories - radiology dept. – Medical records dept. Central Sterilization and Supply Dept. (CSSD) – pharmacy – food service – housekeeping – nursing – surgical – Labour & development suites.

UNIT – V: External Interference, Waste Management, and Maintenance Planning

External interference in planning (Govt. agencies & Local bodies). Waste Management in Hospitals – Methods – Types of wastes. Maintenance planning – Electrical – Civil – Safety & security –water supply. Application of method study – work measurement study – Time management.

UNIT – VI CURRENT CONTOURS (For continuous internal Assessment only):

Group discussion – assignment -seminar (waste disposal management in hospital - Time management)

Reference Books:

1. Management of Hospitals – G. D. Kunders
2. Hospital Management & Administration – Tabish S.A.
3. Hospital Administration – C.M. Francis & Mario D'Souza
4. Hospital Management – S. L. Goel & R. Kumar
5. Planning and Designing of Hospitals – Dr. R. Llewelyn-Davies

Text Books:

1. Health Planning and Management – M. Mahajan
2. Healthcare Facility Planning – Richard L. Miller
3. Hospital Administration – S.L. Goel
4. A Guide to Hospital Administration and Planning – Dinesh Bhatia et al.
5. Handbook on Hospital Planning & Designing

E-book Links:

1. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HM/2HospitalFacilitiesManagement.pdf>
2. <https://tnou.ac.in/NAAC/SSR/C1/1.1.5/MSH-20-FINAL.pdf>
3. <https://egyankosh.ac.in/bitstream/123456789/119232/1/Block-3.pdf>

Course Outcomes:

1. CO1: Explain the concepts, objectives, guiding principles, and feasibility aspects of hospital planning. (LO1,LO2,LO9)
2. CO2: Describe hospital location selection, design process, financial planning, and resource planning (equipment & human resources). (LO1, LO4, LO5, LO14)
3. CO3: Apply knowledge of hospital furnishing, commissioning, and organizational structure in setting up administrative departments. (LO2, LO4, LO10, LO14)
4. CO4: Analyze and design various hospital departments and services like OPD, lab, radiology, CSSD. (LO3, LO4, LO5, LO8)
5. CO5: Evaluate waste management methods, maintenance systems, and external influences in hospital planning (LO4, LO5, LO6, LO13, LO15)

Year: I

CORE COURSE 4

**Semester:
II**

Code:

**HOSPITAL MANAGEMENT ACCOUNTING
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. Understand fundamental concepts and principles of hospital accounting.
2. Apply financial planning and budgeting techniques in healthcare organizations.
3. Analyze hospital financial management practices for effective decision-making.
4. Evaluate financial decision-making tools and strategies in hospital operations.
5. Interpret financial statements to support managerial and administrative decisions.

UNIT I: Introduction to Hospital Accounting

Meaning, objectives, scope and Types of accounting in hospitals - Double entry system - Journal, Ledger, Trial Balance - Preparation of Final Accounts (Hospital-based) - Difference between profit & non-profit hospitals.

UNIT II: Hospital Financial Management

Sources of finance for hospitals - Fund management and financial control - Financial decision-making in hospitals - Capital structure and investment decisions - Cost control techniques

UNIT III: Hospital Budgeting & Financial Management

Budgeting concepts & types - Budgetary control - Financial planning in hospitals - Working capital management - Revenue cycle management - Cost control techniques

UNIT IV: Financial Statements

Financial statements: Income & Expenditure Account-Balance Sheet - Cash flow and funds flow statement.

UNIT V: Ratio Analysis

Ratio analysis: Liquidity, profitability, efficiency - Fund flow analysis - Interpretation for decision-making - Hospital financial reporting.

UNIT VI: Current Contours (For continuous internal Assessment only):

Case Studies & Practical Exercises: Hands-on analysis of hospital financial statements and budgeting exercises.

Reference Books:

1. Essentials of Health Care Finance – William O. Cleverley & James O. Cleverley
2. Healthcare Finance: An Introduction to Accounting and Financial Management – Louis C. Gapenski & George H. Pink

3. Financial Management for Health Services – Judith J. Baker, R. W. Baker & Neil R. Harrington
4. Financial Management of Health Care Organizations – William N. Zelman, Michael J. McCue, Noah D. Glick
5. Introduction to Health Care Financial Management – Stephen L. Walston, David A. Sclar & Elizabeth A. Chernew

Text Books:

1. Financial Accounting – S. N. Maheshwari & S. K. Maheshwari
2. Financial Management: Theory & Practice – Prasanna Chandra
3. Financial Management – I. M. Pandey
4. Financial Management & Policy – James C. Van Horne & John M. Wachowicz
5. Management Accounting – T. S. Reddy & Y. H. Reddy

E-book Links:

1. [https://www.shahucollegelatur.org.in/Department/Studymaterial/comm/mcom2yr/Accounting%20for%20Hospital%20\(2\).pdf](https://www.shahucollegelatur.org.in/Department/Studymaterial/comm/mcom2yr/Accounting%20for%20Hospital%20(2).pdf)
2. <https://tnou.ac.in/NAAC/SSR/C1/1.1.5/MSH-18-FINAL.pdf>
3. <https://www.ncbi.nlm.nih.gov/books/NBK436887/>

Course Outcomes:

1. CO1: Explain fundamental concepts and principles of hospital accounting (LO1, LO2, LO9)
2. CO2: Analyze financial management practices in hospitals (LO1, LO4, LO5, LO14)
3. CO3: Apply financial planning and budgeting techniques in hospital management (LO3, LO4, LO5, LO10)
4. CO4: Evaluate financial decision-making techniques in healthcare organizations (LO3, LO5, LO6, LO10)
5. CO5: Interpret financial statements for effective managerial decision-making in hospitals (LO4, LO5, LO6, LO13, LO14, LO15)

Year: I

CORE PRACTICAL 2

Semester: II

Code:

**HOSPITAL VISIT - NURSING SERVICES
(Practical)**

Credits: 4

COURSE OBJECTIVES:

1. Understand the organization and functioning of hospital nursing services.
2. Observe and learn patient care practices and clinical procedures.
3. Develop awareness of infection control, hygiene, and safety protocols in hospitals.
4. Recognize the roles and responsibilities of nursing staff in various departments.
5. Apply theoretical nursing knowledge to practical hospital scenarios.

NOTE: Students shall visit a hospital and spend approximately 75 hours, including the scheduled visit period. The report and learning outcomes from the visit will be evaluated through a Viva-Voce examination, and one of the examiners may be a representative from the hospital/healthcare institution.

Course Outcomes

1. CO1: Demonstrate understanding of hospital nursing organization and workflow. (LO1, LO2, LO9)
2. CO2: Apply nursing principles in real patient care situations.(LO1, LO4, LO7)
3. CO3: Analyze infection control and safety practices within hospital settings. (LO3, LO4, LO13)
4. CO4: Evaluate the effectiveness of nursing interventions and teamwork in patient care. (LO3, LO5, LO14)
5. CO5: Integrate theoretical knowledge with practical skills to improve patient outcomes. (LO4, LO5, LO6, LO15)

COURSE OBJECTIVES:

1. Understand the fundamental concepts and principles of health insurance.
2. Learn the different types of health insurance policies and their features.
3. Comprehend the roles of insurers, TPAs, and regulatory authorities.
4. Apply knowledge of claims, reimbursements, and policy management.
5. Analyze emerging trends and regulations in the health insurance sector.

UNIT I: Introduction to Health Insurance

Definition - importance and Principles of insurance (Utmost Good Faith, Insurable Interest, Indemnity) - Types of health insurance policies: Individual, Family Floater, Group-History and evolution of health insurance in India

UNIT II: Health Insurance Products and Policies

Mediclaim policies - Critical illness policies - Personal accident policies - Top-up and super top-up plans - Policy features: Premium, Sum Insured, Exclusions

UNIT III: Health Insurance Providers

Public sector insurers (e.g., LIC, New India Assurance) - Private sector insurers (e.g., ICICI Lombard, HDFC Ergo)-Third-party administrators (TPAs) and their role

UNIT IV: Claims and Reimbursement Process

Cashless claims procedure - Reimbursement claims procedure - Documentation required for claims - Role of hospitals and TPAs in claims settlement - Common reasons for claim rejection

UNIT V: Health Insurance Regulations and Trends

IRDAI guidelines and regulations-Health insurance for special groups: Senior citizens, children, maternity-Emerging trends: Telemedicine coverage, digital insurance - Risk management and fraud detection in health insurance-Importance of awareness and health insurance literacy

UNIT VI: Current Contours (For continuous internal Assessment only):

Students engage in practical exercises and case studies to analyze real-life claim approvals and rejections, evaluate policy selection for individuals, families, and special groups, and assess cost-effectiveness and coverage adequacy.

Reference Books

1. Understanding Health Insurance: A Guide to Billing & Reimbursement – Michelle A. Green & Jo Ann C. Rowell
2. Mediclaim and Health Insurance – Kshitij Patukale
3. Technicalities of Health Insurance – Harish Sihare & S. D. Gupta
4. Insurance Principles and Practice – M. N. Mishra
5. Health Insurance in India – Dr. Prashant Iyengar & Kashyap Pathak

Text Books:

1. A Handbook on Law of Insurance – Dr. Pankaj Choudhury, Upasana Borah & Monika Bharati
2. Insurance and Healthcare Financing: A Guide for Practitioners, Professionals, and Policymakers – Edited by Shankar Prinja (Springer)
3. Principles & Practice of Insurance – Dr. P. Periasamy (Himalaya Publishing House)
4. IRDAI Guidelines & Regulations Handbook – Insurance Regulatory and Development Authority of India (Official Publications)

E-book Links:

1. <https://www.scribd.com/document/398833632/181764516-Health-Insurance-ebook-pdf-pdf>
2. https://books.google.com/books/about/Health_Insurance_For_All.html?id=USKEDwAAQBAJ
3. https://freefincal.com/wp-content/uploads/2019/09/ebook-on-Health-Insurance_October2019.pdf?srsltid=AfmBOooK9VTX-bCnAWo2MAR85iorIl4TcXBkOQyBppsnI1W7cJcGoqTr
4. https://www.researchgate.net/publication/298022702_Health_Insurance

Course Outcomes

1. CO1: Understand basic concepts, types, and principles of health insurance. (LO1, LO2, LO9)
2. CO2: Identify various health insurance products and their key features. (LO1, LO4, LO5)
3. CO3: Analyze the role of insurers, TPAs, and regulatory authorities. (LO2, LO3, LO10)
4. CO4: Apply knowledge to manage claims and reimbursement processes. (LO3, LO4, LO5, LO6)
5. CO5: Evaluate emerging trends and regulatory frameworks in health insurance. (LO4, LO5, LO13, LO14, LO15)

Year: I DISCIPLINE CENTRIC ELECTIVE COURSE 2 Semester: II

Code: 2. RECENT TRENDS IN HOSPITAL Credits: 4
ADMINISTRATION
(Theory)

COURSE OBJECTIVES:

1. To understand modern developments and innovations in hospital administration.
2. To examine emerging technologies that improve healthcare delivery.
3. To analyze the impact of health policies and reforms on hospital management.
4. To evaluate quality, safety, and accreditation practices in healthcare.
5. To explore future trends and challenges influencing hospital operations.

UNIT I: E-Health and Digital Transformation

Hospital Information Systems (HIS) - Electronic Health Records (EHR) - Telemedicine & mobile health (mHealth) - Digital workflow optimization

UNIT II: Quality Management and Accreditation

Accreditation bodies (NABH, JCI, NABL) - Patient safety initiatives - Clinical audits - Lean and Six Sigma in healthcare.

UNIT III: Health Policy, Regulation, and Governance

Healthcare reforms and policies (National & global) - Regulatory frameworks - Patient rights and ethical standards - Government health initiatives (e.g., Ayushman Bharat)

UNIT IV: Financial Management and Revenue Models

Hospital financial trends - Revenue cycle management - Alternate payment models - Public-private partnerships (PPP) in healthcare

UNIT V: Innovations in Patient Experience & Service Delivery

Patient-centric care-AI, IoT, robotics in hospitals - Predictive analytics and personalized care - Customer service and satisfaction measurement

UNIT VI: Current Contours ((For Continuous Internal Assessment Only)

Practical case studies on patient experience improvement, disaster preparedness, risk management protocols, and sustainable hospital operations. Through assignments, case analysis, and project presentations, learners will apply theoretical knowledge to current industry challenges, policy changes, and technology- driven solutions shaping modern hospital administration.

Reference Books:

1. Hospital Administration & Management – Joydeep Das Gupta
2. Hospital Administration and Management – Dr. Ashwani Gupta
3. The Patient and Health Care System: Perspectives on High- Quality Care – Pranavi V. Sreeramoju et al
4. Healthcare Systems & Policies in India – Anup K. Karan
5. Health Information Systems: Managing Clinical Risk – Marion Ball

Text Books:

1. Principles of Hospital Administration and Planning – B. M. Sakharkar
2. Textbook of Hospital Administration – Sonu Dr. Goel
3. Hospital Administration and Management: A Comprehensive Guide – Dr. Ashwani Gupta
4. Quality Management of Hospitals – Dr. Farooq A. Jan
5. Health Care Administration and Management – Smt. Bani Chakraborty, Avratanu Chakraborty, Sumit Nayek & Devendra Kumar Sinha

E-book Links:

1. <https://sha.edu.in/future-trends-in-hospital-management-education/>
2. <https://sha.edu.in/future-trends-in-hospital-management-education/>
3. <https://www.scribd.com/document/772862377/Recent-Trends-in-healthcare>
4. <https://ezovion.com/top-5-trends-shaping-hospital-management-software-in-2025/>

Course Outcomes

1. CO1: Understand and apply hospital digital systems like HIS, EHR, telemedicine, and mHealth to optimize workflow. (LO1, LO2, LO10)
2. CO2: Analyze and evaluate quality management practices, accreditation standards, and patient safety initiatives in hospitals. (LO3, LO4, LO5, LO13)
3. CO3: Explain health policies, regulatory frameworks, patient rights, and government health initiatives affecting hospital management (LO3, LO5, LO13, LO14)
4. CO4: Evaluate hospital financial trends, revenue cycle management, alternate payment models, and PPP strategies.(LO4, LO5, LO6, LO10)
5. CO5: Assess innovative technologies (AI, IoT, robotics) and patient-centric service strategies to improve healthcare delivery.(LO4, LO5, LO8, LO14, LO15)

Year: I	GENERIC ELECTIVE COURSE 2	Semester: II
Code:	1. HEALTH CARE MARKETING (Theory)	Credits: 3

COURSE OBJECTIVES:

1. To understand the fundamentals of marketing in the healthcare sector.
2. To analyze healthcare consumer behavior and patient decision-making.
3. To learn strategies for promoting healthcare services and products effectively.
4. To explore digital marketing tools and innovations for healthcare organizations.
5. To evaluate ethical, legal, and regulatory considerations in healthcare marketing.

UNIT I: Introduction to Healthcare Marketing

Meaning and importance of healthcare marketing - Concepts and principles of marketing-Differences between healthcare and general marketing - Marketing environment in healthcare

UNIT II: Healthcare Consumer Behavior

Patient as a consumer - Factors influencing healthcare decisions - Patient expectations and satisfaction - Market segmentation in healthcare

UNIT III: Marketing Strategies in Healthcare

Product and service strategies - Pricing strategies in hospitals - Promotion and communication strategies - Place (distribution) in healthcare services

UNIT IV: Digital Marketing in Healthcare

Social media marketing - Online branding and reputation management - Telemarketing and mobile marketing - Role of websites and apps in healthcare

UNIT V: Ethics and Regulations in Healthcare Marketing

Ethical issues in healthcare marketing - Legal aspects and regulations - Patient rights and privacy - Corporate social responsibility (CSR) in healthcare

UNIT VI: Current Contours (For Continuous Internal Assessment Only)

Case studies on successful healthcare marketing strategies - Practical exercises: campaign planning, service promotion - Evaluation of marketing effectiveness and patient feedback

Reference Books:

1. Healthcare Marketing: Strategy, Innovation, and Practice – Michael J. Baker
2. Essentials of Health Care Marketing – Eric N. Berkowitz
3. Healthcare Marketing: A Case Study Approach – Debra Zahay, Mary Lou Roberts
4. Marketing Management – Philip Kotler & Kevin Lane Keller (for core concepts applied to healthcare)
5. Digital Marketing for Healthcare – W. Douglas Evans

Text Books:

1. Marketing Health Services – Richard K. Thomas
2. Strategic Marketing for Health Care Organizations – Philip Kotler, Joel Shalowitz & Robert J. Stevens
3. Healthcare Marketing – Pedro Aguiar
4. Little Book of Healthcare Marketing – Drew Stevens
5. Health Services Marketing: A Practitioner's Guide – Richard K. Thomas

E-book Links:

1. <https://webmdignite.com/faq/what-is-healthcare-marketing>
2. <https://study.com/academy/lesson/healthcare-marketing-definition-strategy-differences.html>
3. <https://tnou.ac.in/NAAC/SSR/C1/1.1.5/MSH-17-FINAL.pdf>
4. https://www.worldscientific.com/doi/pdf/10.1142/9789813279520_0001?srsId=AfmBOor4c8HzlCu_6ZPphgNin_YfQpei_MdBz92UM78ZJQwc6_jdG_EQ

Course Outcome:

1. CO1-Describe the basic concepts, principles, and scope of healthcare marketing. (LO1, LO2, LO9)
2. CO2-Explain the healthcare marketing environment, consumer behavior, and market segmentation in healthcare services.(LO1, LO2, LO9)
3. CO3-Apply marketing mix strategies (product, price, place, promotion) in healthcare organizations. (LO3, LO4, LO5, LO14)
4. CO4- Analyze patient expectations, service quality, and competitive strategies in healthcare marketing. (LO3, LO4, LO5, LO14)
5. CO5-Evaluate marketing strategies, ethical issues, and regulatory aspects in healthcare services. (LO5, LO13, LO14, LO15)

Year: I

GENERIC ELECTIVE COURSE 2

Semester: II

Code:

**2. PSYCHOLOGY AND COUNSELLING
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand basic concepts and theories of psychology in healthcare.
2. To analyze human behavior and mental processes.
3. To develop effective counseling and interpersonal skills.
4. To apply psychological principles in patient care.
5. To understand mental health issues and coping strategies.
6. To promote ethical and professional counseling practices.

UNIT – I Introduction to Psychology

Definition, scope, and importance - Branches of psychology - Biological basis of behaviour - Role of psychology in healthcare

UNIT – II Human Behavior and Mental Processes

Perception, learning, and memory - Motivation and emotions - Personality theories - Attitudes and behavior

UNIT – III Mental Health and Disorders

Concept of mental health - Common psychological disorders - Stress, anxiety, and depression - Coping mechanisms

UNIT – IV Counseling Techniques and Skills

Principles of counselling - Types of counseling approaches - Communication and active listening - Therapeutic relationship

UNIT – V Counseling in Healthcare Settings

Patient counseling and support - Crisis and grief counselling - Family and community counselling - Role of World Health Organization in mental health

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Case studies on counseling situations - Role play exercises - Mental health awareness programs - Counseling session observation report - Seminar on recent trends in psychology - Self-assessment and reflective learning

Reference Books:

1. Introduction to Psychology - Morgan, C.T.
2. Understanding Psychology - Feldman, R.S.
3. Theory and Practice of Counseling and Psychotherapy -Corey, G.
4. The Skilled Helper - Egan, G.

Text Books:

1. Health Psychology - Taylor, S.E
2. World Health Organization – Mental Health Resources
3. Ministry of Health & Family Welfare – Mental Health Programme Materials

E-book links

1. https://openstax.org/details/books/psychology-2e?utm_source=chatgpt.com
2. https://www.ncbi.nlm.nih.gov/books/?utm_source=chatgpt.com
3. https://www.skillsyouneed.com/learn/counselling-skills.html?utm_source=chatgpt.com
4. https://opentext.wsu.edu/healthpsychology/?utm_source=chatgpt.com

COURSE OUTCOMES (COs)

CO1: Explain psychological concepts and theories relevant to healthcare.

(LO1, LO3)

CO2: Analyze human behavior, emotions, and mental processes. (LO3, LO5)

CO3: Apply counseling techniques and communication skills effectively. (LO2, LO4)

CO4: Evaluate mental health conditions and coping strategies. (LO5, LO6)

CO5: Develop counseling strategies for patient care and support systems. (LO10, LO11)

CO6: Demonstrate ethical and professional practices in counseling and mental health care. (LO13, LO15, LO14)

Year: I

GENERIC ELECTIVE COURSE 2

Semester: II

Code:

**3. TRAINING AND DEVELOPMENT
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the concepts, scope, and importance of training and development in organizations.
2. To analyze training needs and identify appropriate methods for effective training programs.
3. To develop knowledge of learning theories and create a supportive learning environment.
4. To design and implement training programs and ensure effective transfer of training.
5. To evaluate training effectiveness and measure outcomes including return on investment (ROI).

UNIT – I: Systematic Approach to Training

Introduction to Training - Need for Training and Development - Difference between Training and Development-Importance of Training in Organizations - Phases of Training: Assessment Phase, Training & Development Phase, Evaluation Phase

UNIT – II: Needs Assessment and Analysis

Organizational Support for Need Assessment - Participants in Need Assessment - Organizational Analysis - Person Analysis - Task Analysis-Competency Models

UNIT – III: The Learning Environment:

Learning Theories - Learning Styles - Stages of Learning - Principles of Learning Learning Organization - Challenges in Becoming a Learning Organization - Trainee Motivation - Instructional Emphasis for Learning Outcomes

UNIT – IV: Transfer of Training and Trainer's Role

Designing Effective Training Programs - Training Design Process - Work Environment Characteristics - Organizational Environment for Transfer of Training - Training Methods-Role of Trainers - Qualities of a Good Trainer - Internal vs External Trainers

UNIT – V: Training Evaluation and Special Issues

Process of Training Evaluation - Outcomes of Training Programs - ROI (Return on Investment) in Training - Training in Various departments - Training Issues (Internal & External Environment) - Succession Planning

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Case study analysis on successful training programs. Seminar presentation on AI and digital learning tools. Development of a training needs assessment report. Evaluation of an organization's training program using ROI measures. Group discussion on challenges in employee development.

Reference Books

1. Employee Training and Development – Raymond A. Noe
2. Training and Development – Tanuja Agarwala
3. Human Resource Management – Gary Dessler
4. Effective Training – P. Nick Blanchard & James Thacker
5. Human Resource Development – Jon Werner & Randy DeSimone

Text Books:

1. Training and Development: Concepts and Practices – S. K. Bhatia
2. HRD Through In-house Training – P. L. Rao
3. Managing Human Resource Development: Indian Perspective – K. M. Mathur
4. Human Resources Development (HRD): Theory and Practice – Rakesh Kumar Sudan & Minakshi Sharma
5. Human Resource Development: The Indian Experience – D. M. Silvera

E-book Links:

1. [https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/3/PG_M.B.A_Human%20Resource%20Management%20\(English\)_Training%20and%20Development_3355.pdf](https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/3/PG_M.B.A_Human%20Resource%20Management%20(English)_Training%20and%20Development_3355.pdf)
2. <https://ebooks.inflibnet.ac.in/hrmp02/chapter/training-and-development/>
3. <https://ijrpr.com/uploads/V6ISSUE11/IJRPR55824.pdf>
4. <https://www.keka.com/glossary/training-and-development>

Course Outcomes:

1. CO1–Explain the concepts, need, importance, and systematic approach to training and development.(LO1, LO2, LO9)
2. CO2 –Understand and apply needs assessment and analysis in training. (LO1, LO2, LO9)
3. CO3–Explain learning environment and factors influencing training effectiveness.(LO1, LO2, LO9)
4. CO4–Analyze training design, transfer of training, and role of trainers.(LO4, LO5, LO10, LO14)
5. CO5 – Evaluate training programs and address special issues in training and development. (LO5, LO6, LO13, LO14, LO15)

Year: I

SKILL ENHANCEMENT COURSE 1

Semester: II

Code:

**MEDICAL CODING
(Theory)**

Credits: 2

COURSE OBJECTIVES:

1. To understand the basic concepts and importance of medical coding in the healthcare system.
2. To develop knowledge of medical terminology, anatomy, and disease conditions.
3. To learn and apply coding systems such as ICD, CPT, and HCPCS.
4. To apply coding guidelines for accurate assignment of diagnosis and procedure codes.
5. To understand billing processes, compliance, and career opportunities in medical coding.

UNIT – I: Introduction to Medical Coding

Definition and Importance of Medical Coding in Healthcare - Role of Medical Coders - Basic Medical Terminology - Structure of Medical Records

UNIT – II: Coding Systems

Introduction to Coding Systems - ICD (International Classification of Diseases) - CPT (Current Procedural Terminology) - HCPCS (Healthcare Common Procedure Coding System) - Differences between ICD, CPT, and HCPCS

UNIT – III: Medical Terminology and Anatomy

Basic Anatomy and Physiology - Body Systems Overview - Common Medical Terms and Abbreviations - Disease Conditions and Diagnosis Terms

UNIT – IV: Coding Process and Guidelines

Steps in Medical Coding - Reading Medical Records - Assigning Codes - Coding Guidelines and Rules - Common Errors in Coding

UNIT – V: Billing, Compliance and Career Opportunities

Basics of Medical Billing-Insurance and Reimbursement Process - Legal and Ethical Issues in Coding - Quality Assurance in Coding - Career Opportunities in Medical Coding

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Assignment on ICD, CPT, and HCPCS code classification. Seminar presentation on AI applications in medical coding. Review of current coding updates and regulatory changes. Medical record coding practice and documentation exercises. Report preparation on career opportunities in medical coding. Group discussion on compliance, ethics, and fraud prevention in healthcare coding.

Reference Books:

1. Step-by-Step Medical Coding – Carol J. Buck
2. Medical Coding Training Workbook – Carol J. Buck
3. Medical Coding Fundamentals – AHIMA
4. Understanding Health Insurance – Michelle A. Green

5. Principles of CPT Coding-AMA

Text Books:

1. Medical Coding Essentials: A Guide to Master ICD-10-CM Diagnostics
2. Medical Coding: A Guide to Success as A Coding Professional Kindle Edition
3. Medical Terminology for Coding Full Course Study Guide
4. Basic ICD-10-CM/PCS Coding
5. Comprehensive Medical Coding by Pearson's

EBook Links:

1. <https://www.isbe.net/CTEDocuments/HST-L630180.pdf>
2. <https://stigstud.files.wordpress.com/2009/10/coding-systems-student-notes.pdf>
3. <https://rlmc.edu.pk/themes/images/gallery/library/books/Medical%20Education/Medical%20terminology%20systems.pdf>
4. <https://www.medicalbillersandcoders.com/article/coding-medical-records.html#:~:text=Coders%20should%20thoroughly%20review%20these%20notes%20to,the%20patient's%20medical%20history%20is%20appropriately%20represented.>

Course Outcomes:

1. CO1–Explain the basic concepts, importance, and role of medical coding in healthcare systems.((LO1,LO2,LO9)
2. CO2–Understand and apply medical terminology and anatomy in coding.(LO1, LO4, LO10)
3. CO3 –Apply coding systems in assigning medical codes. (LO1, LO3, LO8)
4. CO4–Analyze medical records and apply coding guidelines.(LO3, LO4, LO5, LO10)
5. CO5–Evaluate and ensure accuracy in coding and billing processes.(LO5, LO6, LO13, LO14, LO15)

Year: I

NON-MAJOR ELECTIVE COURSE 1

Semester: II

Code:

**HEALTH CARE SERVICES
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the basic concepts of health, disease, and health care services.
2. To explain the structure and levels of health care systems (primary, secondary, and tertiary).
3. To develop knowledge about hospital services and public health programs.
4. To understand preventive, promotive, and curative health care services.
5. To familiarize students with recent trends in health care such as telemedicine and health insurance.

UNIT – I: Introduction to Health Care

Meaning and Definition of Health Care - Concepts of Health and Disease - Determinants of Health - Levels of Health Care: Primary, Secondary, Tertiary - Structure of Health Care System

UNIT – II: Primary Health Care

Concept and Importance of Primary Health Care - Principles of Primary Health Care - Elements of Primary Health Care - Role and Functions of Primary Health Centres (PHC) - Overview of National Health Programs

UNIT – III: Hospital and Clinical Services

Hospital: Definition, Objectives, and Functions - Types of Hospitals (Public, Private, Specialty) - Outpatient and Inpatient Services - Diagnostic and Therapeutic Services - Emergency and Referral Services

UNIT – IV: Public Health and Preventive Services

Concept of Public Health-Preventive, Promotive, and Curative Services- Immunization Programs-Maternal and Child Health (MCH) Services- Environmental Health and Sanitation

UNIT – V: Recent Trends in Health Care

Health Insurance and Financing - Telemedicine and E-Health - Medical Tourism - Quality Assurance in Health Care - Role of Government and Private Sector.

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Seminar on recent healthcare reforms and policies. Case study analysis of primary healthcare services. Report preparation on telemedicine and digital health initiatives. Field visit to a Primary Health Centre (PHC) or hospital. Group discussion on Universal Health Coverage and healthcare accessibility. Assignment on national health programs and their impact.

Reference Books:

1. Park's Textbook of Preventive and Social Medicine – K. Park
2. Textbook of Community Medicine – Sunder Lal & Adarsh
3. World Health Organization – Official Reports and Publications
4. Ministry of Health and Family Welfare – National Health Policies

5. Introduction to Health Care Management – Buchbinder & Shanks

Text Books:

1. Textbook of Preventive and Social Medicine by K. Park
2. Textbook of Community Medicine by Sunder Lal, Adarsh, Pankaj
3. IAPSM's Textbook of Community Medicine by A. M. Kadri
4. Community Medicine with Recent Advances Author by A. H. Suryakantha
5. The Essentials of Community Medicine by Aviraj K. S

E-Book Links:

1. <https://egyankosh.ac.in/bitstream/123456789/17268/1/Unit-4.pdf>
2. https://cag.gov.in/uploads/download_audit_report/2024/G-CHAPTER-III-Healthcare-services-067640dd6248e33.89787311.pdf
3. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/2/__PG_PG%20DIPLOMA_Hospital%20Administration_418%2023%20-%20Hospital%20Support%20Services_6213.pdf
4. https://www.mospi.gov.in/sites/default/files/publication_reports/445_final.pdf

Course Outcomes:

1. CO1: Explain basic concepts of health, disease, and health care services. (LO1, LO2, LO3)
2. CO2: Describe the structure and levels of the health care system. (LO4, LO5)
3. CO3: Apply principles and elements of primary health care in community settings. LO6, LO7, LO8
4. CO4: Analyze hospital services and clinical care systems. (LO9, LO10, LO11)
5. CO5: Evaluate public health services and recent trends in health care. (LO12, LO13, LO14, LO15)

Year: II

CORE COURSE 5

Semester: III

Code:

**ETHICS, LEGAL ASPECTS IN
HOSPITAL ADMINISTRATION
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand Union level health care administration.
2. To learn State and District health administration.
3. To know about national health planning.
4. To understand medico-legal aspects in health care.
5. To learn important health laws and regulations.

UNIT – I: Union Level Health Care Administration:

Health Care Administration at the Union Level - Organization and working of the ministry of Health & Family Welfare – Indian Systems of Medicines.

UNIT – II: State and District Health Administration

Health Administration at the State level - Organization of State Health Dept. – Structure & functions. District Health Care Administration – Structure & Functions.

UNIT – III: National Health Planning

National Health Planning – analysis of the Govt. Committee reports – Decision on the Five year health plan of the Govt.

UNIT – IV: Medico-Legal Aspects in Health Care

Medico-legal Problems – types – case handling procedures – police investigation – court deliberation – death certificates - Consumer Protection Act-1986 and Hospitals – Medical Negligence - Medical Malpractice.

UNIT – V: Health Laws and Regulations

Clinical Investigation Laws – Blood Transfusion Act – Medial Termination of Pregnancy Act –Drugs & Cosmetics Act – Birth & Death Registration Act – Prenatal Diagnostic Techniques (Regulation & Prevention of Misuse) Act.

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Seminar on recent healthcare policies and reforms. Case study analysis of medico-legal issues in hospitals. Assignment on major health laws and their applications. Group discussion on patient rights and ethical healthcare practices

Reference Books:

1. Health Care System and Management by S. L. Goel
2. Hospital and Health Service Administration by Syed Amin Tabish
3. Labour and Industrial Laws by S. N. Misra
4. Consumer Protection Law and Practice by V. K. Agarwal
5. Doctor and Medical Law by Dr. Mahendra K. Joshi: Ahmedabad
6. Law of Medical Negligence and Compensation by R. K. Bag: Eastern Law House, New Delhi

Text Books:

1. Medical Ethics by C. M. Francis
2. Principles of Biomedical Ethics by Tom L. Beauchamp & James F. Childress
3. Textbook of Forensic Medicine and Toxicology by K. S. Narayan Reddy
4. Hospital Administration and Management by C.M.Francis & Mario C. D'Souza

E-books Links:

1. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000455SM/P001779/M024741/ET/1510045415HCDSUP008.pdf
2. <https://www.jaypeedigital.com/eReader/chapter/9789386261595/ch1>
3. https://nhsrcindia.org/sites/default/files/2021-05/medico_legal.pdf
4. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000032SW/P001728/M021621/ET/1501583220modulenummer-1-text.pdf
5. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HM/3HealthCareLawsEthicsandMedicalTerminology.pdf>

Course Outcomes:

1. CO1:Explain the structure, organization, and functions of health care administration at the Union level, including the role of the Ministry of Health & Family Welfare and Indian Systems of Medicine. (LO1, LO2, LO9)
2. CO2:Describe and analyze the organization and functions of health administration at State and District levels, including the structure of State Health Departments and District Health Systems.(LO1, LO4, LO14)
3. CO3:Evaluate the process of national health planning in India, including analysis of government committee reports and Five-Year Health Plans.(LO3, LO5, LO6)
4. CO4:Examine medico-legal aspects in health care, including types of medico-legal cases, procedures for case handling, police investigation, court processes, and issues related to medical negligence and malpractice.(LO3, LO5, LO13, LO14)
5. CO5:Interpret and apply major health laws and regulations in India, including clinical investigation laws, MTP Act, Drugs & Cosmetics Act, Birth & Death Registration Act, and PNDT Act.(LO4, LO5, LO13, LO14, LO15)

Year: II

CORE COURSE 6

Semester: III

Code:

**RESEARCH METHODOLOGY
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the basic concepts and importance of research.
2. To learn how to identify and formulate a research problem.
3. To understand different methods of data collection.
4. To learn basic techniques of data analysis and interpretation.
5. To develop skills in writing and presenting a research report.

UNIT – I: Introduction to Research

Meaning, objectives, and importance of research - Types of research (basic, applied, descriptive, analytical) - Research process

UNIT – II: Research Problem & Design

Identification of research problem - Formulation of objectives and hypotheses - Research design - types and features

UNIT – III: Data Collection Methods

Sources of data: Primary and Secondary - Methods: Survey, Interview, Observation, Questionnaire - Sampling techniques

UNIT – IV: Data Analysis & Interpretation

Data processing and classification - Tabulation and charts-Basic statistical tools (mean, percentage)-Interpretation of data

UNIT – V: Report Writing

Research report format - Steps in report writing - Presentation of findings - Referencing and bibliography

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Recent trends and developments in research methodology - Use of digital tools and software in research - Ethical issues in research and publication - Emerging applications of research in healthcare and management-Case studies and contemporary research practices

Reference Books:

1. Business Research Methods – Donald R. Cooper & Pamela S. Schindler
2. Research Design – John W. Creswell
3. Research Methodology: A Step-by-Step Guide for Beginners – Ranjit Kumar
4. The Craft of Research – Wayne C. Booth et al.
5. Qualitative Inquiry and Research Design – John W. Creswell

Text Books:

1. Research Methodology: Methods and Techniques – C.R. Kothari & Gaurav Garg

2. Research Methodology – R. Panneerselvam
3. Research Methodology – Mukul Gupta & Deepa Gupta
4. Business Research Methods – S.N. Murthy & U. Bhojanna
5. Management Research Methodology – K.N. Krishnaswamy

E-Book Links:

1. <https://www.drnishikantjha.com/papersCollection/Research%20Methodology%20.pdf>
2. https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf
3. <https://tripurauniv.ac.in/site/images/pdf/StudyMaterialsDetail/POLS-902C-Research%20Methodology.pdf>

Course Outcomes (COs)

1. CO1: Understand the basic concepts and types of research.(LO1, LO6, LO8)
2. CO2: Identify and formulate research problems and design.(LO3, LO4, LO5, LO6)
3. CO3: Understand different methods of data collection. (LO2, LO6, LO7, LO10)
4. CO4: Analyze and interpret collected data. (LO4, LO5, LO8, LO9)
5. CO5: Prepare a simple research report. (LO2, LO10, LO13, LO15)

Year: II

CORE PRACTICAL 3

Semester: III

Code:

**HOSPITAL VISIT - ADMINISTRATIVE
SERVICES
(Practical)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the functioning of hospital administrative departments.
2. To observe various hospital services and administrative procedures.
3. To gain practical knowledge of hospital management and operations.
4. To understand patient care processes and hospital workflow.
5. To develop skills in reporting and documenting hospital visit observations.

NOTE: Students shall visit a hospital and spend approximately 75 hours, including the scheduled visit period. The report and learning outcomes from the visit will be evaluated through a Viva-Voce examination, and one of the examiners may be a representative from the hospital/healthcare institution.

Course Outcomes:

1. CO1: Understand the functions of different hospital administrative departments. (LO1, LO6)
2. CO2: Observe and describe hospital procedures such as admission, discharge, and record management. (LO1, LO2, LO4)
3. CO3: Apply basic administrative skills in hospital settings. (LO4, LO5, LO8)
4. CO4: Analyze workflow and coordination among hospital departments. (LO3, LO5, LO7, LO9)
5. CO5: Prepare and present a practical report based on hospital visit observations. (LO2, LO10, LO13, LO15)

Year: II DISCIPLINE CENTRIC ELECTIVE COURSE 3 Semester: III

Code: 1. MEDICAL RECORDS MANAGEMENT Credits: 4
(Theory)

COURSE OBJECTIVES:

1. To understand the fundamental value and clinical purpose of maintaining accurate medical records.
2. To master the organizational skills required for efficient record filing, storage, and retrieval.
3. To apply medical coding and statistical methods for hospital data analysis and research.
4. To uphold legal and ethical standards regarding patient privacy and record confidentiality.
5. To effectively operate digital health systems and manage the transition to electronic records.

UNIT – I: Fundamentals of Medical Records

Meaning and importance of medical records -Objectives and functions of medical records -Types of medical records (Outpatient, Inpatient, Emergency records) - Components of a medical record -Characteristics of a good medical record

UNIT – II: Medical Records Department (MRD)

Organization and functions of the Medical Records Department - Roles and responsibilities of MRD personnel- Record flow from admission to discharge - Filing and retrieval of records-Storage and maintenance of records

UNIT – III: Coding, Indexing, & Statistics

Basic medical terminology - Introduction to ICD coding system-Disease index, patient index and physician index - Hospital statistics and reports - Calculation of bed occupancy rate and average length of stay

UNIT – IV: Legal & Ethical Aspects

Confidentiality and privacy of patient information -Ownership of medical records - Retention and preservation of records-Medico-legal cases and documentation - Release of information and consent procedures

UNIT – V: Electronic Health Records (EHR) and Modern Trends

Introduction to Electronic Medical Records (EMR) and EHR - Advantages and limitations of computerized records - Data security and confidentiality in electronic systems-Medical transcription and digital documentation-Future trends in health information management

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Quizzes on regulations, EHR systems, and medical records types - Written assignments analyzing case studies or record-keeping practices - Final exam covering all course units.

Reference Books:

1. Charlotte A. Weaver – Healthcare Information Management Systems
2. Merida L. Johns – Health Information Management Technology
3. William R. Hersh – Health Informatics: Practical Guide
4. Abdelhak, Grostick & Hanken – Health Information: Management of a Strategic Resource
5. Lawrence F. Wolper – Health Care Administration: Planning, Implementing and Managing Organized Delivery Systems

Text Books:

1. Principles of Hospital Administration and Planning-B.M. Sakharkar
2. Hospital and Health Services Administration-Syed Amin Tabish
3. Medical Records Management in Hospitals-A.R. Ramanathan
4. Hospital Administration and Human Resource Management-R.C. Goyal
5. *Medical Records Management in Hospitals* -A.V. Srinivasan

E-Books Links:

1. https://www.who.int/publications?utm_source=chatgpt.com
2. https://open.umn.edu/opentextbooks?utm_source=chatgpt.com
3. https://www.open-emr.org/?utm_source=chatgpt.com
4. https://www.cdc.gov/nchs/icd/?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Demonstrate the ability to organize, maintain, and retrieve patient records efficiently using standardized filing systems and digital management software. (LO1, LO3, LO8)
2. CO2: Apply international coding standards and medical terminology to accurately classify diagnoses and procedures for insurance and research purposes. (LO1, LO4, LO7)
3. CO3: Generate and interpret hospital statistical reports, such as occupancy and mortality rates, to assist in administrative and clinical decision-making. (LO4, LO5, LO6, LO8)
4. CO4: Comply with healthcare laws and ethical guidelines regarding patient privacy, data confidentiality, and the legal retention of medical documentation. (LO3, LO5, LO13)
5. CO5: Manage the transition and operation of Electronic Health Records (EHR) while ensuring data security and seamless information flow across healthcare departments. (LO9, LO10, LO11, LO15)

COURSE OBJECTIVES:

1. To provide knowledge about the principles, methods, and safety measures in drug administration.
2. To familiarize students with different routes of drug administration and their advantages and disadvantages.
3. To develop skills in accurate drug dosage calculation, preparation, and administration.
4. To ensure understanding of drug storage, handling, and disposal according to safety standards.
5. To create awareness about legal, ethical, and professional responsibilities in drug administration.

UNIT – I: Introduction to Drug Administration

Definition of drugs - Classification of drugs - Sources of drugs - Drug nomenclature (generic, trade, chemical names) - Principles of drug action - Pharmacokinetics: absorption, distribution, metabolism, excretion

UNIT – II: Routes of Drug Administration

Oral route -Sublingual and buccal routes - Topical and transdermal routes - Inhalation route - Parenteral routes: Intradermal (ID) - Subcutaneous (SC) - Intramuscular (IM) - Intravenous (IV) - Advantages and disadvantages of each route

UNIT – III: Dosage Calculation

Systems of measurement (metric, household, apothecary) - Conversion of units - Calculation of oral and injectable dosages-Paediatric and geriatric dosage calculations - IV flow rate calculations

UNIT – IV: Principles of Safe Drug Administration

Rights of medication administration (5, 6, 10 rights) - Medication orders and prescriptions - Drug storage and handling - Medication errors: causes, prevention, reporting - Documentation of drug administration

UNIT – V: Adverse Drug Reactions and Interactions

Side effects, toxicity, allergy, idiosyncrasy - Drug-drug interactions-Drug-food interactions - Management of adverse drug reactions - Pharmacovigilance.

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Drug Classification Assignment - Routes of Drug Administration Demonstration - Case Study on Medication Errors - Hospital/Pharmacy Visit Report

Reference Books:

1. Pharmacology, JayPee - Tripathi
2. Pharmacology, Popular - Santhoskar

3. Pharmacology, BICL - Seth
4. The Pharmacological Basis of Therapeutics- Goodman & Gilman's
5. Basic Pharmacology: Understanding Drug Actions and Reactions -Maria A. Hernandez, Ph.D. and Appu Rathinavelu, Ph.D.

Text Books:

1. A Concise Text Book Of Pharmacology by Dr. N. Murugesh
2. Pharmacology - Rang & Dale's
3. Medical Pharmacology - Padmaja Udaykumar
4. Essentials of Medical Pharmacology- K.D. Tripathi
5. Pharmacology for Nurses-OpenStax

Web Resources:

1. <https://home.mednotes.in/subjects/pharmacology>
2. <https://www.advancedclinicalsolution.co.uk/the-10-rights-of-medication-administration>
3. <https://openstax.org/books/pharmacology/pages/2-4-dosage-calculations>
4. <https://opentextbc.ca/clinicalskills/chapter/6-1-safe-medication-administration/>
5. <https://www.sciencedirect.com/science/article/pii/S1357303923002463>

Course Outcome

1. CO1:Explain the principles, purposes, and factors influencing drug administration. (LO1, LO3, LO8)
2. CO2:Identify and differentiate various routes and techniques of drug administration.(LO1, LO4, LO5)
3. CO3:Demonstrate skills in accurate drug dosage calculation and safe administration practices.(LO4, LO5, LO8)
4. CO4:Apply knowledge of drug storage, labelling, and disposal in compliance with safety protocols.(LO2, LO4, LO13, LO14)
5. CO5:Analyze adverse drug reactions, medication errors, and strategies for prevention.(LO3, LO5, LO9, LO13, LO15)

Year: II

GENERIC ELECTIVE COURSE 3

Semester: III

Code:

**1. QUALITY MANAGEMENT IN HOSPITAL
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the concepts and importance of quality management in hospitals.
2. To learn quality standards and accreditation requirements in healthcare organizations.
3. To develop knowledge of quality assessment and improvement techniques.
4. To understand patient safety and patient satisfaction measures.
5. To familiarize students with quality tools and accreditation processes.

UNIT – I: Introduction to Quality Management

Meaning and concept of quality in healthcare - Importance of quality management in hospitals - Dimensions of healthcare quality -Quality Gurus - Total Quality Management (TQM)

UNIT – II: Quality Planning and Standards

Quality planning in hospitals - Quality policies and objectives - Standard Operating Procedures (SOPs) - National and international quality standards - Introduction to accreditation

UNIT – III: Quality Assessment and Improvement

Quality indicators in hospitals - Clinical and non-clinical quality measures - Patient safety and risk management - Quality audits and monitoring - Continuous Quality Improvement (CQI)

UNIT – IV: Patient Satisfaction and Safety

Patient- centered care - Measuring patient satisfaction - Communication and grievance management - Infection prevention and control - Medication and patient safety practices

UNIT – V: Quality Tools

Quality tools (Checklists, Flowcharts, Pareto Charts) - Root Cause Analysis (RCA) - Benchmarking in healthcare - Role of quality management in hospital performance

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare an assignment on the importance of quality management in hospitals - Develop a Standard Operating Procedure (SOP) for a selected hospital service - Analyze hospital quality indicators and submit a brief report - Conduct a patient satisfaction survey and present the findings.

Reference Books:

1. Hospitals Facilities Planning and Management by G.D. Kunders
2. Principles of Hospital Administration and Planning by B.M. Sakharkar.
3. The Quality Toolbox by Nancy R. Tague

4. Quality Management in Health Care: Principles and Methods by Donald Lighter & Douglas C.
5. Hospitals and Nursing Homes: Planning, Organization, and Management – Syed Amin Tabish

Text Books:

1. Quality Management of Hospitals – Dr. Farooq A. Jan
2. ISO 9000 Quality Systems Handbook by David Hoyle.
3. Total Quality Management by Dale H. Besterfield.
4. Total Quality Management in the Healthcare industry by Balasubramanian Mahadevan
5. Quality Management of Hospitals by Dr. A.Farooq

E-Book Links:

1. https://www.researchgate.net/publication/257813547_Quality_management_in_healthcare
2. <https://www.intechopen.com/books/1803>
3. https://www.google.com/search?q=https://iris.who.int/bitstream/handle/10665/43470/9241563249_eng.pdf
4. <https://nap.nationalacademies.org/catalog/10681/health-professions-education-a-bridge-to-quality>
5. https://openlibrary.org/books/OL31127733M/Introduction_to_healthcare_quality_management

Course Outcome:

1. CO1:Describe the evolution of quality management from basic control to Total Quality Management (TQM).(LO1, LO3, LO9)
2. CO2:Execute the Seven Basic Quality Tools (Fishbone, Pareto, etc.) to identify and prioritize hospital operational issues.(LO1, LO5, LO10)
3. CO3:Conduct a clinical audit and prepare a compliance report based on national accreditation standards. (LO4, LO5, LO6, LO8)
4. CO4:Differentiate between structural, procedural, and outcome-based indicators using the Donabedian Model.(LO2, LO7, LO13, LO14)
5. CO5:Implement a Plan-Do-Study-Act (PDSA) cycle to improve a specific patient-care process (e.g., reducing wait times). (LO4, LO5, LO9, LO15)

Year: II

GENERIC ELECTIVE COURSE 3

Semester: III

Code:

**2. CRISIS MANAGEMENT IN
HOSPITALS
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand what constitutes a crisis in a hospital setting.
2. To learn effective communication strategies during a crisis.
3. To understand the roles within the Incident Command System (ICS).
4. To learn how to manage patients and resources during a crisis.
5. To know how to recover and evaluate after a crisis.

UNIT – I: Introduction to Crisis Management

Definition - Types of crises (e.g., natural disasters, pandemics, mass casualty events) - Importance of crisis management in ensuring hospital readiness and safety

UNIT – II: Crisis Communication

Effective communication strategies during a crisis-Roles of hospital staff in managing communication-Maintaining clear communication with patients, families, and external agencies

UNIT – III: Incident Command System (ICS)

Overview of the Incident Command System (ICS) - Key roles and responsibilities within the ICS framework (e.g., Incident Commander, Safety Officer, Public Information Officer)-Structure and function of ICS during a crisis response

UNIT – IV: Patient and Resource Management

Managing patient surges and triage protocols - Efficient allocation of hospital resources (staff, beds, equipment)-Ensuring effective care with limited resources during a crisis

UNIT – V: Post-Crisis Recovery and Evaluation

Recovery strategies for hospital operations after a crisis - Evaluating crisis response effectiveness - Providing psychological support for staff and patients post-crisis

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare an assignment on the types and importance of crisis management in healthcare-Develop a crisis communication plan for a hospital emergency scenario>Create an organizational chart illustrating the Incident Command System (ICS)-Conduct a case study analysis of a hospital's response to a disaster or pandemic.

Reference Books:

1. Hospital Incident Command System (HICS) Guidebook – California EMSA
2. Medical Surge Capacity and Capability (MSCC) Handbook – U.S. Dept. of Health
3. Disaster Medicine – Gregory R. Ciotto
4. Hospital Emergency Management – Robert J. Muller

5. Introduction to Health Care Management – Buchbinder & Shanks (Crisis Chapters)

Text Books:

1. Principles of Hospital Administration – B.M. Sakharkar
2. Crisis Management in the Health Sector – Health Canada Publications
3. Emergency Management for Healthcare – Rick Resnick
4. Hospital Preparedness for Bioterrorism – James A. Johnson
5. The Definitive Guide to Emergency Department Operational Improvement – Jody Crane

E-Book Links:

1. https://mrcet.com/downloads/MBA/Disaster%20and%20Crisis%20Management_Digital%20Notes.pdf
2. <https://revenue.py.gov.in/downloads/Crisis%20Management%20Handbook.pdf>
3. <https://www.geeksforgeeks.org/business-studies/what-is-crisis-management/>
4. <https://www.vedantu.com/commerce/crisis-management>

Course Outcomes:

1. CO1: Understand and Identify Different Types of Crises in a Hospital Setting (LO1, LO3, LO9).
2. CO2: Apply Effective Communication Strategies During Crises (LO2, LO7, LO14)
3. CO3: Explain the Roles and Structure of the Incident Command System (ICS) (LO4, LO5, LO10)
4. CO4: Demonstrate Crisis Management in Patient and Resource Allocation (LO4, LO6, LO8, LO13)
5. CO5: Evaluate Post-Crisis Recovery and Response Strategies (LO5, LO9, LO14, LO15)

Year: II

GENERIC ELECTIVE COURSE 3

Semester: III

Code:

**3. OPERATIONS RESEARCH
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. Understand the basics of Operations Research and Linear Programming.
2. Learn how to solve Linear Programming Problems using the Simplex Method and its variations.
3. Gain skills in solving Assignment and Queueing models.
4. Understand and apply Simulation and Transportation models.
5. Learn project management techniques like Gantt charts, PERT, and CPM.

UNIT – I: Introduction to Operations Research

Operation Research - An introduction - Mathematical formulation of L.P.P.

UNIT – II: Simplex Method and Duality

Simplex method – Big M Method, Two phase method – Duality problem.

UNIT – III: Assignment and Queueing Models

Assignment models – Queueing models – Single channel and multi channel model (M/M/I & M / M/C) models.

UNIT – IV: Simulation and Transportation Models

Simulation – Event type simulation, Transportation model

UNIT – V: Project Management Techniques

Gantt chart, PERT/ Time and PERT / Cost CPM Techniques

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare a case study report on the use of quantitative decision-making techniques in organizations- Solve a project scheduling problem using PERT and CPM techniques-Formulate and solve a Linear Programming Problem based on a real-life business scenario-Analyze an assignment problem and determine the optimal allocation of resources.

Reference Books:

1. Linear Programming and Network Flows – Bazaraa, Jarvis & Sherali
2. Data, Models, and Decisions – Dimitris Bertsimas & Robert Freund
3. Methods of Operations Research – Morse & Kimball
4. Problems in Operations Research – P.K. Gupta & D.S. Hira
5. Principles of Operations Research – Harvey M. Wagner

Text Books:

1. Introduction to Operations Research – Frederick S. Hillier & Gerald J. Lieberman
2. Operations Research: An Introduction – Hamdy A. Taha
3. Operations Research: Applications and Algorithms – Wayne L. Winston
4. Operations Research – P.K. Gupta & D.S. Hira
5. Operations Research – Kanti Swarup, P.K. Gupta & Man Mohan

E-Book Links:

1. https://www.tbooks.solutions/research-operations-hamdy-taha/?utm_source=chatgpt.com
2. https://en.pdfdrive.to/dl/introduction-to-operations-research-15?utm_source=chatgpt.com
3. https://www.pdfdrive.to/dl/operations-research-an-introduction-4?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Explain the fundamental concepts, scope, and applications of Operations Research in decision-making. (LO1, LO3, LO8)
2. CO2: Formulate real-life problems into mathematical models for optimization. (LO4, LO5, LO8)
3. CO3: Apply linear programming, transportation, and assignment models to solve practical problems.(LO4, LO5, LO6)
4. CO4: Use network analysis techniques (PERT, CPM) for project planning and control.(LO4, LO6, LO8)
5. CO5:Analyze and interpret results from inventory, queuing, and simulation models for effective resource utilization.(LO5, LO9, LO15)

Year: II

NON-MAJOR ELECTIVE COURSE 2

Semester: III

Code:

**HEALTH EDUCATION
(Theory)**

Credits: 2

COURSE OBJECTIVES:

1. To understand the basic concepts and importance of health and health education.
2. To develop awareness about personal hygiene, sanitation, and healthy living practices.
3. To gain knowledge about nutrition, balanced diet, and prevention of malnutrition.
4. To promote physical fitness, mental well-being, and stress management techniques.
5. To create awareness about disease prevention, first aid, and available health services.

UNIT – I: Introduction to Health Education

Meaning and definition of health - Concept of health education - Importance of health education-Dimensions of health (physical, mental, social)

UNIT – II: Personal Hygiene and Sanitation

Personal hygiene (bathing, oral care, clean habits) - Environmental hygiene - Safe drinking water and sanitation - Waste disposal methods

UNIT – III: Nutrition and Balanced Diet

Meaning of nutrition - Balanced diet and its components - Malnutrition and deficiency diseases - Importance of vitamins and minerals

UNIT – IV: Physical and Mental Health

Importance of exercise and physical fitness - Yoga and Recreation techniques - Mental health and stress management - Healthy lifestyle practices

UNIT – V: Disease Prevention and Health Services

Communicable and non - communicable diseases - Immunization and vaccination - First aid basics - Role of health services and hospitals

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare an assignment on the importance of health education in community development - Conduct a survey on personal hygiene practices and submit a report - Prepare a balanced diet chart for different age groups - Create awareness materials on malnutrition and deficiency diseases - Demonstrate proper handwashing and sanitation practices - Organize a health education program on physical fitness and healthy lifestyles.

Reference Books

1. Theoretical Foundations of Health Education and Health Promotion – Manoj Sharma
2. Essentials of Public Health – Mary-Jane Schneider
3. Community Health Education Methods – Robert J. Bensley

4. Public Health and Preventive Medicine – K. Park
5. Health Promotion Planning – Lawrence W. Green

Text Books:

1. Principles and Foundations of Health Promotion and Education – Randall R. Cottrell
2. Planning, Implementing, and Evaluating Health Promotion Programs – James F. McKenzie
3. Introduction to Health Education and Health Promotion – Simons-Morton et al.
4. Health Education: Elementary and Middle School Applications – Susan Telljohann
5. Health Behavior: Theory, Research and Practice – Karen Glanz et al.

E-book Links:

1. https://open.umn.edu/opentextbooks/textbooks/662?utm_source=chatgpt.com
2. https://www.teachmint.com/tfile/studymaterial/healthcare/health/healtheducationpdf/8fe49255-c02b-477c-a57c-8290d2a3b81a?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Define and explain the basic concepts of health, health education, and dimensions of health. (LO1, LO3, LO9)
2. CO2: Describe the importance of personal hygiene, sanitation, and healthy lifestyle practices. (LO2, LO7, LO13)
3. CO3: Apply the principles of nutrition and balanced diet in daily life to maintain good health. (LO1, LO3, LO8)
4. CO4: Analyze factors affecting physical and mental health, including stress and lifestyle habits. (LO4, LO9, LO14)
5. CO5: Evaluate methods of disease prevention, first aid practices, and the role of health services. (LO5, LO10, LO13, LO15)

Year: II	INTERNSHIP / INDUSTRIAL ACTIVITY	Semester: III
Code:	INTERNSHIP TRAINING	Credits: 2

COURSE OBJECTIVES:

1. To provide practical exposure to the functioning of hospitals and healthcare organizations.
2. To familiarize students with various hospital departments and their operations.
3. To develop skills in hospital administration, patient care coordination, and healthcare documentation.
4. To enhance professional competencies, communication skills, and ethical practices in healthcare settings.
5. To enable students to apply theoretical knowledge in real-world hospital environments.

NOTE: During the Internship Training, students are required to prepare a report based on their training at the hospital. The report should include the objectives of the training, the organizational and departmental charts, the functions of each department, and the registers and records maintained in each department along with their formats.

Students should spend 15 days in the hospital, including the scheduled visit period. The completed report will be evaluated through a Viva-Voce examination conducted by Internal and External Evaluators appointed by the University.

Course Outcomes (COs)

After successful completion of the internship, the student will be able to:

CO1: Describe the organizational structure, functions, and workflow of various hospital departments. (LO1, LO3, LO8)

CO2: Demonstrate understanding of hospital administrative procedures, patient care services, and healthcare documentation practices. (LO4, LO5, LO8)

CO3: Apply communication, coordination, and interpersonal skills in healthcare settings. (LO4, LO5, LO6)

CO4: Analyze hospital operations, quality practices, and patient service delivery systems. (LO4, LO6, LO8)

CO5: Prepare professional internship reports and evaluate healthcare management practices observed during training. (LO6, LO9, LO10, LO13)

CO6: Demonstrate self-directed learning and professional development through experiential learning in healthcare organizations. (LO11, LO15)

Year: II

CORE COURSE 7

Semester: IV

Code:

**HOSPITAL MANAGEMENT
INFORMATION SYSTEM
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the basic concepts, functions, and importance of HMIS in healthcare organizations.
2. To develop knowledge of different hospital information systems such as clinical, administrative, and electronic health records.
3. To learn the methods of data collection, storage, and management in hospital settings.
4. To understand the applications of HMIS in areas like patient care, billing, laboratory, and pharmacy services.
5. To create awareness about data security, ethical issues, and recent trends in digital health systems.

UNIT – I: Fundamentals of HMIS

Meaning and definition of HMIS - Importance of information systems in hospitals
- Objectives and functions of HMIS - Components of HMIS

UNIT – II: Hospital Information Systems

Types of hospital information systems - Clinical Information System (CIS) -
Administrative Information System - Electronic Health Records (EHR)

UNIT – III: Data Management in Hospitals

Data collection and storage - Database management systems - Health data
standards and coding - Data quality and security

UNIT – IV: Applications of HMIS

Patient registration and billing system - Laboratory Information System (LIS) -
Pharmacy Information System - Telemedicine and e-health services

UNIT – V: Issues and Future Trends in HMIS

Challenges in implementation of HMIS - Legal and ethical issues - Data privacy
and confidentiality - Future trends (AI, digital health, cloud systems)

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Present a review of emerging technologies such as Artificial Intelligence, Cloud
Computing, and Digital Health in HMIS - Conduct a group discussion on legal
and ethical issues in health information management - Deliver a seminar on
telemedicine and digital health services - Develop a flowchart showing the
components and functioning of a Hospital Management Information System.

Reference Books:

1. Health Management Information Systems: Methods and Practical Applications –Joseph K. H. Tan
2. Health Care Information Systems: A Practical Approach for Health Care Management –Karen A. Wager, Frances W. Lee, John P. Glaser

3. Hospital Information Systems: A Concise Study –S. A. Kelkar
4. Hospital Administration and Management-C.M. Francis

Text Books:

1. Textbook of Hospital Information Management System –Hari Shankar
2. Hospital Information System-Udaysingh Kushwaha et al.
3. Study on HMIS (Indian Hospital Case Study) – Saravanapriya Murugan
4. Hospital Information Systems by Van Bommel
5. Information Technology in Healthcare-Lillian Burke and Barbara Weill

E-Book Links:

1. https://link.springer.com/book/10.1007/978-3-031-12310-8?utm_source=chatgpt.com
2. https://open.umn.edu/opentextbooks/textbooks/1931?utm_source=chatgpt.com
3. https://www.ncbi.nlm.nih.gov/books/NBK602586/?utm_source=chatgpt.com
4. https://www.kobo.com/ww/en/ebook/health-information-systems-2?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Describe the basic concepts and principles of the subject. (LO1,LO3,LO9))
2. CO2: Explain key theories and processes in the subject area. (LO1, LO4, LO10)
3. CO3: Apply appropriate methods or techniques to solve practical problems. (LO4, LO5, LO8)
4. CO4: Analyze situations or data to identify patterns and relationships. (LO4, LO6, LO14)
5. CO5: Evaluate and develop solutions or strategies for real-world problems.(LO5, LO9, LO13, LO15)

Year: II

CORE COURSE 8

Semester: IV

Code:

**MATERIALS MANAGEMENT IN HOSPITALS
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To provide knowledge about the principles and scope of materials management in hospitals.
2. To understand purchasing procedures and vendor management systems.
3. To develop skills in inventory control techniques and cost management.
4. To familiarize students with storage, distribution, and handling of hospital materials.
5. To enhance understanding of quality control and evaluation of materials management systems.

UNIT – I: Introduction to Materials Management

Meaning, objectives, and scope of materials management-Importance in hospital settings-Functions of materials management - Role of materials manager in hospitals - Concepts of cost control and efficiency.

UNIT – II: Purchasing and Procurement

Principles and procedures of purchasing - Vendor selection and evaluation - Tendering process (open, limited, rate contract) - Purchase order and documentation - Ethical and legal aspects in hospital purchasing.

UNIT – III: Inventory Management

Meaning and types of inventory - Inventory control techniques: ABC, VED, FSN analysis - Economic Order Quantity (EOQ) - Stock levels (minimum, maximum, reorder level) - Use of computers in inventory control.

UNIT – IV: Storage and Distribution

Storekeeping principles and functions - Layout and organization of hospital stores - Receiving, inspection, and issuing of materials - Codification and standardization - Distribution systems in hospitals.

UNIT – V: Materials Handling and Evaluation

Materials handling systems and equipment - Waste management and disposal of hospital materials - Quality control in materials management - Evaluation and audit of materials management system - Emerging trends (automation, e-procurement, supply chain management).

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare an assignment on the role of materials management in hospital efficiency and cost control - Conduct a case study on waste management and disposal of hospital materials - Deliver a seminar on automation and e-procurement in healthcare supply chains - Prepare an audit report on materials management practices in a healthcare organization.

Reference books:

1. Handbook of Materials Management in Healthcare Industry
2. Materials Management: An Integrated Systems Approach
3. Hospital Stores Management – An Integrated Approach
4. Purchasing and Materials Management
5. Hospital Management Text and Cases

Text Books:

1. Handbook of Materials Management
2. Materials Management: An Integrated Approach
3. Materials Management
4. Materials Management: A Supply Chain Perspective
5. Materials Management in Hospital

E-book Links:

1. <https://tnou.ac.in/NAAC/SSR/C1/1.1.5/MSH-19-FINAL.pdf>
2. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/3/__PG_M.B.A%20Hospital%20Management_Hospital%20Administration_333%2035%20materials%20management%20in%20hospita1%203.5_7534.pdf
3. <https://sk.sagepub.com/book/edvol/managing-a-modern-hospital-2e/chpt/hospital-materials-management>

Course Outcomes

After completion of the course, students will be able to:

1. CO1: Describe the concepts and functions of materials management in hospitals. (LO1, LO3, LO9)
2. CO2: Explain purchasing procedures and vendor selection methods. (LO4, LO5, LO10)
3. CO3: Apply inventory control techniques like ABC, VED, and EOQ. (LO4, LO5, LO8)
4. CO4: Analyze storage and distribution systems in hospital settings. (LO4, LO6, LO14)
5. CO5: Evaluate materials management practices and recommend improvements. (LO5, LO9, LO13, LO15)

Year: II

CORE COURSE 9

Semester: IV

**Code: STRATEGIC MANAGEMENT IN HEALTHCARE
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the concepts and importance of strategic management in healthcare organizations.
2. To analyze internal and external healthcare environments for strategic planning.
3. To develop knowledge of strategy formulation and decision-making processes.
4. To understand the implementation and evaluation of healthcare strategies.
5. To examine contemporary strategic issues and innovations in healthcare management.

UNIT – I: Introduction to Strategic Management

Meaning and importance of strategic management - Strategic management process - Vision, mission, goals, and objectives - Levels of strategy in healthcare organizations - Role of strategic management in healthcare

UNIT – II: Environmental Analysis

Internal and external environment - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) - PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental factors) - Healthcare market analysis - Competitor analysis

UNIT – III: Strategy Formulation

Strategic planning process - Strategic decision-making - Growth and expansion strategies - Diversification and partnership strategies - Resource allocation and planning

UNIT – IV: Strategy Implementation

Implementing strategic plans - Leadership and strategic management - Organizational structure and culture - Change management in healthcare organizations - Monitoring and controlling strategic activities

UNIT – V: Strategy Evaluation and Contemporary Issues

Strategic performance evaluation - Balanced Scorecard approach - Quality and patient-centered strategies - Innovation and technology in healthcare - Challenges and future trends in healthcare strategy

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare a case study on strategic decision-making in healthcare management- Deliver a seminar on leadership and change management in healthcare organizations - Evaluate the organizational culture and strategic implementation practices of a healthcare institution - Prepare a Balanced Scorecard for a healthcare organization - Present a report on innovation, technology, and future trends in healthcare strategy.

Reference Books:

1. Strategic Management: Formulation, Implementation and Control -John A. Pearce II & Richard B. Robinson Jr.
2. Strategic Management: Concepts and Cases -Fred R. David & Forest R. David
3. Strategic Management- Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson
4. Strategic Management of Health Care Organizations -Peter M. Ginter, W. Jack Duncan & Linda E. Swayne
5. Strategic Healthcare Management -Stephen Walston

Text Books:

1. *Hospital and Healthcare Administration* -Shakti Kumar Gupta & Sunil Kant
2. *Principles of Hospital Administration and Planning* -B.M. Sakharkar
3. *Hospital and Health Services Administration* -Syed Amin Tabish
4. *Healthcare System and Management* -S.L. Goel
5. *Hospital Administration and Human Resource Management* -R.C. Goyal

E-Book Links:

1. <https://www.ekatvamacademy.com/Freepdf/65f28954db4fb.pdf>
2. <https://www.scribd.com/document/454161336/SM-full-notes-pdf>
3. https://ebooks.lpude.in/new-scheme/commerce/bcom/sem_4/DEMGN226_STRATEGIC_MANAGEMENT.pdf
4. <https://egyankosh.ac.in/bitstream/123456789/122928/3/Unit-2.pdf>

Course Outcomes:

1. CO1-Explain the fundamentals of strategic management in healthcare organizations (LO1,LO3,LO9)
2. CO2-Analyze healthcare environments using strategic management tools. (LO4, LO5, LO8)
3. CO3-Apply strategic planning techniques for healthcare decision-making. (LO4, LO6, LO10)
4. CO4-Evaluate the implementation and effectiveness of healthcare strategies. (LO2, LO7, LO14)
5. CO5-Assess emerging trends and strategic challenges in healthcare management. (LO5, LO9, LO13, LO15)

Year: II

**DISCIPLINE CENTRIC ELECTIVE
COURSE 4**

Semester: III

Code:

**1. MANAGERIAL COMMUNICATION IN
HOSPITALS
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the principles and process of communication in healthcare organizations.
2. To develop effective communication skills for hospital administration.
3. To learn business and administrative communication techniques.
4. To enhance interpersonal and organizational communication abilities.
5. To familiarize students with modern communication technologies in healthcare.

UNIT – I: Introduction to Managerial Communication

Meaning and importance of communication - Communication process - Types of communication: Verbal, Non-verbal, Written, and Electronic - Principles of effective communication - Barriers to communication

UNIT – II: Communication in Hospital Settings

Communication among healthcare professionals - Doctor-Patient communication - Nurse - Patient communication - Interdepartmental communication - Communication during emergencies

UNIT – III: Business and Administrative Communication

Official correspondence and hospital reports - Notices, circulars, and memos - Agenda and minutes of meetings - Preparation of presentations and reports - E-mail and digital communication

UNIT – IV: Interpersonal and Organizational Communication

Team communication and collaboration - Leadership and communication - Conflict management and negotiation - Public relations in hospitals - Communication ethics and professionalism

UNIT – V: Modern Trends in Healthcare Communication

Health Information Systems and communication - Telemedicine and virtual communication - Social media and healthcare communication - Patient education and counseling - Communication skills for healthcare managers

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Recent case studies in hospital communication management - Patient engagement through digital platforms - Digital communication in hospitals

Reference Books:

1. Business Communication – Meenakshi Raman & Prakash Singh
2. Business Communication – Lesikar, Flatley & Rentz
3. Hospital and Healthcare Administration – Shakti Kumar Gupta & Sunil Kant
4. Hospital and Health Services Administration – Syed Amin Tabish

5. Principles of Hospital Administration and Planning – B.M. Sakharkar

Text Books:

1. Hospital and Healthcare Administration – Shakti Kumar Gupta & Sunil Kant
2. Hospital and Health Services Administration – Syed Amin Tabish
3. Principles of Hospital Administration and Planning – B.M. Sakharkar
4. Hospital Administration – K. Sundar
5. Hospital Administration and Human Resource Management – R.C. Goyal

E-Book Links:

1. https://mohfw.gov.in/?utm_source=chatgpt.com
2. https://nhsrcindia.org/?utm_source=chatgpt.com
3. https://archive.org/?utm_source=chatgpt.com
4. https://open.umn.edu/opentextbooks?utm_source=chatgpt.com

Course Outcomes:

1. CO1: Explain the concepts, principles, and importance of managerial communication in hospital organizations. (LO1, LO3, LO9)
2. CO2: Demonstrate effective communication skills in healthcare and hospital settings.(LO2, LO7, LO14)
3. CO3: Apply business and administrative communication techniques for hospital management activities. (LO4, LO5, LO10)
4. CO4: Analyze interpersonal, organizational, and professional communication issues in healthcare institutions.(LO4, LO6, LO13)
5. CO5: Evaluate the effectiveness of modern communication technologies and communication strategies in hospitals. (LO5, LO9, LO14, LO15)

Year: II

**DISCIPLINE CENTRIC ELECTIVE
COURSE 4**

Semester: III

Code:

**2. HOSPITAL OPERATIONS
MANAGEMENT
(Theory)**

Credits: 4

COURSE OBJECTIVES:

1. To understand the concepts and principles of hospital operations management.
2. To develop knowledge of hospital planning and resource utilization.
3. To understand patient care processes and operational workflows.
4. To learn quality, safety, and performance management practices in hospitals.
5. To familiarize students with healthcare technologies and modern operational trends.

UNIT – I: Introduction to Hospital Operations Management

Meaning and scope of hospital operations management - Objectives and functions of hospital operations - Healthcare delivery systems - Hospital departments and their functions - Role of operations management in healthcare

UNIT – II: Hospital Planning and Resource Management

Hospital planning and organization - Capacity planning and facility management - Human resource utilization - Materials and inventory management - Equipment and infrastructure management

UNIT – III: Patient Care Operations

Patient admission and discharge procedures - Outpatient and inpatient services - Emergency and critical care services - Scheduling and appointment systems - Patient flow management

UNIT – IV: Quality, Safety, and Performance Management

Quality assurance in hospital operations - Patient safety practices - Infection prevention and control - Key performance indicators (KPIs) - Continuous quality improvement

UNIT – V: Technology and Modern Trends in Hospital Operations

Hospital Information Systems (HIS) - Electronic Health Records (EHR) - Telemedicine and digital health services - Supply chain management in hospitals - Emerging trends in healthcare operations

Reference Books:

1. Hospital Administration and Human Resource Management – R.C. Goyal
2. Managing Health Care Organizations – Peter C. Olden
3. Operations Management in Healthcare – Corinne M. Karuppan, Walid Khaled & Kevin E. Waldrum
4. Healthcare Operations Management – Daniel B. McLaughlin & Julie M. Hays
5. Health Care Operations Management – James R. Langabeer II

6. Hospital Management – K. Park
7. Health Care Administration – Lawrence F. Wolper

Text Books:

1. Hospital Administration and Healthcare Management – Shakti Kumar Gupta & Sunil Kant
2. Principles of Hospital Administration and Planning – B.M. Sakharkar
3. Hospital and Health Services Administration – Syed Amin Tabish
4. Healthcare System and Management – S.L. Goel
5. Hospital Administration – D.C. Joshi

E-Book Links:

1. https://mohfw.gov.in/?utm_source=chatgpt.com
2. https://open.umn.edu/opentextbooks?utm_source=chatgpt.com
3. https://www.who.int/?utm_source=chatgpt.com
4. https://nhsrcindia.org/?utm_source=chatgpt.com

Course Outcomes (COs)

1. CO1: Explain the concepts, functions, and significance of hospital operations management. (LO1, LO3, LO9)
2. CO2: Apply principles of planning and resource management in hospital operations. (LO4, LO5, LO10)
3. CO3: Demonstrate knowledge of patient care processes and operational workflows in healthcare organizations. (LO4, LO6, LO14)
4. CO4: Analyze quality, safety, and performance indicators in hospital operations. (LO5, LO7, LO13)
5. CO5: Evaluate the role of technology and emerging trends in improving hospital operational efficiency. (LO9, LO10, LO14, LO15)

Year: II

**ENTREPRENEURSHIP /
INDUSTRY BASED COURSE**

Semester: IV

Code:

**HEALTHCARE ENTREPRENEURSHIP
(Theory)**

Credits: 3

COURSE OBJECTIVES:

1. To understand the fundamentals of entrepreneurship in healthcare.
2. To analyze opportunities and challenges in healthcare ventures.
3. To develop business planning and startup strategies.
4. To apply financial and marketing principles in healthcare enterprises.
5. To understand legal, ethical, and regulatory requirements.
6. To promote innovation and leadership in healthcare entrepreneurship.

UNIT – I Introduction to Healthcare Entrepreneurship

Concept and importance of entrepreneurship - Characteristics of successful entrepreneurs - Scope of entrepreneurship in healthcare - Types of healthcare enterprises

UNIT – II Opportunity Identification and Business Planning

Identifying healthcare business opportunities - Market analysis and feasibility study Business plan preparation - Risk assessment and management

UNIT – III Healthcare Business Models

Types of healthcare business models - Public-private partnerships (PPP) - Startups in healthcare (clinics, diagnostics, telemedicine) - Innovation and technology in healthcare business

UNIT – IV Financial and Marketing Management

Sources of finance and funding - Budgeting and cost analysis - Pricing strategies in healthcare - Marketing and branding of healthcare services

UNIT – V Legal, Ethical, and Regulatory Framework

Licensing and registration of healthcare enterprises - Legal compliance and regulatory requirements - Ethical issues in healthcare business - Role of World Health Organization in promoting ethical healthcare practices

UNIT – VI CURRENT CONTOURS (Self-directed Learning – CIA Only):

Preparation of a healthcare startup business plan - Case studies on successful healthcare entrepreneurs - Field visit to healthcare start-ups - Seminar on innovation in healthcare -Assignment on government schemes (Startup India, etc.) - Interaction with industry experts

Reference Books:

1. Barringer, B.R. – Entrepreneurship: Successfully Launching New Ventures
2. Hisrich, R.D. – Entrepreneurship
3. Drucker, P.F. – Innovation and Entrepreneurship

Text Books:

1. Gupta, C.B. – Entrepreneurship Development
2. Sharma, D.K. – Hospital Administration
3. World Health Organization – Health Systems & Policy Resources
4. Government of India – Startup India & Healthcare Policy Documents

EBook Links:

1. https://ndl.iitkgp.ac.in/?utm_source=chatgpt.com
2. https://www.doabooks.org/?utm_source=chatgpt.com
3. https://www.gutenberg.org/?utm_source=chatgpt.com

COURSE OUTCOMES (COs)

- CO1: Explain the concepts and scope of healthcare entrepreneurship. (LO1, LO3)
- CO2: Analyze business opportunities and challenges in healthcare ventures. (LO3, LO5)
- CO3: Apply business planning and financial strategies in healthcare enterprises. (LO4, LO6)
- CO4: Evaluate healthcare business models and marketing strategies. (LO5, LO10)
- CO5: Develop innovative and sustainable healthcare business solutions. (LO10, LO11)
- CO6: Demonstrate leadership, ethical practices, and lifelong learning in entrepreneurship. (LO13, LO14, LO15)

Year: II

PROJECT WORK

Semester: IV

Code:

PROJECT

Credits: 5

Each candidate shall be required to undertake a **Project Work-cum-Training** in a **Multispecialty Hospital** for a period of **45 days** during the final year of the programme.

The Head of the Department shall assign a faculty guide, who will, in turn, guide the student in selecting and carrying out the project work at the beginning of the final year. The project shall be based on the training and practical exposure gained during the hospital placement.

The student shall prepare and submit a Project Report incorporating the objectives, methodology, observations, findings, and conclusions of the study. A copy of the Project Report shall be submitted to the University through the Head of the Department on or before the date prescribed by the University.

The Project Report shall be evaluated by an **Internal Examiner** and an **External Examiner** appointed by the University. The candidate shall also appear for a **Viva-Voce Examination** and defend the project before the examiners.

Successful completion of the **45-day Project-cum-Training in a Multispecialty Hospital** and submission of the Project Report are compulsory requirements for the award of the degree.

ASSESSMENT /EVALUATION /VIVA-VOCE:

1. PROJECT REPORT EVALUATION (Both Internal & External):

- | | | |
|------|--|------------|
| I. | Plan of the Project | - 20 marks |
| II. | Execution of the Plan/
collection of Data / Organisation
of Materials/Hypothesis,
Testing etc and presentation
of the report | - 45 marks |
| III. | Individual initiative | - 15 marks |

2. VIVA-VOCE / INTERNAL& EXTERNAL - 20 marks

TOTAL - 100 marks

PASSING MINIMUM:

Project	Vivo-Voce20 Marks	Dissertation80 Marks
	40% out of 20 Marks (i.e. 8 Marks)	40% out of 80 marks (i.e. 32 marks)

A candidate shall be declared to have passed in the Project work if he/she gets not less than 40% in each of the Project Report and Vivavoce but not less than 50% in the aggregate of both the marks for Project Report and Viva-voce.

A candidate who gets less than 40% in the Project must resubmit the Project Report. Such candidates need to defend the resubmitted Project at the Viva-voce within a month. A maximum of 2 chances will be given to the candidate.

Year: II

VALUE ADDED COURSE 2

Semester: IV

Code:

**MEDICAL EQUIPMENT
(Theory)**

Credits: 2*

COURSE OBJECTIVES:

1. To provide an understanding of the concepts, classification, and importance of medical equipment in healthcare services.
2. To familiarize students with the principles, functions, and applications of diagnostic medical equipment used in hospitals.
3. To develop knowledge of therapeutic, monitoring, and life-support equipment utilized in patient care.
4. To impart understanding of medical equipment management, maintenance, calibration, and quality assurance practices.
5. To create awareness of safety standards, regulatory requirements, and emerging technologies in medical equipment and healthcare technology.

UNIT – I: Introduction to Medical Equipment

Meaning, importance and Classification of medical equipment - Role of medical equipment in patient care - Basic principles of operation - Safety considerations in equipment use

UNIT – II: Diagnostic Equipment

Thermometer - Sphygmomanometer (Blood Pressure Apparatus) - Stethoscope - Electrocardiogram (ECG) - X-ray, Ultrasound, CT Scan, and MRI equipment

UNIT – III: Therapeutic and Life Support Equipment

Infusion pumps - Nebulizers - Defibrillators - Ventilators - Dialysis machines and patient monitoring systems

UNIT – IV: Equipment Management and Maintenance

Procurement and installation of medical equipment - Preventive and corrective maintenance - Calibration and quality assurance - Equipment inventory management - Biomedical waste and equipment disposal

UNIT – V: Safety, Regulations, and Modern Trends

Electrical and radiation safety - Infection control and equipment sterilization - Regulatory standards for medical devices - Hospital equipment management systems - Emerging technologies: AI, robotics, telemedicine, and smart medical devices.

UNIT – VI: Current Contours (For Continuous Internal Assessment Only)

Prepare an assignment on the classification and applications of medical equipment - Conduct a study of diagnostic equipment available in a hospital - Prepare a report on the operation and maintenance of a selected medical device.

Reference Books

1. Introduction to Biomedical Equipment Technology – Joseph J. Carr & John M. Brown.
2. Biomedical Instrumentation and Measurements – Leslie Cromwell.
3. Handbook of Medical Equipment – R. S. Khandpur.
4. Biomedical Equipment Management and Maintenance – Paul D. Preston.
5. Medical Instrumentation: Application and Design – John G. Webster.

Text Books:

1. Introduction to Biomedical Equipment Technology – Joseph J. Carr and John M. Brown Pearson Education.
2. Biomedical Instrumentation and Measurements – Leslie Cromwell, Fred J. Weibell, and Erich A. Pfeiffer Prentice Hall.
3. Handbook of Biomedical Instrumentation – R. S. Khandpur McGraw Hill Education.
4. Medical Instrumentation: Application and Design – John G. Webster and Amit J. Nimunkar Wiley India.
5. Biomedical Equipment Management and Maintenance – Paul D. Preston Academic Press.

E Book Links:

1. https://www.researchgate.net/publication/362517653_Medical_equipment_A_brief_insight_on_commonly_use_in_all_health_care_settings
2. https://www.mohip.gov.eg/theducation/SecondGroup/Maintenance_of_medical_devices/Term1/3/3.pdf
3. <https://www.alimed.com/blogs/clinical-furnishings/a-brief-guide-to-hospital-equipment?srsltid=AfmBOopPx99BnCEfyegwJNllUogLeiSbROAih8OiHJiaFsu9s8nlVpnf>

Course Outcomes (COs)

CO1: Explain the concepts, classification, and significance of medical equipment in healthcare services.(LO1, LO3)

CO2: Describe the functioning and applications of diagnostic medical equipment.(LO1, LO4, LO8)

CO3: Demonstrate understanding of therapeutic and life-support equipment used in hospitals.(LO1, LO4, LO8)

CO4: Apply principles of equipment maintenance, quality assurance, and inventory management.(LO4, LO5, LO6)

CO5: Analyze safety standards, regulatory requirements, and emerging technologies in medical equipment management.(LO3, LO5, LO8, LO10)