

JAMIA MILIA ISLAMIA

**Department of Hospital Management and Hospice Studies
Jamia Millia Islamia, New Delhi**

**MBA (Healthcare and Hospital Management)
(With effect from Academic Session 2023 – 2024)**

**Jamia Millia Islamia
Jamia Nagar, New Delhi-110025**

Syllabus: MBA (Healthcare and Hospital Management)

MBA (Healthcare and Hospital Management) is a two-year (4 Semesters) programme

as per the details given below:

Year	Semester	Semester
First	I	II
Second	III	IV

Semester I							
Paper No.	Paper Title	Paper Type	Lect. + Tutorials	Marking Scheme			Credits
				Sem. Exam	Internal Marks	Total	
MHM 101	Management Concepts and Organizational Behavior	AEC	3 + 1	75	25	100	4
MHM 102	Introduction to Healthcare & Hospital Management	Core	3 + 1	75	25	100	4
MHM 103	Financial, Cost & Management Accounting	Core	3 + 1	75	25	100	4
MHM 104	Healthcare Economics	Core	3 + 1	75	25	100	4
MHM 105	Bio-Statistics for Decision Making	Core	3 + 1	75	25	100	4
MHM 106	Healthcare Marketing Management	CBC	3 + 1	75	25	100	4
MHM 107	Communication Skills for Healthcare Managers	Core	3 + 1	75	25	100	4
MHM 108	Human Resource Management	SEC	3 + 1	75	25	100	4
Total credits							32
Semester II							

Paper No.	Paper Title	Paper Type	Lect. + Tutorials	Marking Scheme			Credits
				Sem. Exam	Internal Marks	Total	
MHM 201	Quantitative Techniques and Data Analysis	SEC	3 + 1	75	25	100	4
MHM 202	Strategic Management	Core	3 + 1	75	25	100	4
MHM 203	Basics of Epidemiology	Core	3 + 1	75	25	100	4
MHM 204	Introduction to Hospice Care	CBC	3 + 1	75	25	100	4
MHM 205	Legal Issues in Healthcare	Core	3 + 1	75	25	100	4
MHM 206	Business Research Methodology	AEC	3 + 1	75	25	100	4
MHM 207	Demography and Population Dynamics	Core	3 + 1	75	25	100	4
MHM 208	Healthcare Management Information System & Medical records	Core	3 + 1	75	25	100	4
Total credits							32
Semester III							
<i>Specialization: Hospital Management</i>							
MHM 301	Healthcare Project Management	Core	3 + 1	75	25	100	4
MHM 302	Environment & Disaster Management	Core	3 + 1	75	25	100	4
MHM 303	Healthcare Financing and Universal Health Care	Core	3 + 1	75	25	100	4

MHM 304	National Health Programs & Policy Analysis	Core	3 + 1	75	25	100	4
MHM 305	Materials and Inventory Management	Elective	3 + 1	75	25	100	4
MHM 306	Management of Clinical Services	Elective	3 + 1	75	25	100	4
MHM 307	Biomedical Waste Management and Infection Control	Elective	3 + 1	75	25	100	4
MHM 308	Hospital Support and Utility Services	Elective	3 + 1	75	25	100	4
MHM 313	Summer Training Project (For 6-8 weeks)	Core		50 (Report)	50 (Viva)	100	4
Total Credits							36
<i>Specialization: Healthcare Management</i>							
MHM 301	Healthcare Project Management	Core	3 + 1	75	25	100	4
MHM 302	Environment & Disaster Management	Core	3 + 1	75	25	100	4
MHM 303	Healthcare Financing and Universal Health Care	Core	3 + 1	75	25	100	4
MHM 304	National Health Programs & Policy Analysis	Core	3 + 1	75	25	100	4
MHM 309	Community Health Process and Practices	Elective	3 + 1	75	25	100	4
MHM 310	Healthcare Promotion & Improvement	Elective	3 + 1	75	25	100	4
MHM 311	Healthcare Planning Implementation,	Elective	3 + 1	75	25	100	4

	Monitoring, and Evaluation						
MHM 312	Maternal and Child Health & Nutrition	Elective	3 + 1	75	25	100	4
MHM 313	Summer Training Project (For 6-8 weeks)	Core		50 (Report)	50 (Viva)	100	4
Total Credits							36
Semester IV							
<i>Specialization: Hospital Management</i>							
MHM 401	Quality Assurance in Healthcare and Hospice Care	Core	3 + 1	75	25	100	4
MHM 402	Corporate Governance & Strategic CSR	Core	3 + 1	75	25	100	4
MHM 403	Hospital Design & Facility Planning	Elective	3 + 1	75	25	100	4
MHM 404	Patient Safety and Occupational Health	Elective	3 + 1	75	25	100	4
MHM 407	Dissertation (One Semester)	Core		100 (Report)	100 (Viva)	200	8
Total Credits							24
<i>Specialization: Healthcare Management</i>							
MHM 401	Quality Assurance in Healthcare and Hospice Care	Core	3 + 1	75	25	100	4
MHM 402	Corporate Governance & Strategic CSR	Core	3 + 1	75	25	100	4
MHM 405	International Health	Elective	3 + 1	75	25	100	4
MHM 406	NGO Management	Elective	3 + 1	75	25	100	4

MHM 407	Dissertation (One Semester)	Core		100 (Report)	100 (Viva)	200	8
Total Credits							24
Total Credits for all 4 Semesters							124

CBC: Choice Based Course, SEC: Skill Enhancement Course, AEC: Ability Enhancement Course

MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR

Paper Code: MHM 101

Objective: The course provide insight to the students about the basic management concepts and their application in the management process. It emphasis the role of organizational behaviour for efficient and effective output. After completing the course, the student will be able to understand the features of individual behaviour and group behaviour. The course enable the students to apply the concept of team building at the work place.

Unit-1: Introduction to Management Process

Definition of management, its nature and purpose. Organizational process, evolution of management thoughts, principles of management, role of manager.

Unit-2: Planning and Decision Making

System model of management process, definition of planning, importance of planning, types of planning, steps involved in planning, decision making and its rationale, models of planning and decision making.

Unit-3: Organizing, Staffing, Leading and Controlling

Definition, importance of organizing, types of organisations, organisation process, staffing and its importance in organization, definition and importance of leading, functions of leading, definition and importance of controlling, process of controlling.

Unit-4: Introduction to Organizational Behaviour

History, definition of organizational behaviour, Personality: definition and determinants, perception and its importance, Attitude: definition and types, Emotional intelligence.

Unit-5: Individual and Group Behaviour

Theories of learning and motivation, definition and concept of Group, stages of group and group process, Team and its characteristics, concept of team building, Leadership theories, definition of conflict and management of conflict.

Suggested Literature:

- Carpenter, M. A., Bauer, T., Erdogan, B., & Short, J. *Principles of management*. Flatworld Knowledge.
- Pareek, Udai and Khanna, Sushama, *Understanding Organisational Behaviour*, Oxford University Press.

- Aithal, P. S., & Kumar, P. M. Organizational behaviour in 21st century–'Theory A'for managing people for performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(7), 126-134.
 - Morden, T. (2017). *Principles of management*. Routledge.
 - Robbins, S. P.; Judge, T.A.; Vohra, N. (2019). *Organisational Behaviour*, Pub: Pearson.
 - Rees, G., & Mullins, L. (2023). *Management and Organisational Behaviour*. Pearson.
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INTRODUCTION TO HEALTHCARE & HOSPITAL MANAGEMENT

Paper Code: MHM-102

Objective: This subject is beneficial for the students to understand the Indian Healthcare system and to acquire an understanding of the functions of management and administration of the healthcare. This paper also deals to acquire and practice leadership and managerial skills that will positively affect performance as healthcare professionals.

Unit-1: Concepts of Health

History of Public Health and Medicine, Definition of Health, Concepts and Dimensions of Health, Concept of well-being, Determinants of Health, Indicators of Health, Levels of Healthcare, Roles of various committees,

Unit-2: Healthcare Delivery Systems

Health system in India (Centre, State and District level), Panchayati Raj System, Primary Healthcare, Elements and Principles of Healthcare, Millennium Development Goals, Healthcare Systems, Public Health Sector, Private Health Sector, Indigenous System of Medicine, Voluntary Health Agencies, IPHS for District Hospitals, CHC, PHC and SC.

Unit-3: Concepts of Hospital Management

Definition of Hospital, Classification of Hospital, Hospital as System, Hospital as Organisation, Various Departments in Hospital, Functions of Hospitals.

Unit-4: Concept of Hospital Administration

Role of Hospital Administration. Role towards Patients, Organisation and Community, Skills and qualities of Hospital Administrator.

Unit-5: Important agencies and their role in healthcare activities

WHO, UNICEF, FAO, ILO, Indian Red Cross society, UNFPA, World Bank, Asia Development Bank, Ford Foundation, CARE, Rockefeller Foundation. Family welfare and planning, various committees. Need and packages under RCH Programme.

Suggested Literature:

- Paul Heresy and Ken Blanchard (1995): *Management and Organization Behavior*, PHI Publication.
 - Massie, Joseph L. *Essentials of Management*, 4th Edition, (Prentice Hall).
 - *Social and Preventive Medicine*. K. Park.
 - Koshbayeva, L., Kalmakhanov, S., Hailey, D., Pazilov, S., Seiduanova, L., Kozhamkul, R., ... & Jarylkasynova, G. (2020). Rethinking priorities in hospital management: a case from Central Asia. *Health Policy and Technology*, 9(3), 391-396.
 - Pfannstiel, M. A., & Rasche, C. (2019). *Service design and service thinking in healthcare and hospital management*. Springer International Publishing.
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FINANCIAL, COST & MANAGEMENT ACCOUNTING

Paper Code: MHM-103

Objective: The students will be able to understand the basics of financial and management accounting. The main objectives of financial accounting are to disclose the end results of the business and the financial condition of the business. The main objective of managerial accounting is to help management by providing information that is used to plan, set goals and evaluate these goals. The course will facilitate the students to apply these concepts.

Unit-1: Fundamentals of accounting

Introduction to Accounting, Accounting Process – An Overview, Books of Original Record, Ledger and Trial Balance

Unit-2: Financial statements and their analysis

Preparation of Simple Final Accounts, Final Accounts with Adjustments, And Analysis of Financial Statements (Techniques & Key Ratios)

Unit-3: Cost concepts

Basic Concepts, Classification of Costs, Elements of Cost and Cost Sheet

Unit-4: Accounting for planning and control

Budgeting and Budgetary Control, Standard Costing, Variance analysis

Unit-5: Accounting for decision making

Variable (Managerial) Costing, Cost, Volume Profit Analysis, Relevant Costs for Decision-Making.

Suggested Literature:

- Management Accounting by M. Y. Khan & P. K. Jain (Tata Mc Graw Hill)
- Double Entry Book Keeping by T.S. Grewal (Sultan Chand)
- Cost Accounting by Maheshwari–Mittal (Mahavir Publications)
- Financial Accounting by Mukherjee and Hanif
- Cost Accounting by PC Tulsian

- *Management Accounting* by S N Maheshwari
 - Finkler, S. A., Calabrese, T. D., & Smith, D. L. (2022). *Financial management for public, health, and not-for-profit organizations*. CQ Press.
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HEALTHCARE ECONOMICS

Paper Code: MHM-104

Objective: After completing this paper, the student will be able to describe the flow of funds in the health care system, describe key behaviors that affect a consumer's health status and the cost of health care overall, describe how government policy and programs affect the flow of funds in healthcare system. It will help the student to understand the role of public health and population health management in the healthcare market.

Unit-1: Economics and Health Economics

Fundamentals of Economics and Health Economics, The methods of economics, Micro-and Macroeconomics, Scarcity and choice, Economic of agents, Uncertainty, Risk and Insurance.

Unit-2: Supply and Demand

A model of demand, Supply and price determination, Elasticity of demand, adverse selection, moral hazard and signaling, Supplier induced demand, Production and costs: the broader service perspective, Demand and Supply of Healthcare Services in Developing Countries.

Unit-3: Markets

Markets and efficiency, Market failure, Free and chained healthcare market, Healthcare product market analysis, Equity and equality.

Unit-4: Economies of Pricing and Costing

Pricing decision in healthcare, Law of diminishing returns, Average and marginal products, Costs and its estimation, Budget, Budgeting techniques and process.

Unit-5: Economic Evaluation

What is economic evaluation, Classification of costs and analysis, Cost-benefit analysis, Cost-effective analysis, Evaluation in perspective.

Suggested Literature:

- Martinez-Giralt, X. Principles of health economics for non-economists. Free software foundation, 24.
 - Drummond, M. F., Sculpher, M. J., Claxton, K., Stoddart, G. L., & Torrance, G. W. Methods for the economic evaluation of health care programmes. Oxford university press.
 - The Economics of Health and Health Care, Pearson Education, Upper Saddle River, New Jersey. Jacobs the Economics of Health and Medical Care, Jones and Bartlett Publishers.
 - McPake, B., Normand, C., Smith, S., & Nolan, A. (2020). Health economics: an international perspective. Routledge.
 - Getzen, T. E., & Kobernick, M. S. (2022). Health economics and financing. John Wiley & Sons.
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BIOSTATISTICS FOR DECISION MAKING

Paper Code: MHM-105

Objective: The course will help to understand the basics of bio statistics and develop an intuition for the key concepts that underpin the statistical analysis of data. The students will be able to read and understand/critique the approach taken in the formulation of research methodology and learn to analyze and draw scientific conclusions from the data.

Unit-1: Introduction

Meaning and Scope, Sources and Collection of Data, Diagrammatic and Graphic Representation, Measures of Central Tendency, Measures of Dispersion

Unit-2: Estimation and Inferences

Theory of Estimation and Testing of Hypotheses, Tests of Significance based on t, F and Z distributions, Chi-Square Tests, Odds Ratio, Attributable Risk

Unit-3: Probability Distributions and Mathematical Expectations

Sampling Theory and Design, Sampling Techniques, Diseases based Review – Case approach, Mapping and capping of the Survey–Practical Approach

Unit-4: Statistical Tools

Analyses of variance, Correlational Analysis, Regression Analyses, Multiple and Partial Correlations and Regression Analyses, Non-Parametric Methods

Unit-5: Interpretation of Data and Statistical Fallacies

Use of Statistical Decision Theory, Application and Use of Computers (ex. SPSS), Theory of Attributes, Statistical Quality Control.

Suggested Literature:

- Daniel, W. W., & Cross, C. L. (2018). Biostatistics: a foundation for analysis in the health sciences. Wiley.
- Hassard, T. H.. Understanding biostatistics. Mosby year book.
- Rosner, B.. Fundamentals of Biostatistics. Duxbury Press. Wadsworth Publishing

Company, 4, 649.

- Lee, K. J., Moreno-Betancur, M., Kasza, J., Marschner, I. C., Barnett, A. G., & Carlin, J. B. (2019). Biostatistics: a fundamental discipline at the core of modern health data science. *The Medical Journal of Australia*, 211(10), 444.
 - Saha, I., & Paul, B. (2020). *Essentials of biostatistics & research methodology*. Academic Publishers.
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HEALTHCARE MARKETING MANAGEMENT

Paper code: MHM-106

Objective: The students will be able to understand the basics of healthcare marketing, the strategic marketing process and planning process. The course will help the student to understand the changing healthcare marketplace and define various factors affecting them. The course provides insight about the importance of marketing research in healthcare sector.

Unit-1: The Meaning of Marketing

The Elements of Successful Marketing, The Evolution of Marketing, The Marketing Culture, The Non Marketing-Driven Planning Process, A Marketing-Driven Planning Sequence, The Strategic Marketing Process, Target Market, Organizing for Marketing, Requirements for Organizational Marketing Success, The Changing HealthCare Marketplace.

Marketing Strategy: Strategic Planning Process, Organizational Strategy, Determining Organizational Strategy, Analyzing the Competitive Market, Developing the Marketing Plan. The Environment of Marketing Strategy (Economic Factors, Technological Factors, Social Factors, Competitive Factors, Regulatory Factors).

Unit-2: Growth of Service Sector

Reasons for Growth in Service Sector, Buyer Behaviour ,Decision-Making Model, Psychological Influences on Decision Making, Socio cultural Influences on Decision Making, Industrial Buyer Behaviour.

Marketing Research: The Marketing Research Process, Problem Recognition, Identification of Research Objectives, Research Design, Data Collection, Analysis and Evaluation of Research, Marketing Information Systems.

Unit-3: Market Segmentation

Mass Marketing, Market Segmentation, Bases for Segmentation, Segmenting Business Markets, the Heuristics of Segmentation.

Product Strategy: The Meaning of Products and Services, Classification of Products and Services, Managing the Product.

Price: The Meaning of Price, Establishing the Price.

Unit-4: Distribution

Alternative Channels of Distribution, Intensity of Distribution, Vertical Marketing Systems, Channel Leadership.

Promotion: The Communication Model, The Promotional Mix, Factors Affecting Sales Promotion Use.

Advertising: Common Classification of Advertising, Developing the Advertising Campaign, Working with Advertising Agencies, Ethics in Advertising.

Unit-5: Sales

Types of Sales Jobs, the Personal Sales Process, Sales Approaches, Managing the Sales Function.

Controlling and Monitoring the Marketing Strategy: Controlling and Monitoring Marketing Performance, Sales-Force Control, Advertising Control, Customer Satisfaction Control, the Marketing Audit.

Service Quality: What is Quality, The Dimensions of Quality, and the Determinants of Quality of Services.

Suggested Literature:

- Berkowitz, E. N. (2021). *Essentials of health care marketing*. Jones & Bartlett Learning.
 - Kotler, P. (1979). Strategies for introducing marketing into nonprofit organizations. *Journal of Marketing*, 43(1), 37-44.
 - Shaw, S. J., Willenborg, J. F., & Stanley, R. E. (1971). Marketing management strategy: cases and problems. (*No Title*).
 - Berkowitz, E. N. (2021). *Essentials of health care marketing*. Jones & Bartlett Learning.
 - Lim, W. M. (2021). A marketing mix typology for integrated care: The 10 Ps. *Journal of Strategic Marketing*, 29(5), 453-469.
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COMMUNICATION SKILLS FOR HEALTHCARE MANAGERS

Paper Code: MHM-107

Objective: The Course facilitate to Understand the behavioral needs for a healthcare manager to function effectively in-the areas of healthcare operation. It emphasis the importance to communicate effectively (Verbal and Non Verbal), manage the team as a team player. The students will be able to understand the goal of any communication which is to learn the patient's experience and facilitate improving their well-being.

Unit-1: Introduction to Basic concepts

Functions of communication in health, Principles of communication. Communication Process, Elements of communication process. Communication in health organizations. External and Internal communication. Formal and Informal communication. Flow of communication: upwards, downwards, horizontal and diagonal.

Unit-2: Barriers of communication in health services

Semantic barriers, Physical barriers, Organizational barriers, psychosocial barriers, overcoming barriers in health services. Interpersonal Communication Concepts, Improving IPC through use of Johari Window and Transactional Analysis

Unit-3: Verbal and Nonverbal Communication

Oral and written communication, Non-verbal communication: Kinesis, Proxemics, Paralanguage, Signs. Communication Skills - Listening skills. Assertiveness – Asking for what you want. Behaviour Change Communication - Elements of BCC, Process of behaviour change, Facilitating behaviour change, Communication strategies at different stages of behavior change, Planning BCC for health services.

Unit-4: Counselling

Aims of counselling, Counselling skills, Steps in counselling, Counselling interventions, Counselling in health services. Public Relations - Role of PR in a health organization, Responsibility for P R, Formulating a PR programme, Effective PR skills.

Unit-5: Media advocacy in health services

Key elements of media advocacy Role of media advocacy, Media relations. Planning a communication programme for health services- Steps in planning, implementation and evaluation.

Suggested Literature:

- Doorley, J., & Garcia, H. F. (2020). Reputation management: The key to successful public relations and corporate communication. Routledge.
 - Dainton, M., & Zelle, E. D. (2022). Applying communication theory for professional life: A practical introduction. Sage publications.
 - Varga, L. Business Correspondence.
 - Al Shamsi, H., Almutairi, A. G., Al Mashrafi, S., & Al Kalbani, T. (2020). Implications of language barriers for healthcare: a systematic review. Oman medical journal, 35(2), e122.
 - Morrison-Smith, S., & Ruiz, J. (2020). Challenges and barriers in virtual teams: a literature review. SN Applied Sciences, 2, 1-33.
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HUMAN RESOURCE MANAGEMENT

Paper Code: MHM-108

Objective: The course will enhance the understanding of the basic concepts, functions and processes of human resource management and explore the recent trends of HRM. It will help to develop an understanding of HRM systems and their implementation through exploring the practice of Staffing, Training and Development, Performance Management and Compensation.

Unit-1: Overview of Human Resource Management

Context and concept of people management in a systems perspective, organisation and functions of the HR and personnel department, hr structure and strategy; role of government and personnel environment.

Unit-2: Recruitment and Selection

Human Resource Information System [HRIS] , manpower planning, selection, induction & orientation, performance and potential appraisal, coaching and mentoring, HRM issues and practices in the context of outsourcing.

Unit-3: Human Resources Development

Training and development methods, design & evaluation of T & D programmes, career development, promotions and transfers, personnel empowerment including delegation, retirement and other separation processes, feedback, appraisal.

Unit-4: Financial Compensation

Productivity and morale, principal compensation issues & management, job evaluation, productivity, leave and compensation, employee morale and motivation, stress management, quality of work life.

Unit-5: Legal aspects of HRM

Facilitating Legislative Framework, Trade Unions, Managing Conflicts, Disciplinary Process, Collective Bargaining, Workers Participation in Management, Concept, Mechanisms and Experiences, Industrial relations, labour laws, personnel policy, policy formulation, grievance redressal mechanism, policy against discrimination, legal overview on sexual harassment at workplace, management of strikes

Suggested Literature:

- Pareek, U and Rao, TV: Designing and Managing HR Systems, Oxford and IBM Publishing Co. Pvt. Ltd.
 - Famolaro, Joseph J. Handbook of Human Resource Administration, McGraw Hill Inc.
 - Mamoria, C. B.: Personnel Management; Himalaya Publishing House.
 - Decenzo, David and Robbins, S: Personnel and HRM, Prentice Hall of India, 3rd edn.
 - Fundamentals of Human Research Management, pearson, 2017, fourth addition, ISBN 9789332584822
 - Decenzo, David and Robbins, S: Personnel and HRM, Prentice Hall of India, 3rd edn.
 - Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
 - Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
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Quantitative Techniques and Data Analysis

Paper code: MHM-201

Objective: To make the students understand the basics and utility of different Quantitative techniques for decision making in different situations in the healthcare sector. The aim is also to impart skills pertaining to use of different models of these techniques with real life examples. Students would also be oriented to use different methods of analyzing different types of healthcare related data. A brief overview about big data and data analytics would also be included.

Unit-1: Introduction

Quantitative technique meaning, fundamentals, importance of statistics. Important statistical tools used in healthcare

Unit-2: Classification and significance

Classification of Quantitative techniques- Mathematical, Statistical and Programming, significance and specific utility.

Unit-3: Models and theories

Different models and theories of Quantitative techniques, significance, utility in healthcare sector, relevant case studies.

Unit-4: Scope in healthcare

Scope of Quantitative Techniques in healthcare sector, forecasting, resource allocation, personnel management, quality management, significance in decision making

Unit-5: Data Analysis

Introduction to Data Analysis, fundamentals, steps, techniques, significance for healthcare managers, contemporary methods, brief overview of data analytics and big data

Suggested Literature:

- Quantitative Methods in Health Care Management: Techniques and Applications (Wiley): Yasar A. Ozcan
 - Statistics for Business: Decision making and analysis (Pearson Publications): Styne and Foster
 - Quantitative Techniques: Nittan Arora, Mandeep Singh Gill
 - Business Statistics for Contemporary Decision Making(Wiley Publications- India Edition): Ken Black
 - Textbook Of Quantitative Techniques (Laxmi Publications): N.P. Bali, P.N. Gupta, C.P. Gandhi
 - Quantitative Techniques For Managerial Decisions- U.K. Srivastava
 - Healthcare Data Analytics (Chapman & Hall/CRC Data Mining and Knowledge Discovery Series Book 36)-Chandan K. Reddy
 - Big Data Analytics for Healthcare: Datasets, Techniques, Life Cycles, Management, and Applications- Editor: Pantea Keikhosrokiani
 - Data Analytics Made Accessible- Dr. Anil Maheshwari
 - Quantitative Methods: An Introduction for Business Management Print
ISBN:9780470496343 |Online ISBN:9781118023525 |DOI:10.1002/9781118023525
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STRATEGIC MANAGEMENT

Paper code: MHM-202

Objective: To enable the students to learn and implement basic strategic management techniques in order to efficiently manage any organization or a specific assignment in the healthcare sector. The students would also be trained to understand the competitive strategy and complexity of any strategic decision and its implications on the organization. The focus would also be to orient the students about internal and external factors influencing decision making and different strategic techniques to be used at different levels of management in a healthcare organization.

Unit-1: Introduction

Strategic management definition, basic concepts, phases, characteristics, process, levels of strategy, vision, mission, objectives, learning for healthcare managers

Unit-2: Strategy formulation

Strategy formulation at various levels in healthcare, strategic planning, strategy implementation, strategy evaluation, control process, types of strategies, strategic decision making, corporate strategy, BCG matrix,

Unit-3: External environment evaluation

Need for evaluation models in healthcare, PESTLE model, Porter's Five Force model, I/O model, above average returns, key success factor, driving forces, strategic groups, competitive analysis

Unit-4: Internal environment evaluation

Internal assessment in healthcare organization, SWOT analysis, value chain analysis, resource based model, core competencies

Unit-5: Contemporary strategies in healthcare

Role of technology in strategic management and decision making, VUCA, blue ocean strategy, strategic management case studies from healthcare sector

Suggested Literature:

- Strategic Management: A South-Asian Perspective (Cengage Learning)- Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty
 - Competitive Advantage: Creating and Sustaining Superior Performance (Free Press)- Michael Porter
 - Blue Ocean Shift: Beyond Competing -Proven Steps to Inspire Confidence and Seize New Growth (Macmillan)- W. Chan Kim and Renee Mauborgne
 - Exploring Corporate Strategy (Pearson Education)- Gerry Johnson, Kevan Scholes, Richard Whittington
 - The Principles of Scientific Management- Taylor, F.W.
 - VUCA Tools for a VUCA World: Developing Leaders and Teams for Sustainable Results-Ann V Deaton
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BASICS OF EPIDEMIOLOGY

Paper Code: MHM-203

Objective: The objective of Epidemiology course is to make the students understand health issues at the community level, improve health standards and lower the risk of morbidity and mortality. It also covers disease determinants, progression pattern, and evaluates various therapeutic measures to control the spread of disease. The course will also enlighten the participants to increase the quality of life by adopting and promoting preventive measures.

Unit-1: Scope and Applications of Epidemiology

Definition and history of epidemiology, Basic measurements, Different epidemiological methods, Rate, Ratios for comparative purpose, Crude and specific mortality rate, Case fatality rate, Incidence and prevalence, Relative risk, Attributable risk

Unit-2: Descriptive and Analytical epidemiology

Defining population, Hypothesis formulation, Time, place and person distribution, Case-control study (CCS), Basic steps of CCS, Estimation of risk, Odds ratio, Biasness in CCS, Cohort study, Framework of cohort study, Elements of cohort study, Calculation of risk, Advantage and disadvantages of case control and cohort studies.

Unit-3: Association & Causation, Public health surveillance

Spurious, indirect. And direct association, Criteria for judging causality, Confounding factor, Concept of Screening, Aims and objectives, Uses of screening, Types of screening, Criteria for screening, Evaluation of screening. Definition of surveillance, Cases and source of information, Analysis and presentation of data, Communicating and using information, Effectiveness of surveillance system, Fish-born chart, Sentinel surveillance

Unit-4: Dynamics of disease transmission, Prevention and Control

Source and reservoir, Direct and indirect transmission, Susceptible host, Incubation period, Primary and secondary cases, Secondary attack rate, Controlling the reservoir,

Interruption of transmission, Protection of the susceptible host, Immunization programmes

Unit-5: Vital statistics and health status indicators

Data and information, Components of health information system, Use of health information system, Sources of health information system, Tabulation, Charts and diagrams, Statistical maps, Statistical averages

Suggested Literature:

- Park Textbook of Preventive and Social Medicine by k park
 - Basic epidemiology 2nd edition by R Bonita R Beaglehole T Kjellström, WHO Publications
 - Epidemiology: An Introduction by Kenneth J. Rothman
 - Essentials of Epidemiology in Public Health by Ann Aschengrau, George R. Seage
 - Epidemiology Made Easy by Poornima Tiwari and Shashank Tiwari
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INTRODUCTION TO HOSPICE CARE

Paper Code: MHM-204

Objective: To enable students to gain an in-depth understanding of what is palliative and hospice care focusing on how this care is given in the current healthcare system and an introduction to how this care is given in practice. Students will also be given an insight to compassionate interpersonal communication skills and interdisciplinary approach that are needed in caring for people who are in need of hospice care and for people who are dying.

Unit-1: History and Evolution of Hospice Care

This unit covers introduction to hospice care, philosophy of hospice care, difference between hospice care and palliative care, goals of hospice care.

Unit-2: Essentials of Hospice Care

This unit discusses the physical symptoms at the end of life, the hospice interdisciplinary team to address spiritual, psychosocial, and cultural needs of patients and families, level of care in hospice, the role of hospice care manager.

Unit-3: Quality of Hospice Care

The unit explains the care of dying patient, defining quality in hospice care, monitoring hospice quality, documentation in hospice care, ensuring compliance with the hospice regulations.

Unit-4: Hospice Care Setting

The unit provides an overview of medical home, hospice and palliative care settings, extended-care facility, patient and family involvement in the plan of care or an inpatient hospice center. Role of hospice care team in bereavement.

Unit-5: National Hospice & Palliative Care Organization

The unit covers the introduction and role of national hospice and palliative care organizations. Evidence-based guidelines to develop protocols for patient care in hospice settings.

Suggested Literature:

- Coyle, N. Introduction to palliative care. In B. R. Ferrell, N. Coyle, & J. A. Paice (Eds.), *Oxford textbook of palliative nursing* (pp. 3–19). New York, NY: Oxford University Press.
 - Dahlin, C. M., & Wittenberg, E. (2019). Communication in palliative care: An essential competency for nurses. In B. R. Ferrell & J. A. Paice (Eds.), *Oxford textbook of palliative nursing* (5th ed., pp. 55–78). New York, NY: Oxford University Press.
 - El-Jawahri, A., Traeger, L., Shin, J. A., Knight, H., Mirabeau-Beale, K., Fishbein, J. Temel, J. S. (2017). Qualitative study of patients' and caregivers' perceptions and information preferences about hospice. *Journal of Palliative Medicine*, 20(7), 759–766.
 - Centers for Medicare and Medicaid Services. Medicare telemedicine healthcare provider fact sheet. Available at: <https://www.cms.gov/newsroom/fact-sheets/medicare-telemedicine-health-care-provider-fact-sheet>
 - Hsu SH, Wang SY. Trends in Provision of Palliative Radiotherapy and Chemotherapy Among Hospices in the United States, 2011-2018. *JAMA Oncol* 2020; 6:1106.
 - 5.Ferrell, B. R. (2019). Introduction to palliative care. In B. R. Ferrell & J. A. Paice (Eds.), *Oxford textbook of palliative nursing* (5th ed., pp. 34). New York, NY: Oxford University Press.
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LEGAL ISSUES IN HEALTHCARE

Paper code: MHM-205

Objective: To create awareness among the students regarding various laws and rules applicable to the healthcare industry. The students would be trained in relevant regulatory framework, ethical considerations and other legal requirements for healthcare provision at all levels.

Unit-1: Introduction to Indian Penal Code

Medicare Related Laws-General- IPC 52, IPC 80, IPC 88, IPC 89, IPC 90, IPC 92, IPC 93, IPC 269, Law of Torts

Doctor Patient Relationships: Rights of the Patient, Duties of the Patient, Rights of the Doctor, Duties of the Doctor

Consent: Meaning, Types, When Consent is not valid

Unit-2: Medical Ethics

Definition, Code of Medical Ethics, Professional Secrecy, Privileged Communication, Confidentiality of Medical Records, Ethical Relations with Fellow Colleagues

Medical Negligence: Definition, Elements of Negligence, Four Ds, Conditions Essential For *Res Ipsa Loquitur*, Doctor–Patient Relationship, Duty to Exercise, Types of negligence

Medical Council of India, National Medical Commission

Unit-3:

Introduction to the Indian Medical Degrees Act (Sect. 3, Sec.6, Section7), Consumer Protection Act and Medical Profession, RTI Act, Drug and Cosmetic Act 1940, Medical Device Regulatory Framework The Drugs and Magic Remedies (objectionable advertisements) Act, 1954, ESI Workmanship Compensation Act 1923, Employee Compensation Act 2015

Unit-4:

Introduction to the Medical Termination of Pregnancy Act (MTP), 1971, Introduction to the Transplantation of Human Organs Act, 1994 and subsequent amendments, Hospital Waste Management (Introduction, Pollution Caused by Biomedical Waste,

Occupational Health Issues of Biomedical Waste, Bio-Medical Waste (Management and Handling) (Second Amendment) Rules, 2000), current biomedical waste management guidelines.

Unit-5:

Introduction to Epidemic Disease Act, Drug and Cosmetic Act, , Atomic Energy Act, Fatal Accidents Act and Dangerous Machines (Regulation) Act, Medico Legal Responsibilities of a Medical Practitioner, POSH (Prevention of Sexual Harassment Act)

Legal Issues in Practice of Physicians, Legal Aspects of Medical Records, Emergency Services in Hospitals-Supreme Court Guidelines, Common Medico Legal Problems, Guidelines for avoiding malpractice suit, Preventing violence against health workers.

Suggested Literature:

- R. K. Sharma, Legal aspects of patient care, Modern publishers, New Delhi.
 - Dr. Mohd. Faisal khan, Hospital waste management, principles and guidelines, Kanishka publishers, New Delhi.
 - Salluzzo Richard F, Emergency department management, Mosby year book Inc.
 - George D. Pozgar, legal aspects of healthcare administration, Jones and Bartlett publishers, London.
 - Dr. C. K. Parikh, Parikh's text book of medical jurisprudence and toxicology, CBS publishers & distributors, New Delhi.
 - Dr. S. G. Kabra, Laws in practice of medicine, voluntary health association of India.
 - Dr. S. G. Kabra, Typical problems in medical ethics, Panchsheel prakashan, Jaipur.
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BUSINESS RESEARCH METHODOLOGY

Paper code: MHM 206

Objective: The students will be able to understand the basic research concepts, and research designs. The course will help the student to understand the methodology of conducting research, defining a hypothesis, method of data collection and preparation of report. The course provides insight about the various tools of data analysis and interpretation

Unit-1: Introduction

basics of Research Concepts, Problem Formulation and Statement of Research, meaning of constructs and variables, Nature and Definition of Hypothesis and hypothesis formulation, Research Process & Research Designs

Unit-2: Research Design

Meaning of research design, Formulation of research questions, Selection of research topics, Exploratory, Descriptive and causal Research designs, Quantitative and qualitative research, Meaning and Functions of Research Design, structure of a research proposal, Formulating research proposal

Unit-3: Sampling and sample design

Definition and meaning of sampling, Sample design, Types of sampling, Sampling & Sampling Distribution, identification of sample size, Sampling & Non sampling error

Unit-4: Data Collection

Basics of data collection, Data collection in qualitative and quantitative research designs, Definition and design of Questionnaire, Collection of secondary data, Interview Schedules, Steps in Questionnaire Design, Measurement & Scaling, Interview Methods and its functions

Unit-5: Data Analysis and report writing

Data preparation and processing, data cleaning, data entry, analysis and Interpretation, Report Writing and types of report

Suggested Literature:

- Research methodology concepts and cases by Deepak Chawla and Neena Sondhi
 - Successful Qualitative Health Research: A Practical Introduction by Emily Hansen
 - Research Methodology: Methods and Techniques by C R Kothari, Gaurav Garg
 - Quantitative research methods in health sciences by Karkee rajendra
 - Research Methodology a step by step guide for beginner's sage publications 2019 by Ranjit Kumar
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DEMOGRAPHY AND POPULATION DYNAMICS

Paper Code: MHM-207

Objective: Main purpose of this course is to acquire knowledge about size, composition and distribution of population dynamics in any particular geographical area or nation as whole. The paper will focus on three main components of the population i.e: birth, migration, and aging (including death). The course will also emphasize on population evolution process and growth trend

Unit-1: Introduction and Scope

Definition and concept of Population scenario and trend, sources of demographic data, census, methodology, significance for policy making

Unit-2: Population composition and their characteristics

Determinants, characteristics, NFHS and similar resources, significance in policy making, resource allocation

Unit-3: Measures and indices of fertility

Measures of mortality, construction of life tables and its uses, basic measures of Nuptiality, significance

Unit-4: Population estimates and projection

Definition, methods of projection, significance, comparative trends, population pyramids, concept of demographic dividend

Unit-5: Migration and health issues

Measures of migration, urbanization, impact on healthcare and health infrastructure, reverse urbanization, role of governments

Suggested Literature:

- Shyrock, Henry S, Siegel, J.S, & Associates: The methods and materials of Demography, condensed ed . by Edward Stockwell, NY
- Collin Newell: Methods and models in Demography, Gouilford Press, NY.
- Mahadevan and Krishnan: Methodology for Population Studies and

Development, Sage Publications.

- Bhende A Asha and Kantikar Tara, "Principles of Population Studies", Himalaya Publishing House, Mumbai
 - Donal Bague, "Principles of Demography", John Wiley & sons, New York
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**HEALTHCARE MANAGEMENT INFORMATION SYSTEM & MEDICAL
RECORDS**

Paper code: MHM-208

Objective: The students will be able to understand the concept of healthcare management information system and challenges to global information systems. The course will help the student to understand the information flow and system development process. It focuses on framework of MIS and its importance. The course provides insight about the importance of information system in healthcare sector.

Unit-1: Concepts of MIS

Definition, significance of information process, role of HMIS in healthcare delivery, HMIS and quality management , cost effectiveness, challenges of information system, information systems security and control, types of systems, integrating functions and business processes.

Unit-2: Overview of Systems Development

System-building approaches, system analysis, system design, system development process, individual application process, modular design approach, integrated design approach definition stage, installation and operation stage, prototype approach, managing data resources, the database approach to data management, DBMS, systems software.

Unit-3: Information flow and Designing HIS

Designing of MIS & exercise in developing MIS framework, indicators, input and output formats, data elements, indicators and interpretation of data, understanding of data quality and its determinants, use of information for health planning and monitoring, information architecture.

Unit-4: Framework for MIS

Operational, managerial and strategic level, e-health and telemedicine, characteristics of health information system in public health, selection of feasible indicator, different types of system, HMIS reporting, formats, data aggregation and data authorization, data definition.

Unit-5: Data for Public Health Management

Sources of health information—census, registration of vital events, SRS, notification of diseases, hospital records, disease registers, record linkage, epidemiological surveillance, environmental health data, health manpower data, components of HMIS, model registration system (MRS), DHIS, MCTS, UID- Aadhar

Suggested Literature:

- Joseph, M. Deluca, with Owen Doyle, AHA: Health Information Systems, An Executive's Guide for Successful Management.
 - Smith, Jack: Health MIS: A Handbook for decision makers, Open University Press.
 - Murdick, Robert and John, Mumson: MIS Concepts and Design, SECOND EDITION edn. Prentice Hall Intt. Edition.
 - Davis, Gordon and Olson, M: MIS conceptual Foundation, Strategy and Development, Mcgraw Hill.
 - Management Information Systems: Laudon and Laudon (Pearson education)
 - Information Technology for Management: Turban, McLean, Wetherbe (John Wiley)
 - Management Information Systems: C.S.V. Murthy (Thomson)
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HEALTHCARE PROJECT MANAGEMENT

Paper code: MHM-301

Objective: To orient, equip and train students in the fundamentals and various techniques used in Project management in healthcare sector, starting from feasibility analysis to final execution and commissioning. The students should be able to evaluate the need for a specific tool and strategy for a particular project. Case study method would also be incorporated along with conventional learning to get acquainted with application of theory in real life scenarios in healthcare sector.

Unit-1: Introduction

Introduction to Project Management in Healthcare, significance, scope, types, phases, feasibility study, project life cycle, role of project manager

Unit-2: Project Planning

Need and scope, cost estimation, resource allocation, types of resource, phases, multi-tasking, scheduling, organizing human resource, team and teamwork,

Unit-3: Monitoring and Evaluation

Need for Monitoring and Evaluation of healthcare projects, tools and techniques, PERT, CPM, PMIS, constraints, control

Unit-4: Project Closure and Audit

Closure reports, audits, phases, project termination, termination strategies, post project reviews, quality control

Unit-5: Contemporary issues in healthcare project management

Role of technology in healthcare project management, BOT/BOOT, risk management, assessment of environmental impact, Case studies from healthcare sector

Suggested literature:

- Project Management: The Managerial Process- Erik Larson, Clifford Gray

- Effective Project Management (Thomson-India Edition)- Clements and Gido
 - Projects, Planning, Analysis, Selection, Financing, Implementation and Review (Tata McGraw Hill)- Prasanna Chandra
 - Project Management (Wiley India)- Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and MR Gopalan
 - Project Management for Healthcare (ESI International Project Management Series)- David Shirley
 - Project Management Skills for Healthcare (Taylor & Francis Ltd)- Houston Susan M.
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ENVIRONMENT & DISASTER MANAGEMENT

Paper code: MHM-302

Objective: To make the students aware of various type of disasters and risks. Students should also be oriented towards impact of environmental degradation and climatic change on healthcare status of the population. They should be equipped to assist in conducting hazard analysis and draft the disaster plan with reference to the healthcare sector.

Unit-1: Environmental Systems

Introduction, ecological systems, sustainable development, climate change, pollution and its impact, environmental degradation, national and international scenario.

Unit-2: Disasters

Introduction, history, disaster classification, phases of disaster, environment and disaster interrelationship, risks, hazards.

Unit-3: Disaster Management Process

Disaster preparedness and response, hazard analysis, community participation, supply chain management in disasters, national and international agencies. Natural Disasters and Management: Understanding, types, Coping with Tsunami and floods, Earthquake Mitigation, disaster Medicine. Man-Made Disasters and Management: Understanding, types, coping with Man-made disasters, Rehabilitation, Reconstruction and Recovery.

Unit-4: Role of Healthcare organization

Hospital disaster plan, disaster management committee, roles and responsibilities, mass casualty management, concept of triage, management of fire hazards, nosocomial infections, radiation hazards.

Unit-5: Public Health Emergency

Impact of Disaster on Public health, pandemics, disaster drills, role of healthcare administrator, significance of capacity building.

Suggested literature:

- Safety & Risk Management- Shailendra K. Singh Mittal Publishers.

- Safety, Security & Risk Management- J.H. Diwan , APH.
 - Text Book of critical Care- Stephen Ayers & Garmvik, Holbook and Shoemaker
 - Quality Management – Janakiraman & Gopal
 - Total Quality Management - BIS Monographs
 - Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta
– Jaypee Brothers, New Delhi.
 - Risk Management in Health Care Institutions: A Strategic Approach- Florence Kavalier,
Allen D. Spiegel- Jones & Bartlett Publishers
 - Risk Management Handbook for Professionals- Joseph S Sanfilippo, Clayton L
Robinson- CRC Press / Taylor & Francis Group
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HEALTHCARE FINANCING & UNIVERSAL HEALTHCARE

Paper code: MHM – 303

Objective: This paper will explain the cost of healthcare services and various financing methods available to the population. Students will be able to understand the concept of Universal health coverage and current status in India. They should also be able to understand the best practices in this sector being followed globally and the feasibility of its induction in the Indian scenario.

Unit-1: Basic Concept of Health Financing

Basic concept of health finance policy, its Objectives, Framework of Health financing, Fiscal challenges, Revenue generation, N.H.A. Definition, Function of health financing, universal health coverage, various Voluntary Healthcare schemes, supply and demand

Unit-2: Health Financing in Indian Context

Healthcare systems of India, Different healthcare systems of India, Different health financing mechanism in India, Role of IRDA, RSBY, Role of TPA, PPP in Healthcare.

Unit-3: PMJAY and Universal Health Coverage in India

Basic concepts and proposal, Objectives, Operational mechanism, current status, Funding of PMJAY scheme.

Unit-4: Community Based Health Financing Models

Meaning and objectives of CBHF, Operational Challenges, Advantages and Disadvantages, Some of the existing CBHF models.

Unit-5: Fiscal Challenges and Fund Generation

Public financing, private financing, Collection of health specific Tax, Health Insurance, risk pooling, cost analysis and rate setting

Suggested literature:

- Innovations in Health System Finance in Developing and transitional economies, edited by Dov Chernichovsky and Kara Hanson

- Health Financing for Poor People : Resource Mobilization and Risk Sharing by Preker, Alexander S.; Carrin, Guy.
 - Cases in Health Care Finance, Louis C. Gapenski, 4th Edition, Health Administration Press 3. Finkler, S. A.
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NATIONAL HEALTH PROGRAMMES AND POLICY ANALYSIS

Paper code: MHM-304

Objective: To provide an orientation of healthcare delivery system in India and the journey of the last 7 decades in reference to National and State level health programmes. The students would be made aware about the role of government in healthcare, current healthcare policies and the amendments from time to time.

Unit-1: Introduction to National Health Programmes

Healthcare delivery system in India, primary, secondary and tertiary levels of healthcare, healthcare scenario - past, present and future, Need and objectives, journey so far, National Health Policy, National Health Mission.

Unit-2: Communicable and Non-Communicable disease related Programmes

National Health Programmes related to communicable diseases, e.g. Malaria, Filariasis, Tuberculosis, Leprosy, AIDS and STD.

National Health Programmes related to Non Communicable diseases, e.g. cancer, blindness, diabetes, cardiovascular diseases, mental health

Unit-3: Public health system

Reproductive and child health programme (RCH), Integrated Child Development Scheme, water supply and sanitation, minimum needs programme, environmental and occupational hazards, District Health Organization.

Unit-4: Healthcare Policy and Process –Determinants of health, Stakeholders of Health, Policy defined, Policy making environment, Existing policies v/s Field related resource allocation, Formulating new healthcare policies, Role of NGOs in Healthcare, International agencies in healthcare.

Unit 5: Health Policy Analysis

Introduction to analysis of contemporary health policy, issues; frameworks for conducting analysis of health policy, process and content; qualitative and quantitative methods, for policy analysis; how to present policy-relevant information effectively

Suggested literature:

- Foundation of Epidemiology – Gilienfeld
 - NFHS Reports
 - Textbook of community medicine: V. K. Mahajan
 - Population studies – Asha Bhendre
 - Hospital Management module- NIHFW, New Delhi
 - Hospitals Facilities planning and Management, Tata Mc Grill- G.D Kunders -
 - Hospitals and Nursing Homes-Planning, Organizations and Management – JP Publishers- Tabish
 - Textbook of Preventive & Social Medicine- K. Park
 - National Health Program of India National Policies and Legislations Related to Health by Jugal Kishore
 - Understanding Health Policy by Thomas S Bodenheimer and Kevin Grumbach, McGraw Hill
 - Making Health Policy by busekent, Nicholas Mays and Gill Wait
 - Do We Care: India's Health System by K. Sujatha Rao
 - Key Concepts in Healthcare Policy and Planning: An Introductory Text by Colin Palfrey
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MATERIALS & INVENTORY MANAGEMENT

Paper code: MHM-305

Objective: This paper focuses on planning, purchasing and maintaining hospital supplies and medical equipment. Students will be exposed to various SOPs that needs to be followed while activities are carried out. Various inventory management tools and techniques will also be taught in this paper.

Unit-1: Fundamentals of materials management in a healthcare organization

Objectives and basic understanding of the topic, types of materials and inventories used, different types of stores in a hospital, list of common medical equipment and other valuable items used like MRI, CT Scan, USG, PET Scan, 3D, Echo; Laboratory equipment, Ventilators etc.

Unit-2: Maintenance Management

Types of maintenance systems, equipment maintenance, quality and reliability, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipment; predictive maintenance, equipment availability, spares management, replacement policy, depreciation and loss of value, maintenance in hospital.

Unit-3: Equipment Management

Classification of Hospital equipment, Planning and selection of equipment, factors affecting utilization of equipment, equipment failure, training & development, documentation, equipment maintenance and its types and Equipment audit. Justification of purchase proposal, equipment needs assessment (Capex); Equipment selection guidelines, estimation of cost and planning, purchase, installation and commissioning; Replacement and Buy back policy; International and Indigenous standards.

Unit-4: Stores Management

Responsibilities and functioning of stores, types of Medical Stores, planning of hospital stores, duties of officer in-charge and storekeeper; location, lay-out planning and design of hospital stores, preservation of stores, documentation & evaluation of stores and role of computers in hospital stores management.

Unit-5: Inventory Management

Inventory control, Basic inventory model, types of inventories, objectives and scope of inventory control, Lead time, Buffer stock, Re-order level, Economic order quantity (EOQ), Inventory control costs – Purchase cost, shortage cost, inventory carrying cost & inventory acquisition cost; Inventory ordering systems; Inventory control Techniques and Supply chain management, Product life-cycle and costing.

Suggested literature:

- Hospital Stores Management- An Integrated Approach, by Dr. Gupta Shakti, Jaypee Brothers.
 - Material Management by Dr. Pawan Arora, Global India Publication Pvt Ltd
 - Handbook of Materials Management by P. Gopal krishnan, Eastern Economy Edition
 - Procurement and Materials management for Hospitals, Rex H Gregor, Harold C. Mickey
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MANAGEMENT OF CLINICAL SERVICES

Paper Code: MHM-306

Objective: To help students to understand the management of clinical services in healthcare system and to gain knowledge and understanding about the facilities that are being given in the hospitals. This subject helps the Students to understand the basic principles, methods, and techniques in managing Clinical Services.

UNIT-1:

Overview, Organizational Structure- Governance, Duties and Responsibilities of the Governing Board, Management Structure:- Committee Organization, The Chief Executive Officer, Duties Responsibilities and functions of the CEO, The CEO and his Management Team,

UNIT-2:

Management of the Hospital, Role of a Hospital Administrator, Hospital as a system, Professional Management of the Hospital. Ready for the D-day.

UNIT-3:

OPD Services, Overview, Location, Design, Organisation, Clinical Facilities, Situations and Problems. Emergency Services; - Overview, Location, Design, organisation, Clinical Facilities, Clinical Laboratories: - Overview, Functions, Location, Design, organisation, Blood Bank Surgical Department: - Overview, Location, Design, Organization, Facilities. Cardiac, Catheterization Laboratory: - Overview, Location, Design Elements, Organisation, Facilities, Day care facilities.

UNIT-4:

Nursing Services:- Overview, Functions of the nursing administration, Location, Design, Organisation, space requirement, Problem Situations, Isolation Rooms, CCUs, ICUs Physical Therapy: - Overview, Functions, Location, Design, Organisation, Facilities. Occupational Therapy: - Overview, Location, Design, Organisation Diagnostic Radiology: - Overview, Design, Organization,

UNIT-5:

Support services- Central Sterilization and Supply Overview, objectives, functions Location, Design, Organisation, Pharmacy:- Overview, functions, location, design, organization, Facilities, Food Service Department:- Overview, Functions, Location, organization, facilities, Laundry and Linen Services:- Overview, Functions, Location, design, Disinfection area. Housekeeping: - Overview, Functions, Location, Organisation, Facilities

Suggested literature:

- Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.
 - Hospital & Nursing Homes: Planning, Organisation, & Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi.
 - Hospital Administration – By C.M. Francis & Marioc Desouza – Jaypee Brothers, New Delhi.
 - Hospital department Profiles - Gold Berry A.J
 - Hospital Planning & Administration – WHO Monograph Series 54 – By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi.
 - Hospitals Planning, Design & Management – By Kunders & Gopinath.
 - Nursing Administration - Jhora Medical Pub, Mumbai
 - Principles of Hospital Administration & Planning – By B.M. Sakharkar – Jaypee Brothers.
 - Ward Administration and Management - N. R. Brothers
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BIO MEDICAL WASTE MANAGEMENT AND INFECTION CONTROL

Paper Code: MHM- 307

Objective: To educate students about the prevention and control of hospital acquired infections in their daily practices and to acknowledge the students about the importance of Bio-Medical waste Management It helps to summarize the management of hospital acquired infection. It helps to outline the importance of improvement of patient care among the professional Team. This paper also helps in the prevention of transmission of infections. This may help in enhancement of the delivery of care for patients affected by Hospital Acquired Infections to prevent transmission of infection and enhance the delivery of care for patients affected by hospital acquired infections.

UNIT-1:

Introduction of Biomedical Waste Management, Classification of Biomedical Waste Management, Sources of Healthcare Waste.

UNIT-2:

Healthcare Waste Generation, Average composition of Hospital wastes in India, Health Hazards of Biomedical Waste Management.

UNIT-3:

Treatment and disposal technologies for healthcare waste, categories of Bio-Medical Wastes in India, Bio Medical Waste Management.

UNIT-4:

Environmental Control, infection Control, General Environmental Control, Radiological Health, Accidental Injury Prevention.

UNIT-5:

Nosocomial / Hospital acquired infection- Introduction, Infection transmission and its control /Prevention, Hospital Infection Control Committee. Role, of h and hygiene in its prevention.

Suggested literature:

- Nalini V Dave : Hospital Management: Deep & Deep Publications
- Joseph Karlton: Hospital Management: Himalaya Publication

- Francis C.M & Mario. C. D'Souza. Hospital Administration 3rd edition: New Delhi: Jaypee Brothers Medical Publishers Pvt Ltd. 2000.
 - Hospital Acquired Infections- Prevention and Control by Purva Mathur. Publisher: Lippincott Williams & Wilkins.
 - National, CDC, WHO guidelines on Hospital Infection Control.
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HOSPITAL SUPPORT AND UTILITY SERVICES

Paper code: MHM 308

Objective: To discuss and study the support services in different areas of hospital along with hierarchy, function and staff responsibilities and ideal work flow. It would enable the students to learn effective functioning and to troubleshoot any issue with reference to support services and ensuring efficient performance.

Unit-1: Introduction

Role of support services in the hospital, hospital as a system, efficiency and effectiveness of hospital staff to support the hospital, role of utility services in the hospital.

Unit-2: Hospital Safety

Overview, Hospital Safety Rules, Safety in Patient, patient emergency alarm, code blue alarm, elevator alarm, fire alarm, Medical Gas Alarm

Unit-3: Hospital Support Services

Introduction, types, support and utility services, front office, billing, materials management, housekeeping, medical records, admitting Departments.

Unit-4: Management of other services

CSSD-TSSU, linen, F & B, Clinical Engineering services, transportation, mortuary, security, biomedical waste management.

Unit-5: Additional services

Clinical Laboratories and blood Bank, radiology, pharmacy, Radiation therapy Department, Nuclear Medicine Department.

Suggested literature:

- Hospitals and Nursing Homes-Planning, Organizations and Management – J. P. Publishers- Tabish Hospital Administration – By C.M. Francis & Marioc Desouza – Jaypee Brothers, New Delhi.

- Health Care Management- Arnold D. Kalcizony & Stephen M. Shartell
 - Business Planning for Health Care Management- Carolyn Semple Piggot& Carolyn S. Piggot
 - Health Care administration: Principles, Practices, Structure, Delivery, Aspen Publishers- Lawrence F. Worper
 - Hospitals Facilities Planning and Management, Tata Mc Grill- G.D. Kunders
 - Hospital department Profiles - Gold Berry A.J
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COMMUNITY HEALTH PROCESS AND PRACTICES

Paper Code: MHM-309

Objective: To enable students to gain an understanding of Community health process and practices. The students will be able to understand the concept of healthcare and, healthcare delivery systems. The course aims to adopt a diagnostic approach to understand determinants of health and importance of preventive medicine.

Unit-1: Community health and development

The unit discusses the concept of dimensions of health, Health determinants, Indicators of health, disease and concept of disease, disease dynamics, concept of prevention of disease, holistic approach to health.

Unit-2: Community health care Delivery

The unit focuses on the concept of Health Care in India, Concepts of Elements of Primary Health Care in India, Levels of Health Care, Health Care Delivery, Health Care Services and Health Care Systems.

Unit-3: Preventive Medicine

The unit focuses on the role of preventive medicine in reproductive, child and geriatrics, the antenatal care, post natal care, neonatal care, fetal death, female feticide and aged population.

Unit-4: Social determinants of health

The unit discusses about the Child abuse, Child labor and exploitation, Suicidal patterns, Domestic violence, Corruption and health, gender and health, and effect of urbanization on health.

Unit-5: Community Health planning

The unit emphasize on health planning, health needs and demand, Management, Health planning committees, Health systems in India (centre, state and district), National Health policy.

Suggested literature:

- K Park, preventive and social medicine, Banarsidas Bhanot publication house.

- Brijesh C Purohit, health care system in India: Towards measuring efficacy in delivery of services.
 - Shi L. Health services research methods. Cengage Learning
 - Walshe. Ke.,Smith. J, Healthcare management , Tata ,McGraw-Hill, Education private Limited, New Delhi.
 - Maxcy- Rosenoeu-Last Public Health and preventive medicine, , Ed Robert Wallace
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HEALTHCARE PROMOTION AND IMPROVEMENT

Paper Code: MHM- 310

Objective: To educate students about the importance of structure of the society/organization for the condition and distribution of the health. The course focuses to reflect an important concepts and strategies for a health promotion and improvement. The student will be able to state possibilities and limitations of different strategies and will be able to explain the different health promotion interventions and public policies together with the evidence- based approach to health promotion.

UNIT-1: Introduction to Healthcare Promotion

Defining health promotion, theories, pragmatic approach to health promotion, needs assessment, determinants of health.

UNIT-2: Methods and Approaches for Healthcare Promotion

Role of mass media in healthcare promotion, social marketing, community development and peer education, Formulate practical modes of collaboration among health agencies and organizations.

UNIT-3: Individual and Community Needs for Health Education

Understanding the changing behaviors of individual, organization and community, communicating health and health education needs and concerns, models of behavioural change, health promotion interventions, public policy and ethical consideration.

UNIT-4: Planning for Health Improvement

Evaluation of health promotion, scale up of health promotions, standards and indicators, budgeting and project planning, implementation of health public policy through partnerships, recent advances for healthcare planning.

UNIT-5: Implementing Health Promotion

Risk management, perception and communication in healthcare, evidence based health promotion, a critical analysis of current and future needs in health education.

Suggested literature:

- K Park, preventive and social medicine, Banarsidas Bhanot publication house.
 - Adams, L; Amos, M; & Munro, J . Promoting health policies and practices. London: Sage Publications.
 - Bartley, M. Health in equality. An introduction to theories, concepts and methods. Oxford: Blackwell Publishing Ltd.
 - Bradshaw, P. & Bradshaw, G.. Health policy for healthcare professionals. London: Sage Publications.
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**HEALTHCARE PLANNING, IMPLEMENTATION, MONITORING, AND
EVALUATION**

Paper Code: MHM-311

Objective: To enable students to gain an understanding of basics of Healthcare Planning, steps in healthcare planning in terms of advances in Science and Technology. The students will be able to understand the implementation of healthcare planning, its monitoring and evaluation in order to provide quality healthcare to the community at large. The course aims to provide knowledge about healthcare units, its structure and functioning and recent developments.

UNIT-1: Healthcare Planning and Management

This unit states the basic purpose of health planning, steps in health planning, management, methods and techniques and recent developments. It also discusses the concept of health administration and healthcare delivery system in India.

UNIT-2: Health Status in India

This unit defines public health, demographic profile of India, mortality profile, communicable disease problem, nutritional issues, environment problem, and medical care problems in Indian scenario.

UNIT-3: National Health Programs and Health Agencies

This unit explains the significance of national health programs for communicable diseases and non communicable diseases. It discusses the role of national health agencies for mother and child health. It states the regulations of WHO, UNICEF and UNDP and their respective roles in India.

UNIT-4: Hospital Planning: Clinical, Nonclinical and Administrative Services

This unit explains the Planning, Staffing and Organization of Ward, Outpatient Services, Accident Emergency Services, Intensive Care and Neonatal Care. Introduction to functioning like Central billing, Registration, Medical records, Pharmacy, Housekeeping and Maintenance Services.

UNIT-5: Monitoring and Evaluation: The unit discuss brief about various committees within Healthcare Organization, its advantages and disadvantages, their role and responsibility. Obligations and significance of health regulations.

Suggested literature:

- GD Kunders, Hospitals: Facilities Planning and Management, Tata Mc Graw Hill Publishing Company Ltd
 - Hospital Planning and Administration, Maculay , WHO monograph.
 - Management A Global Perspective, Harold Koontz, Heinz Welhrich
 - Hospital Administration, CM Francis and Mario C de Souza
 - Hospitals and Nursing Homes Planning, Organisations and Management, Syed Amin Tabish, First Edition
 - Banerji D; Health and family planning services in India: An epidemiological, social – cultural and political analysis and a perspective, New Delhi, LOK Paksh.
 - Government of India, (1961) Report of the health survey and planning committee, (chairman: Mudaliar), New Delhi, Ministry of Health.
 - Folch E, Hernandez I, Barragan M and Franco- Paredes C; Infectious diseases, non – zero-sum thinking, and the developing world, American Journal of Medical Sciences.
 - McMichael A & Beaglehole R; The changing global context of Public Health, Lancet.
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MATERNAL AND CHILD HEALTH & NUTRITION

Paper code: MHM-312

Objective: The course will create awareness about the basic concepts of Maternal and Child Health related issues. Understanding the main disease burden among women and children and how interventions can influence health outcomes as a core to global health practice. The course will focus on the key challenges and emerging concerns in global maternal and child health programming. Students will be given the opportunity to discuss and examine current issues central to maternal and child health, review the latest literature on new directions in the field.

Unit-1: Global Burden of Maternal and Child Health Disease

History and milestones of maternal and child health initiatives, the Millennium Development Goals, Health Challenges for Women, Children with Disabilities, Global Immunization Challenge, reproductive health and newborn survival, risk factors and mortality levels.

Unit-2: Impact of Globalization on Maternal and Child Health

Ethnicity, Geographic/Regional Variations, Global perinatal health, Maternal and Child Health in Economic Cooperation and Development (OECD) Countries, problems and future strategies, determinants and indicators of health status, National Approaches to Antenatal Care.

Unit-3: Health Challenges for Women and Children

Elements of the Healthcare System, Types and Levels of Health Services, Children's Environmental Health, Community Concerns, Malaria in Women and Children, Childhood Diarrhea, Tuberculosis in Childhood and Pregnancy, HIV, Child Abuse and Neglect, Research Priorities.

Unit-4: Policies, Programs, and Emerging Concerns

Health Policy, Planning and Conflict, Gender Perspectives on Maternal and Child Health, Changes in Food Production and Consumption, Abortion Laws and Abortion-Related Mortality

and Morbidity, Evidence-Based Maternal and Child Health Challenges, Integrated Management of Childhood Illness, Development of the MCH Workforce.

Unit-5: Maternal and Child Nutrition

Nutritional Requirements During Pregnancy and Lactation, Complications of Pregnancy and factors Affecting Pregnancy Outcomes, assessment of Newborn Health and Recommendations for Feeding Infants, Common Nutritional Issues and Concerns, Nutritional and Energy Requirements, Normal Physical Growth and Development, Dietary Reference Intakes (DRI) in adolescents, Malnutrition, Protein-Energy Malnutrition, Micronutrient Deficiencies, Obesity.

Suggested literature:

- Lopez AD, Mathers CD, Ezziati M et al. Global Burden of Disease and Risk Factors. Oxford University Press, New York.
 - NFHS Reports
 - Kawachi I, Wamala S (Eds.) Globalization and Health. Oxford University Press.
 - Insel P, Ross D, McMahon K, Bernstein M. Discovering Nutrition, Jones and Bartlett Learning, Burlington, MA
 - Semba RD & Bloem MW. Nutrition and Health in Developing Countries, 2nd edition. New Jersey: Humana Press
 - Brown, JE. Nutrition through the Life Cycle, 4th edition. Belmont, CA: Wadsworth, Cengage Learning
 - Edelstein S. (Ed.) Nutrition in Public Health: a Handbook for Developing Programs and Services. 3rd Ed. Sudbury, MA: Jones and Bartlett
 - Murray CJL, Lopez AD On the comparable quantification of health risks: lessons from the global burden of disease study. *Epidemiology* 10(5), 594–605.
 - Kaufman M. Nutrition in Promoting the Public's Health. Sudbury, MA: Jones and Bartlett
 - Rosenfield A, Maine, D (1985) Maternal mortality – a neglected tragedy. Where is the M in MCH? *The Lancet*, 2:83–85
 - Gibney MJ, Margetts B, Kearney J, & Arab L. Public Health Nutrition. Oxford, UK: Blackwell NS
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SUMMER TRAINING PROJECT

Paper code: MHM 313

Objective: To enable students to get oriented with the area of Healthcare Management. They would be able to correlate the theoretical concepts with the practical aspects. Summer Internship is a mandatory requirement for the program and it should be undertaken for 6-8 weeks after the end of 2nd semester in a reputed organization. The student would work under the guidance of one faculty mentor and one or more industry mentors to conduct a project study and prepare a report for the same. The evaluation would be on the basis of report and viva-voce based on the project undertaken.

QUALITY ASSURANCE IN HEALTHCARE

Paper Code: MHM-401

Objective:

To enable students to gain an understanding of some basics of Quality Assurance in Healthcare in terms of Quality Tools and techniques with the advancement in Science and Technology. The students will be able to understand the Quality concepts and Philosophies. The course aims to provide knowledge about total quality management and evaluation in Healthcare Sector.

Unit-1: Quality Concepts and Quality Philosophies

Definition of Quality, Concepts and Philosophies of quality and their application to Healthcare industries, Quality management principles and objectives of Quality in Healthcare, requirement of quality patient care.

Unit-2: Quality Tools, Techniques and Accreditation

Seven tools of quality and management, benefits of quality tools in healthcare, Joint Commission on Accreditation of Healthcare Organisations, National Quality Assurance Standards (NQAS) for public health facilities, NQAS for District Hospitals, CHC's, PHC's and Urban PHC's.

Unit-3: Quality Control, Assurance, and Improvement in Healthcare Services

Indicators of quality control in healthcare, advantages and disadvantages of quality control in healthcare, quality improvement and its implementation in Healthcare Services.

Unit-4: Total Quality Management in Healthcare Services

Philosophies of Total Quality Management, strategic importance of TQM, Six Sigma and Lean management, ISO9001 and NABH, importance in Healthcare.

Unit-5: Performance Evaluation in Healthcare Services

Performance evaluation in Healthcare, objectives of performance evaluation, methods of performance evaluation and challenges in implementing performance measures, comparison of the benefits and drawbacks of performance evaluation in Healthcare Organizations.

Suggested literature:

- Spath, P. L. (2021). Applying Quality Management in Healthcare: A Systems Approach. United States: Health Administration Press.
 - Nash D.B. and Goldfarb N. (2006). The Quality Solution: The stakeholder's guide to improving health care, Second edition, USA, Jones and Bartlett publishers.
 - Ross, T. K. (2014). Health Care Quality Management: Tools and Applications. United Kingdom: Wiley.
 - Graham N.O. (1995). Quality in Health Care: Theory, Application, and Evolution, First Edition, USA, Aspen Publications.
 - Wolper, F.L. (2004), Health Care Administration, Fourth Edition, Canada, Jones and Bartlett publishing.
 - Mclaughlin, P.C and Kaluzny, D.A. (2006), Continuous quality improvement in healthcare, Third edition, Canada, Jones and Bartlett publishers.
 - Spath, P. (2009). Introduction to Healthcare Quality Management. United States: Health Administration Press.
 - Lighter, D. and Fair, D. (2004), Quality management in healthcare: Principles and Methods, Second edition, USA, Jones and Bartlett publishers.
 - Committee on Quality of healthcare in America and Institute of Medicine, crossing the Quality Chasm: A new health system for the 21st century.
 - Donabedian, A. (2003). An introduction to quality assurance in health care, US, Oxford university press.
 - Joint commission on accreditation of healthcare organizations (2010), Disease – specific care certification manual, U.S.
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CORPORATE GOVERNANCE & STRATEGIC CSR

Paper Code: MHM-402

Objective:

This course is designed to introduce the students to corporate governance, the various models, and theories. It will help them to understand the global as well as the Indian context. This course provides the student with the opportunity to understand the shared value among organizations, employees, customers, shareholders, and community members. Emphasis will be laid on corporate social responsibility (CSR) of organizations, its scope and importance. Finally, incorporation of CSR into business strategy will be explored and their impact on various areas.

Unit-1: Introduction of Corporate Governance

Defining Corporate Governance. Issues, Need of Corporate Governance Code. Models & Theories of Corporate Governance. Corporate Governance and Integrity, Ethical Behaviour, Disclosure, Transparency and the Role and Responsibilities of the Board. Corporate's Responsibility and Accountability to its Board of Directors, Shareholders and other Stakeholders.

Unit-2: Corporate Governance in the Global Context

Corporate Governance System Worldwide, World Bank on Corporate Governance, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA). McKinsey Survey on CG. Corporate Governance failures with examples (Enron, World Com, Satyam Computer, etc.)

Unit-3: Corporate Governance in the Indian Context

Development and critical appraisal of corporate governance in India (Indian Committee and guidelines). Indian model of Corporate Governance. Regulatory Frame of CG in India (Companies Act2013, SEBI Clause49, etc.). Corporate Disclosure and Investor Protection in India.

Unit-4: Corporate Social Responsibility

Concept, scope and importance. Sociology of economics: Business – Society interface.

(As per Companies Act 2013) Social Responsibility of Corporates, Corporate Social Reporting. Steps to attain CSR. Global Practices: International Standards and Codes. Prestigious awards for CSR.

Unit-5: Strategic Corporate Social Responsibility

Merging CSR into Business Strategy, Advantages of Strategic CSR. Corporate Social Marketing and Promotion. CSR and Employee Engagement. Best practices of CSR in India & Abroad. Future of CSR in India.

Suggested literature:

- Corporate Social Responsibility: Strategy, Communication, Governance. (2017). India: Cambridge University Press.
 - Corporate Governance and Business Ethics: Text And Cases. (2005). India: Macmillan India Limited.
 - Business Ethics & Corporate Governance, by A.C. Fernando
 - Lee, N. R., Kotler, P. (2011). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause.
 - Mallin, C. (2013). Corporate Governance. United Kingdom: OUP Oxford.
 - Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
 - Perrini, F. (2006). Developing Corporate Social Responsibility: A European Perspective. United Kingdom: Edward Elgar Publishing Limited.
 - Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
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HOSPITAL DESIGN & FACILITY PLANNING

Paper code: MHM – 403

Objective:

The course aims to provide a basic understanding of hospital planning, layout designing, and interlinkage between departments. This course will enable the students to understand necessary steps while conceptualizing and executing hospital projects. It will help the students to learn about the complexities of managing a hospital well. This course will give lots of ideas for the hospital architecture and help in preparing a viable plan for the hospital. It addresses the various issues, which must be kept in mind by consultants, planners, and administrators who subsequently run the hospital. It will also throw some light on the organizing systems and procedures for completion and maintenance of hospitals.

Unit-1: Concept of Hospital architecture

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, financial planning of hospitals, Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing, and construction of building - commissioning, shake down period.

Unit-2: Project formulation for hospital construction

Stages and bottlenecks, understanding complete DPR, Implementation schedule and project execution plan, planning, scheduling, and monitoring contracts, Project implementation stages and project direction, communications in a project, effective implementation reporting in project management, project evaluation and its objectives, types, and methods.

Unit-3: Organization – Structure – Departmentation

Organization structure and departmentation of different types of hospitals. Vertical & Horizontal – Clinical & Non-Clinical – Supportive& Ancillary Service Departments.

Unit-3: Concept of hospital project management

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

Unit-5: Organizing systems and procedures for completion and maintenance of hospitals

Development and Working of systems, designing SOPs for the work process, work break down structure, organizing human resources and contracting, Green Hospitals, Energy efficiency in hospitals, soft opening process

Suggested literature:

- Kant, S., Chandrashekhar, R., Gupta, S. K. (2020). Planning and Designing of Specialty Healthcare Facilities. India: Jaypee Brothers Medical Publishers Pvt. Limited.
 - Gupta, S.K., Kant, S., Chandrashekhar, R., & Satpathy, S. (2007). Modern Trends in Planning & Designing of Hospitals (Principles & Practice).
 - Kunders G.D. (2017). Hospitals - Facilities Planning & Management (2017). McGraw Hill Education; 1st edition
 - Kunders, G. D., Gopinath, S., Katakam, A. (1998). Hospitals: Planning, Design, and Management. India: McGraw-Hill Higher Education.
 - Sakharkar, B. (2008). Principles of Hospital Administration and Planning. India: Jaypee Brothers Medical Publishers Pvt. Limited.
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PATIENT SAFETY AND OCCUPATIONAL HEALTH

Paper code: MHM-404

Objective:

To discuss and study the support services in different areas of hospital along with hierarchy, function and staff responsibilities and ideal workflow. It would enable the students to learn effective functioning and to troubleshoot any issue with reference to support services and ensuring efficient performance.

Unit-1: Introduction

Patient safety scope and objectives, patient rights and responsibilities, historical perspective to patient safety, International Patient Safety Goals.

Unit-2: Statutory requirements for patient safety

Laws governing patient safety, national and international accreditation standards to ensure patient safety.

Unit-3: Hospital Support Services

Introduction, types, support and utility services, front office, billing, materials management, housekeeping, medical records, general administration.

Unit-4: Management of other services

CSSD-TSSU, linen, F & B, hospital engineering services, transportation, mortuary, security, biomedical waste management.

Unit-5: Additional services

Laboratory, radiology, pharmacy, blood bank, specific accreditation requirements, recent trends in hospital support services.

Suggested literature:

- Govindarajan, R. (2019). Improving Patient Safety: Tools and Strategies for Quality Improvement. United Kingdom: Taylor & Francis.
- Vincent, C. (2011). Patient Safety. Germany: Wiley. Occupational Health Practice. (2013). United Kingdom: Elsevier Science.

- Gyani, G. J., Thomas, A. (2021). Handbook of Healthcare Quality & Patient Safety. India: Jaypee Brothers Medical Publishers.
 - Graban, M. (2018). Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement, Third Edition. United Kingdom: Taylor & Francis.
 - Occupational Health and Hygiene in Industries. (2021). (n.p.): Pharmamed Press /BSP Books.
 - Hospital Supportive Services. (2004). India: Deep & Deep Publications.
 - Kunders G.D. (2017). Hospitals - Facilities Planning & Management (2017). McGraw Hill Education; 1st edition
 - Health Care administration: Principles, Practices, Structure, Delivery, Aspen Publishers- Lawrence F. Worper
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INTERNATIONAL HEALTH

Paper Code: MHM-405

Objective:

To enable students to gain a deeper knowledge and understanding of health-related challenges at a global perspective. This helps students to develop critical thinking and skills to formulate guidelines and policies related to International Health. This paper also helps in understanding of the importance of the subject and the education for a sustainable society.

Unit-1: Introduction and Historical Perspectives

Health, Public Health and Medicine, International Health and Global Health, Issues in International Health, Quarantine, Birth of WHO, Concepts of Health for All, its objectives, membership, work of WHO, its structure, different regional offices, the United Nations Relief and Rehabilitation Administration,

Unit-2: Health Indicators in International Health

Key concepts, Rates, ratios and proportions, mortality and morbidity indicators, Millennium Development Goals, Human Development Index, Indicators of Child Health, Indicators of Maternal child, Mental Health.

Unit-3: Important United Nations Agencies

UNICEF, UNDP, UN Fund for Population Activities, FAO, ILO, World Bank, Health Work of Bilateral Agencies, USAID, The COLOMBO Plan, SIDA, DANDIA

Unit-4: World Health Systems and Non-Governmental and other Agencies

Definitions, Functioning and Financing of Health Care Systems, Health systems around the world, Rockefeller Foundation, Ford Foundation, CARE, International Red Cross, Indian Red Cross.

Unit-5: Current and future issues in International Health

Communicable and Non-Communicable chronic diseases, malnutrition, nutritional deficiencies, and obesity, globalization, emerging diseases, international crisis and humanitarian emergencies.

Suggested literature:

- Essentials of Global Health. (2018). Netherlands: Elsevier Health Sciences.
 - Atri, A., Sharma, M. (2010). Essentials of International Health. United States: Jones & Bartlett Learning.
 - Park, K. Park's Textbook of Preventive and Social Medicine, M/s Banarsidas Bhanot Publishers, Jabalpur
 - Waishe, K, Smith, J, Healthcare Management, Tata McGraw-Hill Education Private Limited. New Delhi-2010.
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NGO MANAGEMENT

Paper Code: MHM- 406

Objective:

To educate the students about elementary managerial concepts about NGO Management. This helps to gain knowledge in areas such as environment, health, education, social services, community development. It also helps to understand the necessity that are required for the upliftment of the underprivileged. This subject helps the students to understand the managerial training and abilities that are needed for NGO Management. The course is created such that it gives participants a comprehensive understanding of the industry and provides them with the skills they need to begin a career there.

Unit-1: Introduction to NGO Management

Role, history, objectives, and types, present status of NGO's and their role in social upliftment, purpose of NGOs, movement in different countries. Issues of NGO's, challenges of NGO's, poverty reduction, child welfare and women empowerment.

Unit-2: Introduction to Sustainable Development

Sustainable Development Goals, role of Panchayati Raj and NGO's, decentralized planning, opportunities for NGO's, globalization, and decentralized development,

Unit-3: NGO's and population policy

National population policy 2000, population and empowerment of women, contribution of NGO's and voluntary organization,

Unit-4: Environment Protection through NGO's

Role of local community, role of NGO's in Agricultural Development, role of NGO's in promotion of health and family welfare.

Unit-5: Role of NGO's in different sectors

Need for NGO's, role of NGO's in Fostering Self Help Groups, need for groups, environment of the poor and building of viable self-help groups, landless agricultural labourers, marginal farmers, village artisans, petty traders, SHG functions,

Suggested literature:

- Rural Empowerment through SHGs, NGO and PRIs S.B VERMA, Y.T PAWAR Clark, John, 1991 Voluntary Organisations: Their Contribution to Development. London, Earth Scan.
- Hilhorst T. (2003). The Real World of NGO's: Discourses Diversity and Development. Zed Books.
- Drucker, Peter, (1993). Managing the NGO: Principles and Practices, New Delhi: Macmillan Publication.
- Jakimow, T. (2020). Susceptibility in Development: Micropolitics of Local Development in India and Indonesia. United Kingdom: OUP Oxford.
- Kandasamy, M., (1998). Governance and Financial Management in Non-Profit Organizations. New Delhi: Caritas India.
- Kumar, A., (2003). Social Change through NGOs. New Delhi: Anmol Publishers.
- Lawant, B. T., (1999). NGOs in Development. Jaipur: Rawat Publications.
- Mukherjee, K. K, and Voluntary Organization: Some Perspectives Mukherjee Sutapa, 1986 Hyderabad: Gandhi Peace Centre.

Additional Reading

- Ahuja, RAM, 2001. Indian Social System, New Delhi; Rawat Publication.
 - Ahuja, Ram, 2003, Society in India. New Delhi. Rawat Publication.
 - Bottomore, T.B 1972. Sociology; A guide to problems and literature, Bombay; George Allen and UNWIN [INDIA]
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DISSERTATION

Paper Code: MHM- 407

Objective: To enable students to get oriented with the specific area of Hospital or Healthcare Management. They would be able to correlate the theoretical concepts with the practical aspects. Dissertation is a mandatory requirement for the program and it should be undertaken for 10-12 weeks during the 4th semester in a reputed organization. The student would work under the guidance of one faculty mentor and one or more industry mentors to conduct a project study and prepare a report for the same. The evaluation would be on the basis of report and viva-voce based on the project undertaken.
