MASTER OF HOSPITAL ADMINISTRATION
HEALTHCARE CAMPUS
AMRITA VISHWAVIDYA PEETHAM
SPIRITUAL PRINCIPLES IN EDUCATION

“In the gurukulas of ancient rishis, when the master spoke it was love that spoke; and at the receiving end disciple absorbed of nothing but love. Because of their love for their Master, the disciples' hearts were like a fertile field, ready to receive the knowledge imparted by the Master. Love given and love received. Love made them open to each other. True giving and receiving take place where love is present. Real listening and ‘sraddha’ is possible only where there is love, otherwise the listener will be closed. If you are closed you will be easily dominated by anger and resentment, and nothing can enter into you”.

“Satguru Mata Amritanandamayi Devi”
Introducing AIMS

India is the second most populous nation on earth. This means that India’s health problems are the world’s health problems. And by the numbers, these problems are staggering: 41 million cases of diabetes, nearly half the world’s blind population, and 60% of the world’s incidences of heart disease. But behind the numbers are human beings, and we believe that every human being has a right to high-quality healthcare.

Since opening its doors in 1998, AIMS, our 1,300 bed tertiary care hospital in Kochi, Kerala, has provided more than 4 billion rupees worth of charitable medical care; more than 3 million patients received completely free treatment. AIMS offers sophisticated and compassionate care in a serene and beautiful atmosphere, and is recognized as one of the premier hospitals in South Asia. Our commitment to serving the poor has attracted a dedicated team of highly qualified medical professionals from around the world.

The Amrita Institute of Medical Sciences is the adjunct to the term “New Universalism” coined by the World Health Organization. This massive healthcare infrastructure with over 30,30,000 sq.ft. of built-up area spread over 125 acres of land, supports a daily patient volume of about 4500 outpatients with 95 percent inpatient occupancy. Annual patient turnover touches an incredible figure of almost 10,00,000 outpatients and nearly 68,000 inpatients. There are 12 super specialty departments, 45 other departments, 4500 support staff and 740 faculty members.

With extensive facilities comprising 29 modern operating theatres, 275 equipped intensive-care beds, a fully computerized and networked Hospital Information System (HIS), a fully digital radiology department, 17 NABL accredited clinical laboratories and a 24/7 telemedicine service, AIMS offers a total and comprehensive healthcare solution comparable to the best hospitals in the world. The AIMS team comprises physicians, surgeons and other healthcare professionals of the highest caliber and experience.

AIMS features one of the most advanced hospital computer networks in India. The network supports more than 2000 computers and has computerized nearly every aspect of patient care including all patient information, lab testing and radiological imaging.

DaVinci Robots, Cyberknife, ROSA, Tomotherapy, PET MR (Positron Emitting Tomography), PET CT scanner, are some of the advanced integrated technological modalities to deliver a comprehensive quaternary healthcare to the community at Amrita Hospital, Cochin.

The educational institutions of Amrita Vishwa Vidya Peetham, a University established under section 3 of UGC Act 1956, has at its Health Sciences Campus in Kochi, the Amrita School of Medicine, Amrita Centre for Allied Health Sciences, Amrita Centre for Nanosciences, the Amrita School of Dentistry, the Amrita College of Nursing, and the Amrita School of Pharmacy, committed to being centres of excellence providing value-based medical education, where the highest human qualities of compassion, dedication, purity and service are instilled in the youth. Amrita University strives to help all students attain the competence and character to humbly serve humanity in accordance with the highest principles and standards of the healthcare profession.
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| 25 | MHA304 - Quality in Healthcare |
| 26 | MHA305 - Patient Care Management, Health Insurance & Medical Tourism |
| 27 | MHA306 - Strategic Management |
| 28 | MHA307 - Logistics Management |

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Part I
Rules and Regulations
## I. Post Graduate Program (Master of Sciences)

### 1. Details of Post Graduate Courses :

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Course</th>
<th>Duration</th>
<th>Conditions of Eligibility for admission to the course</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Medical Laboratory Technology (MLT)</td>
<td>2 years + 1 year Internship</td>
<td>Pass in B.Sc MLT (4 year regular courses only)</td>
</tr>
<tr>
<td>2</td>
<td>Neuro-Electrophysiology</td>
<td>3 years + 6 months Internship</td>
<td>B.Sc Physics</td>
</tr>
<tr>
<td>3</td>
<td>Swallowing Disorders and Therapy</td>
<td></td>
<td>BASLP</td>
</tr>
<tr>
<td>4</td>
<td>Clinical Research</td>
<td></td>
<td>MBBS/BDS/BAMS/BHMS/B.Pharm/BSc Allied Health Sciences/BSc Biotechnology/B.Sc Nursing/BSc in any Life Sciences</td>
</tr>
<tr>
<td>5</td>
<td>Biostatistics</td>
<td></td>
<td>Graduates in Statistics/Mathematics with paper in Statistics</td>
</tr>
<tr>
<td>6</td>
<td>Respiratory therapy</td>
<td>2 years</td>
<td>B.Sc Respiratory Therapy</td>
</tr>
<tr>
<td>7</td>
<td>Trauma and Critical Care</td>
<td></td>
<td>MBBS/B.Sc Nursing Degree/B.Sc Emergency Medical Technology/B.Sc Emergency Medical Services/B.Sc Respiratory Therapy degree from an approved university with corresponding council registrations (B.Sc EMS/ EMT/ Respiratory council registration not required as there is no specific registration done)</td>
</tr>
<tr>
<td>8</td>
<td>Master of Hospital Administration</td>
<td></td>
<td>Bachelor’s degree (10+2+3 Years of education) in any discipline from a recognized University with a minimum of 50% marks. Candidates with qualification in hospital oriented subjects will have an added advantage for admissions.</td>
</tr>
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</table>
I.2. Medium of Instruction:
English shall be the medium of instruction for all subjects of study and for examinations.

I.3. Eligibility:
Essential qualifications for eligibility are mentioned under clause No. I.

II. General Rules:
Admissions to the courses will be governed by the conditions laid down by the University from time to time and as published in the Regulations for admissions each year.

II.1. Duration of the Course:
Duration details are mentioned under clause No: I.1 of this booklet.

Internship wherever specified are integral part of the course and needs to be done in Amrita Institute of Medical Sciences, Amrita School of Medicine, Kochi itself.

2. Discontinuation of studies
Rules for discontinuation of studies during the course period will be those decided by the Chairman /Admissions, Centre for Allied Health Sciences, and Published in the “Terms and Conditions” every year.

3. Educational Methodology
Learning occurs by attending didactic lectures, as part of regular work, from co-workers and senior faculty, through training offered in the workplace, through reading or other forms of self-study, using materials available through work, using materials obtained through a professional association or union, using materials obtained on students own initiative, during working hours at no cost to the student.

4. Academic Calendar

Semester Scheme

FIRST SEMESTER

<table>
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<th>Event</th>
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<tr>
<td>Commencement of classes</td>
<td>22nd August 2019</td>
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<tr>
<td>1st Internal Assessment</td>
<td>November 2019</td>
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<tr>
<td>Model Exam</td>
<td>February 2020</td>
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<tr>
<td>University exam</td>
<td>February 2020</td>
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SECONDER SEMESTER

Commencement of classes - March 2020
1st Internal Assessment - May 2020
Model Exam - August 2020
Mini Project - August 2020
University exam - August 2020
Semester Break - After the exam

THIRD SEMESTER

Commencement of classes - September 2020
1st Internal Assessment - November 2020
Model Exam - February 2021
University exam - February 2021

FOURTH SEMESTER

Commencement of classes - March 2021
1st Internal Assessment - May 2021
Main Project - May 2021
Model Exam - August 2021
University exam - August 2021

III. Examination Regulations:

1. Attendance:

75% of attendance (physical presence) is mandatory. Medical leave or other types of sanctioned leaves will not be counted as physical presence. For those who possess a minimum of 70% attendance, deficiency up to 5% may be condoned on medical or other genuine grounds by the Principal at his sole discretion and as per the recommendation of the Heads of Departments concerned. Students are allowed such condonation only once for entire course of study. Condonation fee as decided by the Principal has to be paid. Attendance will be counted from the date of commencement of the session to the last day of the final examination in each subject.

2. Internal Assessment:

1. Regular periodic assessment shall be conducted throughout the course. At least two sessional examinations in theory and practical should be conducted in each subject. The model examination should be of the same pattern of the University Examination. Average of the two examinations and the marks obtained in assignments / oral / viva / practicals also shall be taken to calculate the internal assessment.
2. A candidate should secure a minimum of 50% marks in the internal assessment in each subject (separately in theory and practical) to be eligible to appear for the University examination.

3. The internal assessment will be done by the department twice during the course period in a gap of not more than three months and final model exam which will be the same pattern of university examination. The period for sessional examinations of academic year are as follows:

4. Each student should maintain a logbook and record the procedures they do and the work patterns they are undergoing. It shall be based on periodical assessment, evaluation of student assignment, preparation for seminar, clinical case presentation, assessment of candidate’s performance in the sessional examinations, routine clinical works, logbook and record keeping etc.

5. Day to day assessment will be given importance during internal assessment, Weightage for internal assessment shall be 20% of the total marks in each subject.

6. Sessional examination as mentioned above and the marks will be conducted and secured by the students along with their attendance details shall be forwarded to the Principal (Result of the first sessional examination should reach before February 1st week of the academic).

7. Pre-University examinations (model exam) shall be held three to four weeks prior to the University Examination and the report shall be made available to the Principal ten days prior to the commencement of the university examination.

3. University Examinations:

- University Examination shall be conducted at the end of every semester.
- A candidate who satisfies the requirement of attendance, internal assessment marks, as stipulated by the University shall be eligible to appear for the University Examination.
- One semester will be six months including the days of the University Examination. Year will be counted from the date of commencement of classes which will include the inauguration day.

4. Scheme of Examination

MAX. 100 MARKS FOR EACH PAPER:
- Internal Assessment – 20 Marks
- University Exam – 80 Marks

INTERNAL ASSESSMENT WILL INCLUDE
- Assignments, Seminars, Presentations – 10 marks.
- Internal Exam - 10 Marks
For Full Papers with 100 Marks
35% is required for a qualifying in the Internal Exam
50% (40 Marks) is required for a qualifying in University Exam
- Only those who pass in the Internal Exam Will be eligible to appear for the University Exam
- 80% Attendance is mandatory for each subject

For Half papers with 50 marks
- Internal marks will be 10
- University Exam will be 40 (1 ½ hours).
35% in internal exam (3.5 marks) with 80% attendance is the minimum eligibility to appear for the University exam. In each subject a separate minimum of 50% (20 marks) is mandatory in the university exam for a pass.

MINI PROJECT

Students will have to do an ORGANISATIONAL STUDY in some Hospitals/Health care centers, at the end of 2nd semester for which they will be assessed internally. The duration for this will be 15 days, at the end of which they will submit a mini – project.

MAIN PROJECT IN 4TH SEM

Students will have to do their major main project in a reputed hospital/healthcare organization.

Duration of the project will be 4 months

At the end of the project placement students will have to submit a project report as per standard guidelines, which will be assessed by a Board involving an external Expert, through project evaluation and Viva-Voce.

5. Valuation of Theory – Revaluation Papers:

1. Valuation work will be undertaken by the examiners in the premises of the Examination Control Division in the Health Sciences Campus.
2. There will be Re-Valuation for all the University examinations. Fees for revaluation will be decided by the Principal from time to time.
3. Application for revaluation should be submitted within 10 days from date of result of examination declared and it should be submitted to the office with payment of fees as decided by the Principal.
6. Supplementary Examinations:

Every main University examination will be followed by a supplementary examination which will normally be held within four to six months from the date of completion of the main examination.

As stipulated under clause No. 2 under Internal Assessment, HOD will hold an internal examination three to four weeks prior to the date of the University Examination. Marks secured in the said examination or the ones secured in the internal examination held prior to the earlier University Examination whichever is more only will be taken for the purpose of internal assessment. HODs will send such details to the Principal ten days prior to the date of commencement of University examination.

Students who have not passed / cleared all or any subjects in the first University examination will be permitted to attend the second semester classes and also eligible to appear for second semester university examination along with first semester supplementary examination and similarly for he third and fourth semester examinations.

Same attendance and internal marks of the main examination will be considered for the supplementary examination, unless the HOD furnishes fresh internal marks and attendance after conducting fresh examination.

Students of supplementary batches are expected to prepare themselves for the University Examinations. No extra coaching is expected to be provided by the Institution. In case at any time the Institution has to provide extra coaching, students will be required to pay fees as fixed by the Principal for the said coaching.

7. Rules regarding carryover subjects:

A candidate will be permitted to continue the next of the course even if he/she has failed in the first semester university examinations.

IV. Criteria for Pass in University Examination - Regulations:

1. **Eligibility criteria for pass in University Examination:**

   In each of the subjects including viva voice, a candidate must obtain 50% in aggregate for a pass:

2. **Evaluation and Grade:**

   1. Minimum mark for pass shall be 50% in each of the theory and practical papers separately (including internal assessment) in all subjects except English.
   2. A candidate who passes the examination in all subjects with an aggregate of 50% marks and above and less than 65% shall be declared to have passed the examination in the second class.
3. A candidate who passes the examination in all subjects in the first attempt obtaining not less than 65% of the aggregate marks for all the three years shall be declared to have passed the examination with First Class.

4. A candidate who secures an aggregate of 75% or above marks is awarded distinction. A candidate who secures not less than 75% marks in any subject will be deemed to have passed the subject with distinction in that subject provided he / she passes the whole examination in the first attempt.

5. A candidate who takes more than one attempt in any subject and pass subsequently shall be ranked only in pass class.

6. A Candidate passing the entire course is placed in Second class / First class / Distinction based on the cumulative percentage of the aggregate marks of all the subjects in the I and II (Final) university examinations.

7. Rank in the examination: - Aggregate marks of two year regular examinations will be considered for awarding rank for the M.Sc Examination. For the courses where the number of students are more than 15 rank will be calculated as under:
   - Topmost score will be declared as First Rank
   - Second to the topmost will be declared as Second Rank
   - Third to the topmost will be declared as Third Rank

VI. General considerations and teaching / learning approach:

There must be enough experience to be provided for self learning. The methods and techniques that would ensure this must become a part of teaching-learning process.

Proper records of the work should be maintained which will form the basis for the students assessment and should be available to any agency who is required to do statutory inspection of the school of the course.

Training in Outside Centres:
The Head of the Post-graduate Department shall make necessary arrangements for the post-graduate candidates to undergo training in various skills if required.

Thesis:
Each Candidate should submit a thesis (as selected by the HOD/Guide) before completion of the course.
Part II
Syllabus
INTRODUCTION

Master of Hospital Administration (MHA)

As healthcare management becomes increasingly challenging, there is a greater need for not only skillful doctors but also efficient Hospital Administrators. With increasing emphasis on quality of health care and patient satisfaction there is a tremendous need for persons with a professional qualification in Hospital Administration.

Rising healthcare cost, procurement, optimum utilisation, maintenance and providing financially sustainable and affordable healthcare to the people will be the challenge that any hospital administrator will have to face.

The healthcare campus of Amrita Vishwa Vidyapeetham at Kochi offers this much sought after postgraduate professional course in Hospital Administration. The programme emphasises on developing knowledge, skill and attitude pertaining to budding Hospital Managers. It also helps the candidates in developing expertise in planning and managing different types of hospitals and we equip them with problem solving skills as well.

An administrator’s prime role is to ensure that all these diverse systems and equipment ultimately serve the purpose of healing. Delivery of efficient services without intimidating the patient is the hallmark of a good hospital administrator and we prepare them to meet this need and be well-equipped to meet the future challenges.

The success of a hospital manager lies in several things - multidisciplinary conceptual skills to protect the medical profession and clients from unnecessary litigation, human resource development, quality and risk management, environment conservation, marketing and product diversification and logistic emergency management.

As Hospital Administrator, the emphasis is on quality, efficiency and cost containment that requires 100% commitment to ensure quality in-patient care, lowering the length of stay, decreasing resource utilisation and working with the medical and administrative staff to co-ordinate all aspects of in-house care.

“Our MHA programme enables individuals to take on leadership roles by equipping them with training in Planning, Organising, HRM, Marketing, Finance, Operations, Hospital Policies, Practices, Acts & Committees, Quality Assurance, Material Management, Research, Public Health, Basic Medical Sciences, Hospital Information System etc.

Thus AIMS prepares a candidate to assume the responsibilities of Manager/Asst. Hospital administrator/Administrator in a government, semi government, corporate or charitable hospital to be a successful hospital administrator.

The programme involves didactic lectures, seminars, project work, journal club, field visits, departmental postings, hospital based problem solving assignments and etc. with an objective to develop conceptual skills in hospital operations, planning, policy formulation and optimum resource utilization.
MAIN STRUCTURE OF THE PROGRAMME

The programme involves didactic lectures, seminars, project work, journal club, field visits, departmental postings, hospital based problem solving assignments and etc. with an objective to develop conceptual skills in hospital operations, planning, policy formulation and optimum resource utilization.

SEMESTER - I

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Total Marks</th>
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<tbody>
<tr>
<td>MHA101</td>
<td>Management Process In Hospital Administration</td>
<td>100</td>
</tr>
<tr>
<td>MHA102</td>
<td>Business Communication &amp; Public Relations</td>
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<tr>
<td>MHA103</td>
<td>Basic Medical Sciences</td>
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</tr>
<tr>
<td>MHA104</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA105</td>
<td>Managerial Economics</td>
<td>100</td>
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<td>MHA106</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA107</td>
<td>Management Accounting</td>
<td>100</td>
</tr>
<tr>
<td>MHA108</td>
<td>Value- Education</td>
<td></td>
</tr>
<tr>
<td>MHA109</td>
<td>Practical-Hospital Orientation</td>
<td></td>
</tr>
</tbody>
</table>

Total 700 Marks

First 3 months are devoted to in-depth interactive lectures at the end of which each student is assigned with a topic to work with under the guidance of concerned expert faculty member.

SEMESTER - II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Total Marks</th>
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</thead>
<tbody>
<tr>
<td>MHA 201</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA 202</td>
<td>Organisational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>MHA 203</td>
<td>Research Methodology &amp; Bio-Statistics</td>
<td>100</td>
</tr>
<tr>
<td>MHA 204</td>
<td>Business Laws &amp; Medico – Legal Systems</td>
<td>100</td>
</tr>
<tr>
<td>MHA 205</td>
<td>Planning and Design in Healthcare</td>
<td>100</td>
</tr>
</tbody>
</table>
Students will undergo 3 months of didactic lectures and each student will be assigned a topic to study under the mentor. Simultaneously students will be posted to clinical and non-clinical departments on a rotation basis for a period of 3 weeks to have hands on experience. The allotted dept. will have to be studied comprehensively by each student. They will have to correlate theoretical and practical knowledge of hospital administration and will have to be involved in problem identification, decision making and implementation through the concerned authorities.

**SEMESTER - III**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MHA301</td>
<td>Hospital Supportive Systems</td>
<td>100</td>
</tr>
<tr>
<td>MHA302</td>
<td>Medical Records Systems, Information Technology &amp; Telemedicine in Healthcare</td>
<td>100</td>
</tr>
<tr>
<td>MHA303</td>
<td>Healthcare Analytics &amp; Operations Research</td>
<td>100</td>
</tr>
<tr>
<td>MHA304</td>
<td>Quality in Healthcare</td>
<td>100</td>
</tr>
<tr>
<td>MHA305</td>
<td>Patient Care Management, Health Insurance &amp; Medical Tourism</td>
<td>100</td>
</tr>
<tr>
<td>MHA 306</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA 307</td>
<td>Logistics Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA 208</td>
<td>Value Educations</td>
<td></td>
</tr>
<tr>
<td>MHA 209</td>
<td>Practical - Hospital Orientation</td>
<td></td>
</tr>
</tbody>
</table>
After 3 months, an 8-week major posting starts and it includes night duty assignments also.

**SEMESTER - IV**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA 401</td>
<td>Project Appraisal &amp; Evaluation</td>
<td>100</td>
</tr>
<tr>
<td>MHA 402</td>
<td>Enterprise &amp; Resource Planning</td>
<td>100</td>
</tr>
<tr>
<td>MHA 403</td>
<td>Main Project Work in Hospital/Healthcare Organization</td>
<td>100</td>
</tr>
<tr>
<td>MHA 404</td>
<td>VIVA –VOCE</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total - 400 Marks**

After 2 months, major project work starts with duration of 4 months including viva.

**GRAND TOTAL MARKS FOR THE FULL COURSE - 2500 MARKS**
## SEMESTER – 1

### MHA 101 - Management Process In Hospital Administration

**Course Objective**
The objective of this course is to introduce some topics in hospital administration, develop basic administrative skills and capabilities along with the professional competence for the students for grooming them in to future healthcare personnel responsible for health care administration.

**Course Contents:**
- The basis of management theory and science - 1 hr
- Essentials for successful management - 1 hr
- Concepts of management - 1 hr
- Evolution of Management Thought - 3 hrs
- Classical Management Theories - 2 hrs
- Planning - 2 hrs
- Organizing - 2 hrs
- Staffing - 2 hrs
- Directing - 2 hrs
- Controlling - 2 hrs
- Decision Making - 2 hrs
- Co-ordinating - 1 hr
- Management by objectives - 1 hr
- Time Management - 1 hr
- Hospital Administration - 2 hrs
- Nursing – Introduction, Definition and Scope - 2 hrs
- Nursing Service Administration - 1 hr
- Nursing supervision - 1 hr
- Evaluation of nursing service - 1 hr
- Nursing standards - 1 hr
- Ward management - 1 hr
- Management of environment - 1 hr
- Management of client care - 3 hrs
- Management of personnel - 2 hrs
- Management and supplies and equipment - 1 hr
- Control functions - 3 hrs

**Total** - 42 hrs
Detailed Course Plan:

**Unit I**

**Unit II**
Hospital Organization Structure & Charts, the Chief Executive officer(CEO), duties, responsibilities and functions of CEO, management of the hospital, professional management of the hospital, Committee organizations, advantages and disadvantages of committees, recruitment and selection. Orientation, Training and development, readying the hospital to operate professionally, organizing, directing and leading, controlling.

**Unit III**

**Unit IV**
Ward management – factors influencing ward management – management of client care – Assessment of patient’s needs- planning for the client care –assignment of personnel for client care- planning time and work schedules-ward rounds –management of environment. (6 hrs)

**Unit V**

**Reference Books**
2. N.V.Dave: Hospital Management ,Deep and Deep Publications, New Delhi, 1999
3. Brig.Dr.M.A.George - Hospital Administrator
MHA 102 - Business Communication and Public Relations.

Courses Objectives:
Communication is a thread used to connect the strewn activities of any modern organization. A healthy organization today attaches paramount importance to the role of perfect and effective communication for internal and public relation activities. This course is an attempt to impart good managerial communication skills to the trainees.

Detailed Course Plan
Unit – I

Unit – II
Essentials of effective communication–Communication Skills (for oral, written, non-verbal and other methods)-Written Communication-Paragraphs and sentences, selection of words, punctuation, spellings-Three-stage process of good writing-Forms of written communication-Oral Communication- Forms of Oral Communication-Non-verbal communication-Organizational body language

Unit – IV
The concept of Public Relations, Definition, What is and is not PR, ‘Public’ in PR, History of PR, Corporate Image, Strengths of a PR professional, Duties and responsibilities of a PR manager, The PR process, Models of PR (Grunig’s models, open and closed systems models), Disparate roles of PR professionals (Broom and Smith), Tools of public relations, Anticipating issues and issues management

Unit – V
PR in the Government, PR in developing countries, Corporate Social Responsibility (CSR) and PR, PR and community welfare ,PR and publicity stunts, PR and industrial relations, Lobbying and PR, PR as a part of Integrated Marketing Communication (IMC), PR support to marketing, Corporate advertising, Popular PR bodies/associations
Text Books:
Main Reading:
1. Krishna Mohan and Meera Banerji: Developing Communication skills, MacMillan

Reference:
2. Wool Cott: Mastering Business Communication, Macmillan Master Series
3. Asha Kaul – Business Communication, PHI.

MHA 103 - Basics Medical Sciences
Half Paper (Total 50 marks only)

Total hours 15

I) Introduction - 3 hours
   Basic word structure - 1 hour
   Suffix - 1 hour
   Prefix - 1 hour

II) CVS - 1 hour
    Parts and functions
    Basic heart structure
    Names of great vessels
    Pulse points

III) Skeletal system - 1 hour
    Classification
    Names of bones
    Names of major joints

IV) Muscular system - 1 hour
    Types of muscle
    Intramuscular injections

V) Blood and lymphatic system - 1 hour
    Formed elements and functions
    Lymphatic organs and function basics of immunology

VI) Respiratory system - 1 hour
    Parts and functions
    Lung
    Diaphragm
VII) Endocrine system - 1 hour
   Function
   Organs named
   Location

VIII) GIT - 2 hours
   Parts structure and function
   Related glands

IX) Nervous system - 2 hours
   Parts and functions
   Special sense organs

X) Reproductive system - 2 hours
   Parts of male and female reproductive organs and functions

XI) Renal system - 1 hour
   Parts
   Structure and function

**SCHEME OF PAPER (TOTAL 50 MARKS) (40 for Uni. Exam. + 10 Internal)**

I) 1- mark x 5=5 marks. (Suffix and prefix and basic word structure as objective assessment)
   e.g: Explain the following terms:
   - Removal of gall bladder-
   - Salphingitis -
   - Trachaeostomy-
   - Dislocation-
   - Cataract -
   Descriptive - 2.5 marks X 10 =25 marks
   e.g:
   1. Name the valves of the heart and their location
   2. Name the lobes of lung
   3. Give two functions of liver
   4. Name the bones of the axial skeleton
   5. Name the sites of intramuscular injections
   6. Name the lymphoid organs and state their functions
   7. What are the parts of the brain and state the functions of the cerebellum
   8. Name three joints of the upper limb
   9. Enumerate the endocrine glands
   10. Name the parts of the male reproductive organs & give the function of each.
MHA 104 - Marketing Management

Courses Objective:
The booming world of marketing is one that can ignore the topics in the business Scenario. This course is an effort to impart an in-depth knowledge and techniques to students for promoting hospital products and services. Aimed at understanding the market forces, which determine the services offered, the importance of the role of marketing in quality management and organizational development.

Courses Contents:
Marketing Concepts - 1hr
Contemporary marketing - 1hr
Marketing Variables - 1hr
Marketing planning - 1hr
Consumer behavior - 1hr
Marketing mix strategies - 1hr
Development of a new product - 1hr
Product planning - 1hr
Pricing and promotional strategies - 1hr
Advertising - 1hr
Customer satisfaction - 1hr
Marketing ethics - 1hr
Marketing in hospitals - 1hr
Marketing principles - 1hr
Marketing process - 1hr
Consumer research - 1hr
Benefits of marketing - 1hr
Marketing a new hospital - 1hr
Marketing special services in hospitals - 2hrs
Women's health care - 1hr
Geriatric services - 2hrs
Health Promotion programme - 1hr
Women’s unique psychiatric needs - 1hr
Economic imperatives - 2hrs
Need for marketing - 1hr
Marketing corporate health services - 2hrs
Total - 30hrs

Detail Course plan
Unit - 1
Contemporary Marketing, Marketing Concepts, Misconceptions about marketing, Sellers vs. buyer's market, Marketing variables, Marketing planning, marketing audit, Marketing research, Factors influencing Consumer Behavior, Human needs: perception and Attitude, Marketing Mix Strategies.
Unit - II

Unit - III
Marketing in hospitals, Application of marketing principles to hospitals, Annual marketing plan, Marketing process in hospitals, Consumer research, The Four Ps, Product, price, Place, Promotion, The Fifth P, Benefits of marketing, Marketing programmes in relation to the public and patients, Marketing a new hospital.

Unit - IV
Marketing Special Services in hospitals, women’s health care, maternity services, Obstetrical practice, Alternate birthing centers, LDRP suits, Geriatric services, Psychiatric care, Referral sources, Special clinics, Health promotion programme for women, Women’s unique psychiatric needs.

Unit - V
Economic imperatives, Need for marketing, Redefining objectives and mission, marketing corporate Health services, some examples of how programmes can be marketed.

Text Books:
Main Reading:

Reference:

MHA 105 - Managerial Economics

Course Objective:
The course intent to chisel and mould the students in to better managers of tomorrow by delivering a knowledge which is a blend of integrated economic theory with business practice for the purpose of facilitating decision –making and forward planning by management.

Course Content:
Economics of Medical Care - 1hr
Demand for medical care analysis
Utility theory, Consumer surplus - 3hrs
<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elasticity of demand, Need Vs demand</td>
<td>3 hrs</td>
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<tr>
<td>Law of demand, demand curve, Role of physicians</td>
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<tr>
<td>Demand for health insurance, Cost analysis, Production Function</td>
<td></td>
</tr>
<tr>
<td>Short run, Long run cost function Law of diminishing returns</td>
<td></td>
</tr>
<tr>
<td>Returns of scale allocation of resources to medical care</td>
<td></td>
</tr>
<tr>
<td>Application of health production function</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Certainty, uncertainty in investment decisions Make or buy concept</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Private Vs Public Goods, spillover effects</td>
<td></td>
</tr>
<tr>
<td>Cost benefit analysis, cost effectiveness analysis</td>
<td></td>
</tr>
<tr>
<td>Cost utility analysis, shadow prices, social Costs, Social benefits</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Analysis of cost of medical care –supply function</td>
<td></td>
</tr>
<tr>
<td>Least cost combination, economic efficiency in production, structure</td>
<td>3 hrs</td>
</tr>
<tr>
<td>Extent of economics of scale in hospitals Optimum size of health facilities</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Basics of macroeconomics</td>
<td>1 hr</td>
</tr>
<tr>
<td>Budget: Central and State Government budget</td>
<td></td>
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<tr>
<td>Economic fluctuations in health industry, business Vs Service</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Business cycles, business policy, inflation, deflation</td>
<td></td>
</tr>
<tr>
<td>Econometric Forecasting in Healthcare</td>
<td>2 hrs</td>
</tr>
<tr>
<td>International trade, foreign exchange, Spot and forward exchange</td>
<td></td>
</tr>
<tr>
<td>markets International Monetary system –IMF and SDR</td>
<td>2 hrs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25 hrs</strong></td>
</tr>
</tbody>
</table>

**Detail Course plan**

**Unit - I**
Economics of Medical Care –Demand for medical care analysis-Utility theory-Consumer surplus Elasticity of demand, Need Vs demand – Law of demand, Demand curve –Role of physicians ,Demand for health insurance- Cost analysis – Production function – Short run – Long run cost function – Low of diminishing returns-Returns of scale allocation of resources to medical care Application of health production function

**Unit – II**

**Unit – III**
deflation economic forecasting for business International trade- foreign exchange – Forecasting and predicative analytics in healthcare

**Reference Books:**
1. R.L Varshney, K.L ;Maheswary: Managerial Economics, Sultan Chand& Sons Educational Publishers, New Delhi

**HA106 - Human Resource Management**

**Course objective:**
This course is a modest attempt towards understanding the human resource functionalities in a typical hospital having varied specialties with supportive services. In managing medical office personal, knowledge of modern management techniques in HR is of most importance.

**Course Contents:**
- Human Resource Management: Introduction -1hr
- Personnel Management -1hr
- Organizing the HR Department -1hr
- Role and functions of Hr Manager -1hr
- Recruitment, selection and placement: introduction -2hr
- Manpower planning -1hr
- Recruitment -1hr
- Interview techniques -2hrs
- Selection process -2hrs
- Disciplinary procedure -1hr
- Exit interview -2hrs
- Training and development: Introduction -1hr
- Training –purpose and advantages -2hrs
- Types of training -1hr
- Evaluation of training -2hrs
- Training programme -1hr
- HR Administration -1hr
- Employee’s performance appraisal -2hrs
- Requisites of a good appraisal -1hr
- Work Environment -1hr
- Morale -1hr
- Employee participation in Management -1hr
Wage and salary Administration - 1hr
Trade Unions - 1hr
Grievances - 1hr
Organizational disputes - 1hr
Employee welfare aspects - 1hr
Labour Laws - 6hrs
Total - 40 hrs

Detailed Course Plan
Unit I
Introduction, HRM Process, Evolution of personnel Management in India, Personal Management in hospitals, Nature, Scope, Definition and Objectives of personal Management as a Profession in Hospitals, Organizing the HR Department, Internal Organization of the HR Department, HR Plan, Philosophy, Objectives, Policies, Functions, Tools of the HR Department, Role &Functions of HR Manager.

Unit II
Recruitment, selection and placement, Nature, Scope and objectives of Manpower planning, Preparing and Writing an Advertisement, Hiring the Right Employees, Recruitment, Sources of Requirements, Analyzing a Resume, Interview Techniques, Selection, Test on skills, Knowledge and IQ, What Can Go Wrong in an interview?, Following up the Applicants, Screening Profile, Checking References, Involving Other Staff in the Review, Medical Screening as a Condition of Employment, Telling Other Applicants “No, Thank You“ Induction, Extending/Curtailing Probation, Confirmation, Promotion, Transfer, Separation, Disciplinary Procedure, Termination, Exit Interview.

Unit III

Unit IV
Unit V

Text Books:
1. R.O. Goyal: Handbook of Hospital personnel Management, Prentice Hall of India, New Delhi, 1993

Reference Text:

MHA 107 - Management Accounting

Course Objective
The objective of this course is to provide the students an understanding about the financial and cost accounting system and its applications in managerial decision making.

Course Contents:
Introduction to Financial Accounting -1hr
Journal -3hrs
Ledger -2hrs
Trial Balance -1hr
Financial Accounts -5hrs
Cost Accounting -1hr
Cost Sheet -2hrs
Unit Costing -1hr
Management Accounting: Meaning and definition -1hr
Management Accountant -1hr
Ratio Analysis -4hrs
Marginal Costing: Meaning and definition -1hr
Break Even Analysis -3hrs
Budgetary Control, Budget - 1 hr
Functional Budgets -3hrs
Total -30hrs
Detailed Course Plan
Unit – I
Book Keeping, objectives, terms used in accounting, accounting concepts, accounting conventions, account, types of accounts, journal, compound journal entries, banking transactions, ledger, trial balance, trading and profit and loss accounts, balance sheet.

Unit – II
Cost, Costing, cost accounting, elements of cost, cost sheet, treatment of stock while preparing cost sheet, until costing.

Unit – III
Management Accounting, meaning and definition, management accountant, tools of management accounting, ratio analysis, meaning, advantages and limitations, profitability ratios, liquidity ratios, activity ratios, leverage ratios.

Unit – IV
Marginal costing, marginal cost, advantages and disadvantages, break even analysis, contribution, P/V ratio, break even point, margin of safety.

Unit – V
Budget, budgetary control, objectives, functional budgets, cash budget, production budget, purchase budget, master budget.

Text Books:
Main Reading:
2. S.P. Jain and K.L Narang – Cost Accounting, Kalyani Publishers
3. R.S. N.Pillai and Bagavathi: Management Accounting, S. Chand

Reference Texts:
1. Juneja – Accounting for XI, Kalyani Publishers
2. S. N.Maheswary: Management Accounting, Sultan Chand.
SEMESTER II

MHA 201 - Financial Management

Course Objective:
The course is intended to help the students to acquaint themselves with the basic concepts of financial planning and control and its applications in the financial decision making and its utility as an indispensable part of hospital administration and quality control.

Course Content
Financial Management – Concepts, Objectives, Scope & Function - 3hrs
Forecasting of income statement - 3hrs
Working capital Management - 3hrs
Cash Management - 3hrs
Current asset Management - 5hrs
Leverage - 3hrs
Capital Budgeting - 5hrs
Theories of Capital structure - 2hrs
Dividend - 3hrs
Cost & Analysis - 2hrs
Stock Exchange Market - 3hrs

Total - 35 hrs

Detailed Course Plan:
Financial Management – Concepts – Objectives – scope – Functions
Time Value of money – time Preference rate- Compound value – Present Value
Forecasting of income Statement – Concepts- Types – Factors affecting the determination of working capital – theories of working capital
Working capital Management – Concepts - Types - Factors affecting the determination of working capital
Cash Management – objectives – Minimum Cash requirement – different approaches for decision making – formation strategies
Theories of Capital structure – NI – NOI –MM approach –cost of capital – determination of cost individual source of finance – Procedure to find out capital structure of a firm
Cost and Analysis – Cost benefit Analysis – Cost effectiveness analysis –ratio Analysis – Types –Uses
Value and rate of return calculations – Valuation of firm and Shares –different methods of determination of value of shares – Value of firm – registration of firm in stock exchanges –stock exchange working procedure

Reference Text:

MHA 202 - Organisational Behaviour

Course Objectives
A Modern Health care setting today consists of a complex mechanism of technology and human resources .The major problem of a hospital organization is to get the maximum possible advantage of human resource potential. Behaviour of human being determines these efforts and contributions. Therefore it is imperative to understand the total behaviour of a person related to the health care whether for services or beneficiary purpose. This course is offered with a perception of importing the required knowledge of human behaviour and its implication in the organization structure.

Course Contents:
Organizational Behavior - 4 hrs
Individual behavior - 4 hrs
Management of change - 4 hrs
Nature of human behavior - 5 hrs
Learning - 4 hrs
Personality - 5 hrs
Attitude - 4 hrs
Total - 30 hrs
Detailed Course Plan

Unit I
Organizational Behavior Concepts, scope and importance, various approaches to measure effectiveness, managerial effectiveness, organizational change, factors, planned change, response to change, resistance to change, organizational growth and change, organizational development, concept and progress, OD interventions, sensitivity training and grid training, management by objectives. Individual behaviour, ability, intellectual and physical abilities, Creativity in management, values and behaviour, factors in value formation, types of values, value system for Indian managers, importance, job satisfaction, measuring job satisfaction, effect of job satisfaction on employee performance. Group Dynamics, types of group – formal and informal group, group cohesiveness, individual and group decision making, team building

Unit II
Management of change, planned change, forces for change, responses to change, types of planned change, conflict management, competition vs. conflict, conflict management strategies, job stress, sources of stress, management of stress, ethics, managerial or business ethics, determinants of ethics, ethical guidelines for managers, values, social responsibilities of business.

Unit III
Nature of human behaviour, human behaviour approach, organizational behaviour models, process of behaviour, models of man, limits on rationality, Perception, concept of perception, meaning and importance, link between perception and individual decision making, perceptual process, perceptual organization, interpersonal perception, managerial applications of perception.

Learning, components of learning process, factors affecting learning, learning theories, conditioning theory, cognitive learning theory, social learning theory, reinforcement, types of reinforcement, administrative reinforcement, motivation, motivation and behaviour, theories of motivation, Maslow’s Theory, McClelland's Need Theory, Contingency approach to motivation, McGregor’s Approach to motivation, Theory X and Y, Important elements of a sound motivational system.

Unit IV
Personality, concept of personality, personality theories, personality development, determinants of personality, personality and behaviour, organizational applications of personality, personality traits and personality attributes influencing organizational behaviour, decision making, rational decision making progress, ethics in decision making.
Unit V
Attitudes, Theories of attitude formation, factors in attitude formation, attitude measurement, attitude, interpersonal behaviour, transitional analysis, levels of self awareness, ego status, life positions, transactions, stroking, psychological games, benefits and uses of transactional analysis. Concept of leadership, leadership theories, leadership styles, employee-production orientation, managerial grid, tri-dimensional grid, Fiedler’s Contingency model, Hursey-Blanchard’s Situation Model, Path–Goal model of Leadership, successful leadership vs. effective leadership, leadership styles in Indian organization.

Reference Books:
1. L.M. Prasad: Organizational Behaviour, Sultan Chand and Sons

MHA 203 - Research Methodology & Biostatistics

Course Objective:
Subject deals with the scientific method of solving a research problem systematically so that they know how to go about doing their project and research work.

Research Methodology
Meaning of research - 2hrs
Techniques of research - 2 hrs
Research design – Basic concepts - 1 hr
Estimation of sample size - 2 hrs
Census and sample surveys - 2 hrs
Primary and secondary data - 1 hr
Schedules & questionnaires - 2 hrs
Cross-sectional studies-design & analysis - 1 hr
Case-control studies-design & analysis - 2 hrs
Cohort studies-design & analysis - 2 hrs
Clinical trials-design & analysis - 2 hrs
Validity analysis - 2 hrs
Vital & health Statistics - 2 hrs
Steps in writing report - 2 hrs
Total 25 hrs

Biostatistics
Introduction to biostatistics - 1hr
Statistical data – classification & tables - 1hr
Presentation of data – diagrams & graphs - 2hrs
Measures of central tendency - 2hrs
Measures of dispersion - 1hr
Measures of skewness and kurtosis - 2hrs
Correlation & regression analysis techniques - 2hrs
Probability theory & probability distributions -2hrs
Logic of statistical Inference -1hr.
(Standard error, Type-I & II errors, p-value & Power)
Estimation of parameters -1hr
Testing of significance of hypotheses -5hrs
Total 40hrs

Biostatistics

Unit VI

Unit VII
Mean (calculation for individual, discrete and continuous series), median (calculation for individual, discrete and continuous series), mode (calculation for individual series). Empirical relation connecting mean, median and mode. Merits and demerits of each type.

Unit VIII

Unit IX

Unit X

Reference Text:

Unit – I

Unit – II

Unit – III
Design and analysis of research studies: Design and analysis - Cross sectional studies, Case-control studies, cohort studies and clinical trials.

Unit – IV:
Validity analysis – Sensitivity, Specificity & Accuracy in Validity analysis ,ROC curve

Unit-V:
Health statistics (sources, rates), Vital statistics (methods of recording vital events, rates)

Unit – VI
Research reports: Structure and components – steps in writing report – types of reports

Reference Books:
3) Mark Woodward; Epidemiology - Study, Design and Data analysis; 2000; Chapman & Hall, CRC Series.
8) Dipak Kumar Bhattacharyya, Research methodology, Excel books, New Delhi.
MHA 204 – Business Laws and Medico – Legal Systems

Course Objectives:
Hospital a place of subtle environment has its legal framework to protect the hospital as well as the patients. The relevant laws are imparted to the students keeping in mind the future needs to handle administrative routines in such issues:

I. Constitutional Provisions relating to health and medical practice.
   1. Basic tenants of Constitutional Law
   2. Preamble to the Constitution
   3. Fundamental Rights and their application
   4. Article 21 and its relevance in Health Care
   5. Directive Principles of State Policy

II. Medical Ethics and Conflicting Interest in Health Care
   A. Medico-legal aspects of clinical practice
      1. Medico-legal case
      2. Duties and obligations of Doctors
   
   B. Pre-requisites of Medical Practice
      a. Consent
         i. Relevance of consent
         ii. Necessity of consent
         iii. Validity of consent
         iv. Refusal of treatment
         v. Consent – vulnerable group
         vi. Consent in an emergency
   
   b. Professional secrets/privileged communication

III. Introduction to law of medical negligence
   i. Negligence –Definition
   ii. Essentials /Components of negligence
   iii. Duty of care
   iv. Standard of care
   v. What is not negligence
   vi. Defenses to the law of negligence

IV. Liability of Medical professionals under various laws
   i. Negligence as a tort
   ii. Negligence under Contract
   iii. Negligence as a Crime
   iv. Negligence under the consumer law
V. Determination of liability and compensation

A. Liability under the general law
   i. Individual liability
   ii. Vicarious liability

B. Liability under the Consumer Law
   i. Professional service
   ii. Professional service free of cost
   iii. Contract of personal service
   iv. Deficiency in service

C. Consumer Dispute Redressal Agencies
   i. District Forum
   ii. State Commission
   iii. National Commission

D. Relevant Acts/legislations applicable to hospitals and its importance
   i. Indian Medical Council Act 1956 and code of conduct, ethics and etiquette
   ii. Dental council Act
   iii. Indian nursing council Act
   iv. Transplantation of human Organs Act 1994
   v. Medical Termination Of pregnancy Act 1971
   vi. Prenatal diagnostics Techniques (Regulation and Prevention of Misuse) Act 1994
   vii. Drugs and Cosmetic Act 1940
   viii. Environmental Protection Act (Biomedical Waste management Handling Rules)
   ix. Atomic energy Act (Radiation Protection Rules)
   x. Mental health Act 1987
   xi. Disability Act

E. Biomedical research
   i. Ethical issues
   ii. Relevance of ICMR guidelines
   iii. Relevance of Schedule Y guidelines (Drugs And Cosmetic Act)

F. Important legal aspects of Medical Documentation for
   i. Patients
   ii. Physician/Doctors
   iii. Hospital
   iv. Public health
   v. Medical Education / Research

G. Law relating to death in hospital
H. Law of Contracts
   i. Definition and Object of the law of Contract
   ii. Essential elements of a valid contract
   iii. Classification of contract
   iv. Definition of Consideration
   v. Legal rules as to consideration
   vi. Remedies for the breach of contract

References:

MHA 205 – Planning and Design in Health Care

Course Objective
The Function of a good hospital today includes the entire spectrum devoted to the medical care of patients. In discharging these Functions, the hospital utilizes personnel and infrastructure. The objective of these courses is to give the students a broad view of the different departmental services and their operations, ranging from the domain of an ordinary primary health care center to that of a super specially setting. This course gives the students thorough foundation knowledge of the broad range of specialties and supportive in a hospital.

Course Contents:
Planning and design of hospital services: - 10hrs
Planning and design administrative services - 10hrs
Medical and ancillary services: - 10hrs
Planning and design of Nursing - 05hrs
Planning and designing public areas and staff facilities - 10hrs
Total - 45hrs

Detailed Course Plan
Unit 1
Planning and design of hospital services: financial planning, equipment planning, functional plans for hospital construction, design team, hospital consultant, architect and engineers.
Unit II
Planning and designing administrative services: Introduction, Outpatient services, functions, design and facilities, situations and problems. Emergency service - location, design and organization. Rooms and Suites - Location, design and space requirements of executive suite. Other professional service units, functions, location design and organization of professional service unit. Other facilities and requirements.

Unit III
Medical and ancillary services: Surgical department, location, organization and design, facilities and space requirements, clinical and service areas, pulmonary medicine, requirements for pulmonary medicine, Cardiac Catheterization (CATH Lab), diagnostic and therapeutic procedures, location and facilities required, problem situations. Clinical laboratories, functions, location and design, organization of laboratory, facilities and space requirements, blood bank, radiological services, diagnostic radiology, requirements, radiation therapy department, organization, facilities and pace requirements, problem situations, nuclear medicine, location and design, labour and delivery suite, location and design, labour rooms, delivery rooms, caesarian section room, recovery rooms, birthing rooms.

Unit IV
Planning and designing nursing services: in General Wards, Patient rooms, Pediatric nursing unit, Obstetrical nursing unit, Psychiatric nursing unit, Isolation rooms, Intensive Care Units (ICUs), Coronary Care Units (CCUs), Nurses rooms etc.

Reference Texts:
3. Brg. Dr. M.A. George - The Hospital Administrator
4. S.L. Goel: Health Care system and Management (4 Volumes), Deep and Deep Publications, New Delhi Srinivasan-
5. Goel and Kulkarni - Hospital Core Services

MHA 206 - Community Medicine and Outreach Programme

Course objective
The objective of this course is to provide basic knowledge and skills in community medicine to students who are involved in community health care in their day to day professional activity and research. There is also a focus on administration and management in the Health Care System of the country. Practical and interactive sessions
are planned to organize community health education programmes and outreach activities.

**Course plan**

**Unit 1 – 6 hrs**  
Concepts of health and disease, Role of environment in public health, nutrition and health, Principles of Medical Entomology.

**Unit II – 6 hrs**  
Epidemiology – Principles and methods, Epidemiology of major communicable and non-communicable diseases.

**Unit III – 6 hrs**  
Health Education – aims and objectives, approaches and methods of Health Education, preparation of health education materials like slides, flash cards, flip chart, folders, posters and pamphlets, case study presentation.

**Unit IV – 6 hrs**  
Health planning and management and principles of health administration, health care system, implementation of National Health Programmes and Mental Health and Geriatrics.

**Unit V – 6 hrs**  
Visits / projects  
Visit to urban and rural health centres to study the organization and function and to understand implementation of National Health Programmes like National Vector borne Control Disease, RNTCP, Leprosy Control Programme and control of life style diseases.

Project work and organization of community outreach programmes.

**Course content**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Concept of health and disease</td>
<td>1 hr</td>
</tr>
<tr>
<td>Role of Environment in public health</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Nutrition and health</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Medical Entomology</td>
<td>1 hr</td>
</tr>
<tr>
<td>General Epidemiology</td>
<td>2 hrs</td>
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<tr>
<td>Major communicable diseases: Epidemiology and Control</td>
<td>3 hrs</td>
</tr>
<tr>
<td>Non communicable diseases: Epidemiology and control</td>
<td>1 hr</td>
</tr>
<tr>
<td>Health Education: Introduction, aims and objectives</td>
<td>1 hr</td>
</tr>
<tr>
<td>Methods of Health Education</td>
<td>4 hrs</td>
</tr>
<tr>
<td>Preparation of Health Education materials</td>
<td>1 hr</td>
</tr>
<tr>
<td>Public Health Administration, planning and management: Principles and methods</td>
<td>1 hr</td>
</tr>
<tr>
<td>Health Care System in the country</td>
<td>2 hrs</td>
</tr>
</tbody>
</table>
National Health Programmes – 2 hrs
Mental Health and Geriatrics – 1 hr
Project work and case study presentation – 2 hrs
Organizing community outreach programmes – 1 hr
Visit to rural and urban health centres – 3 hrs

Total: 30 hrs

The topics will be taken through lecture demonstrations, interactive sessions, presentation of project and case study and field visits.

Reference books:
SEMESTER III

MHA 301 - Hospital Support Systems

Course Objectives:
The object of these courses is to give a clear –cut idea to the students about the different Departments supporting the clinical care in a hospital and how they assist in the smooth functioning of the hospital to achieve quality care to the patients.

Course Contents:
Hospital Support Services, Introduction - 1hr
Occupational Therapy - 1hr
Recreational Therapy - 1hr
Speech and hearing Therapy - 1hr
Telemedicine - 1hr
Pharmacy - 2hrs
Hospital acquired infection - 1hr
Infection Control - 1hr
Ambulance Service - 1hr
Transportation - 1hr
Mortuary - 1hr
Volume Service Rehabilitation - 1hr
Public and staff facilities - 1hr
Dietary services and canteen - 1hr
Sterile supply services in hospitals - 1hr
Housekeeping and laundry - 2hrs
Water treatment and sewage - 2hrs
Bio Medical Services - 2hrs
Maintenance - 3hrs
Emergency and Disaster preparedness - 2hrs
Fire hazards - 1hr
Communication system - 2hrs
Safety and security - 2hrs
PMR - 2hrs
Total - 34hrs

Detailed Course Plan
Unit -1
Hospital Support Services, Introduction – Major components and their role – Occupational therapy – Recreational Therapy – Speech and hearing Therapy- Telemedicine, PMR.
Unit -II
Pharmacy – Hospital acquired infection control – Ambulance service – Transportation – Mortuary

Unit -III
Volunteer Service – Rehabilitation – Public and staff facilities – Dietary services and canteen – Sterile supply service in hospitals – House Keeping and laundry – Water treatment, Water Supply and Sewage System

Unit –IV
Maintenance – Electrical & plumbing System – Air – Condition System – Civil Engineering, General equipments – Bio – Medical services – Central medical gas system

Unit -V
Communication system – Telephone system – Nurses call system – Public address system – Safety and security – fire safety – Bomb treat – Emergency and Disaster preparedness

Reference text:
2. Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Japee Brothers, Medical Publishers (P) Ltd., B-3 EMCA House, 23/23B Ansari Road, Daryaganj, Post box 7193, New Delhi-11 0 002
3. S.L Goel and R .Kumar: Hospital Supportive Services, Deep & Deep Publications PVT LTD, F -159, Rajouri Garden, New Delhi -11 0027

MHA 302 - Medical Records Systems, Information Technology and Telemedicine in Health care

Course Objective:
There is rapid growth and developments in health informatics. The objective of this course is to impart modern scientific medical and health information systems that conform to international standards. This course also deals with the need, importance and application of computers / IT in health care. It also covers the software and hardware availability. Learning modern computer technology and MIS would help the Health Care Administrators to take effective decisions as well as enhance their managerial skills.

Courses Contents:
Systems of medical records administration -1hr
Role of medical records & Format of medical records -1hr
Medical Terminologies -1hr
Problem oriented medical records -1hr
<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient care plan progress notes</td>
<td>1 hr</td>
</tr>
<tr>
<td>General medical records standards and procedure</td>
<td>1 hr</td>
</tr>
<tr>
<td>Supply of medical records</td>
<td></td>
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<tr>
<td>Registration of medico-legal cases</td>
<td>1 hr</td>
</tr>
<tr>
<td>Staff medical records</td>
<td></td>
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<tr>
<td>Registration of birth and death &amp; Issues of medical reports and certificates</td>
<td>1 hr</td>
</tr>
<tr>
<td>Classification of diseases (ICD9&amp;10)</td>
<td>2 hrs</td>
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<tr>
<td>Preservation and documentation of medical records</td>
<td>1 hr</td>
</tr>
<tr>
<td>Important medical record registers</td>
<td>1 hr</td>
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<tr>
<td>Legal aspects of medical records</td>
<td>1 hr</td>
</tr>
<tr>
<td>Medical audit</td>
<td>1 hr</td>
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<tr>
<td>Organization and management of medical records department</td>
<td>1 hr</td>
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<tr>
<td>Commonly used hospital Software and Hardware</td>
<td>5 hrs</td>
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<tr>
<td>Hospital Information System &amp; EMR</td>
<td>5 hrs</td>
</tr>
<tr>
<td>Advances in Technology and Telemedicine</td>
<td>3 hrs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30 hrs</strong></td>
</tr>
</tbody>
</table>

**Unit I**

Systems of medical records administration, Role of medical records, Format of medical records, Medical Terminologies, Problem oriented medical records, Patient care plan progress notes, General medical records standards and procedure, Supply of medical records, Registration of medico-legal cases, Staff medical records, Registration of birth and death, Issues of medical reports and certificates, Classification of diseases (ICD9&10), Preservation of records, Important medical record registers, Legal aspects of medical records, Documentation of medical records, Medical audit, Organization and management of medical records department.

**Unit II**

**Working knowledge of commonly used hospital Software and Hardware**

Unit III: Hospital Information System & EMR
Characteristics, Elements, Categories HIS for Various Levels of Management (Top / Middle / Operational) Integrated HIS (IHMIS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS) Payroll system, Accounting System, Inventory Control System & other computer applications in Hospitals.
Implementing wireless computerized patient records, Complexity in EMR, Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

Unit IV: Latest Advancement in Technology
Geographical Information System (GIS), Digitizing Map, Software and Hardware Required for GIS, Clinical Practices through Internet, Telehealth and Telemedicine, Use of Smart Cards in Hospitals, Future Trends in Health Care Information Systems

Textbooks
1. Toni Hebd & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey)
2. John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan)
3. WHO, Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva)

MHA 303 – Healthcare Analytics & Operations Research

Course Objective:
The objective of this course is to provide the students an understanding about Healthcare Analytics and Operations research and its applications in managerial decision making.

Operations research is distinguished by its frequent use to examine an entire management information system, rather than concentrating only on specific elements. An operations researcher faced with a new problem is expected to determine which techniques are most appropriate given the nature of the system, the goals for improvement and constraints on time and computing power. For this and other reasons, the human element of OR is vital.
Course Content:

Spreadsheets - 2hrs
Linear programming based Models - 4hrs
Sensitivity analysis and WHAT IF modeling - 2hrs
Binary Integer Programming - 2hrs
Non linear programming, Evolutionary solver and genetic algorithm - 2hrs
Decision tree based decision formulation - 2hrs
Queuing models - 2hrs
Supply chain analytics - 2hrs
Game Theory - 2hrs
Basic computer simulation - 2hrs
Advanced simulation (Risk/crystal ball) & Modeling based on distribution - 2hrs
Operational planning analytics - 3hrs
Data envelopment analysis and its applications in healthcare industry - 2hrs
Google analytics - 2hrs
Online survey and questionnaire tools and sampling software - 1hr
Forecasting analytics - 2hrs
Design of experiments - 2hrs
Goal programming - 1hr
Regression based modeling - 1hr
Basic financial modeling and ratio analysis - 2hrs
**Grand Total** - 47hrs

Detailed Course Plan

Operations Research

Unit I

Unit II
Unit III
Supply chain analytics – Warehousing and inventory analytics, procurement analytics. Game Theory- Saddle point – Pure strategy – Dominance property. Basic computer simulation. Advanced simulation (Risk/crystal ball) & Modeling based on distribution (Discrete and Continuous)

Unit IV
Operational planning analytics- Aggregate planning, Material planning, Capacity analytics including debottlenecking/Balancing, Process/Service design analytics, Scheduling analytics, AP/MPS/MRP/ATP/RCP/DCP, Cost volume profitability modeling

Unit V

Reference books

MHA 304 - Quality in Health Services

Unit – I
Quality Concepts
Quality assurance
Total Quality Management (TQM)

Unit – II
Quality Circle
Performance review

Unit – III
Verifiable standards and parameters in evaluation of quality under:
- NABH
- NABL
- ISO
- NAAC

Unit – IV
Hospital statistics and Quality control
Total - 30hrs
MHA 305- Patient Care Management, Health Insurance & Medical Tourism

Unit – I
To understand the process and details related to effective patient care. Concept of patient care, patient centric management, clinical issues for managers, patient safety, medication safety, adverse drug events, safety of surgical and invasive procedures, Intra operative and post-operative safety, Infection control, Occupational Hazards, Medical Errors, Sentinel Events, National Patient Safety Goals, Disaster Management

Unit – II
Familiarize in health insurance and Medical Tourism.
Principles of Insurance and Insurance Contracts. Structure of Insurance industry and major players
Principles of health insurance and current trends, health insurance products, group insurance products, product design, pricing, development and evaluation, claim management process including claim settlement, Third Party Administrators, Risk Assessment, Underwriting and premium setting.
Insurance markets and Elements of Insurance marketing, IT and Insurance (legal framework, documentation and ethical issues)

Unit – III
Medical Tourism – Nature and scope, Medical Tourism Industry, Accreditation and Medical Tourism, Medical Tourist, Medical Travel Retailing, Healthcare Cost and Medical Tourism in India. Medical Tourism and its effect on domestic healthcare market

Total - 30hrs

References
4. Hospital and Healthcare Administration. Gupta S & Kant S, Jaypee, New Delhi
7. Insurance Industry, the current scenario, U.Jawaharlal, ICFAI university Priess, Hyderabad
MHA 306 - Strategic Management

Course Objectives:
Strategic management squarely targets what every student needs to know about crafting, implementing, and executing business strategies in today’s market environment. It would help the students to foresee and pre-plan their ideas before executing them.

Course Content:
Introduction to strategic management - 1hr
The nature and value of strategic management - 1hr
Dimensions of strategic Decisions - 1hr
Formality in strategic management - 1hr
Benefits of strategic management - 1hr
Risk of strategic management - 1hr
The strategic management process - 1hr
Components of the strategic Management Model - 1hr
Establishing company direction: developing a strategic Vision, setting, objectives, and crafting a strategic - 4hrs
Industry and competitive analysis - 2hrs
Evaluating company resources and competitive capabilities - 2hrs
Strategy and competitive Advantage - 2hrs
Strategies for competing in globalizing markets - 2hrs
Business models and strategies in the Internet era - 2hrs
Tailoring strategy to fit specific industry and company Situation - 2hrs
Strategy and competitive advantage in diversified Company - 2hrs
Evaluating the strategies of diversified companies - 1hr
Building resource strength and organizational capabilities - 1hr
Management the internal organization to promote better Strategy Execution - 1hr
Corporate culture and leadership –keys to effective Strategy Execution - 1hr

Total - 30hrs

Detailed Course Plan:
Unit – I
Introduction to strategic management- The nature and value of strategic management Dimensions of strategic Decisions – Formality in strategic management- Risk of strategic management
Unit – II
The strategic management process – Components of the strategic Management Model Establishing company direction: developing a strategic – Vision, setting, objectives, and crafting a strategic

Unit – III
Industry and competitive analysis – Evaluating company resources and competitive capabilities Strategy and competitive Advantage

Unit – IV
Strategies for competing in globalizing markets- Business models and strategies in the internet era – Tailoring strategy to fit specific industry and company situation

Unit – V
Strategy and competitive advantage in diversified company – Evaluating the strategies of diversified companies- Building resource strength and organizational capabilities – Management the internal organization to promote better strategy execution – Corporate culture and leadership keys to effective strategy execution.

Reference text:

MHA 307 - Logistics Management

Objectives:
1. To introduce the concept of global operations and logistics and provide a Comprehensive framework to tackle typical operations and logistics problems.
2. To enable the student to understand the operation of logistics and supply chain management and apply relevant techniques to solve the problems
3. To achieve the targets of supplying the rights goods at the right time at a minimum cost
4. To provide the students with an in-depth knowledge of operations and logistics Management and its relevant techniques to optimize trade offs

Detailed Course Plan:
Unit – I
Introduction to logistics and supply chain management: Logistics strategy and Planning Organizations for logistics, management and control. Designing the supply base and selecting suppliers and integrated logistics support. Cost modeling in the Supply chain. Supply chain/Hubs in Services, Network management and implications in ser-
vices, Supply chain drivers and obstacles, Forecasting in supply chains, Aggregate planning in supply chains, Inventory Management, Procurement and principles, Green imperatives in supply chain Supply chain relationships. Measuring suppliers performance and supply chain. Supplier/ Vendor rating, development and continuous improvement. Selection and use of supply chain software.

**Unit – II**
Introduction to elements of logistics, the system lifecycle and the need for logistics management. Developing a logistics strategy, understanding the consequences of that strategy. The impact of information technology on the logistics management.

**Unit – III**
Measures of logistics: understanding factors such as the reliability, maintainability, Supply, support, transportation, packaging and handling factors. Economic considerations.

**Unit – IV**
Logistics and phases: Design and Development, production/ construction, utilization and support and the system retirement, material recycling and disposal.

**Unit – V**
Global operations Managements: The just –in –time Philosophy, operations planning and control, the management of capacity, techniques for achieving delivery performances, the performances use of computers, distribution network and the measurement and control of logistics performances, mathematical modeling for distribution in the supply chain, stochastic optimization for logistic planning, network.

**Unit – VI**
Technology and IT impact in supply chain management: Extended enterprises / Virtual enterprises and the internet.

**References**
5. European Logistics Software guide, Institute of logistics, U K
SEMESTER IV
MHA 401 - Project Appraisal & Evaluation

Course Description:
Concepts and techniques of project formulation, evaluation and implementation; Project planning and scheduling; Risk management: Time - cost trade off; Resource leveling and allocation; Project monitoring and control: Contract Management

Objectives
To enable students to:
• Prepare and formulate a capital investment project correctly after appraising the project’s feasibility of customer needs.
• Assess and manage various types of risks in implementing projects
• Plan, Organize, staff, lead, monitor and control the implementation of a project for its completion within cost, time and performance parameters, and
• Make and execute contracts for projects correctly, properly leveling scarce and limited resources.

Detailed Course Plan:
1. Introduction to Project Management
2. Market and Demand Analysis
3. Technical Analysis
4. Financial Estimates and Projections
5. Investment Criteria
6. Financing of Projects
7. Project Analytics
9. Network scheduling and PDM
10. PERT, CPM, Resource Allocation, and GERT
11. Cost Estimating and Budgeting
12. Managing Risks in projects
13. Project control – Project Management Information Systems
14. Project Evaluation, Reporting, and Termination
15. Project Organization Structure and Integration

Prescribed Text Books

Reference Books
MHA 402 Enterprise & Resource Planning

Objective: To know the strategic importance of Enterprise Resource Planning

Course Contents
What is meant by ERP - 5 hrs
ERP as a function of Management - 5 hrs
Strategic Planning and Implementation- an overview - 10 hrs
Application of Benchmarking in ERP - 5 hrs
Management by objectives –its application in ERP - 5 hrs
Role of Management consultancy services in ERP - 5 hrs

OBJECTIVES
➢ To know the basics of ERP
➢ To understand the key implementation issues of ERP
➢ To know the business modules of ERP
➢ To be aware of some popular products in the area of ERP
➢ To appreciate the current and future trends in ERP

UNIT I INTRODUCTION

ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM

UNIT II ERP IMPLEMENTATION

ERP Implementation Lifecycle, Implementation methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

UNIT III THE BUSINESS MODULES

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management , Sales and Distribution

UNIT IV THE ERP MARKET

ERP Market Place, SAP A G, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

MHA 403 MAIN PROJECT WORK IN HOSPITAL/ HEALTH CARE ORGANISATION

Project Evaluation

MHA 404 VIVA – VOCE
IMPORTANT TELEPHONE NUMBERS

Amrita Institute of Medical Sciences : 0484-2801234/2851234
Principal's Office : 0484-2858131/4008131
Admission Office : 0484-2858373/4008373
Chief Programme Administrator : +91 9400998019, Oncall: 1919
HOD, MHA: Dr. Dinesh Nair, : +0484 2856171/8845, 91 9446360977
Programme Coordinator : +0484 2858844