

MASTER OF HOSPITAL & HEALTH CARE ADMINISTRATION (M.H.A)

SEMESTER - I

PAPER I : MANAGEMENT CONCEPTS

Unit I

- A. Concept of Management
- B. Theories of Management
- C. Function of Management
- D. Principles of Management

Unit II

- A. Management Techniques
- B. Application of Management techniques in Hospital and Health Care Administration

Unit III

- A. Planning
- B. Nature and Purpose of Planning
- C. Planning process
- D. Types of Planning

Unit IV

- A. Concept and Features of Objectives
- B. Hierarchy of objectives
- C. Role of objectives
- D. Management by Objectives (MBO)

PAPER II : PLANNING AND DECISION MAKING

Unit I

- A. Policy and Strategy
- B. Formulation of Strategy
- C. Implementation of Policies

Unit II

- A. Forecasting
- B. Forecasting Techniques
- C. Planning Premises

Unit III

- A. Decision Making
- B. Operation Research
- C. Decision Tree
- D. Linear Programming
- E. Game Theory
- F. Waiting Line Model with special emphasis on Hospitals

Unit IV

- A. Planning Commission of India
- B. Five Years Plans in India
- C. National Health Planning

PAPER III : THEORIES AND PRINCIPLES OF ORGANIZATION**Unit I**

- A. Organizational Theory
- B. Systems Approach to Organization
- C. Organization designs
- D. Contingency Approach to Organizing

Unit II

- A. Features of Good Organizational Structure
- B. Organizational Chart
- C. Organizational Manual
- D. Departmentation

- E. Span of Management
- F. Tall and Flat Structure in Organization

Unit III

- A. Authority and Responsibility
- B. Delegation of Authority
- C. Centralization and Decentralization
- D. Rationale of Decentralization

Unit IV

- A. Line and Staff Relationship
- B. Functional Authority
- C. Project Management
- D. Matrix Organization with special emphasis to Hospital Organization

PAPER IV : HUMAN RESOURCE MANAGEMENT

Unit I

- A. Human Resource Management in Health Care Organization
- B. Staffing in Hospital
- C. Systems Approach to Staffing
- D. Manpower Planning
- E. Recruitment
- F. Selection
- G. Training and Development
- H. Training Needs,
- I. Types of Training,
- J. Transaction Analysis
- K. Performance Appraisal

Unit II

- A. Communication
- B. Methods of Communication

- C. Types of Communication
- D. Effective Media Communication
- E. Barriers in Communication

Unit III

- A. Principles of Directing
- B. Leadership, Leadership Styles
- C. Motivation
- D. Motivational Theories
- E. Motivational Techniques

Unit IV

- A. Controlling Functions
- B. Steps in Controlling
- C. Types of Controlling
- D. Control Techniques
- E. PERT / CPM
- F. Management Information System (MIS)
- G. Management Audit
- H. Social Audit

PAPER V : Financial Management

Unit I

- A. Introduction to Financial Management
- B. Accounting
- C. Accounting Process
- D. Objectives Concepts
- E. Accounting Concepts
- F. Accounting Conventions

Unit II

- A. Undertaking Cost and Their Behaviour
- B. Elements of Costs

- C. Classification of Costs
- D. Concepts of Costs

Unit III

- A. Budgeting
- B. Classification of Budgets
- C. Budget Procedure and Administration
- D. Hospital Budget
- E. Approach to Budgeting

Unit IV

- A. Financial Control
- B. Tools and Techniques of Financial Control
- C. Auditing
- D. Vouching

PAPER VI : MATERIALS MANAGEMENT

Unit I

- A. Materials Management
- B. Objectives of Materials Management
- C. Functions of Materials management
- D. Materials Management System

Unit II

- A. Indents, Types of Indents
- B. Purchasing
- C. Purchase Cycle
- D. Storage System
- E. Distribution System of Stores in Hospitals
- F. Condemnation Procedure

Unit III

- A. Equipment Management
- B. Equipment Selection
- C. Equipment Utilization
- D. Hi - tech Equipments in Hospitals

Unit IV

- A. Procurement Procedure of Hospital Equipments
- B. Importing of Equipments for Hospitals
- C. Equipments Maintenance
- D. Contractual System in Hospital Equipments
- E. Condemnation and Disposal of Equipments

SEMESTER - II**PAPER I : CONCEPTS IN HOSPITAL ADMINISTRATION & CLINICAL SERVICE MANAGEMENT****Unit I**

- A. Overview of Hospital
- B. Definition of Hospitals and Types of Hospital
- C. Evolution of Hospitals and Functions of Hospitals
- D. Role of Hospitals and Characteristics of Hospitals

Unit II

- A. Hospital Administration Concept and Development
- B. Rationale of Hospital Administration
- C. Role of Hospital Administration

Unit III

- A. Outpatient Department (OPD) of Hospitals
- B. Inpatient Services
- C. Emergency Service in Hospital

Unit IV

- A. Intensive Care Unit (ICU)
- B. Operation Theatre (OT)
- C. Physical Medicine and Rehabilitation

PAPER II : NURSING SERVICES ADMINISTRATION, DIAGNOSTIC, THERAPEUTIC AND SUPPORT & UTILITY SERVICES

Unit I

- A. Nursing Services and Nursing Administration
- B. Nursing Audit
- C. Quality in Nursing Care
- D. Ward Management

Unit II

- A. Laboratory Services
- B. Radio - Diagnosis and Imaging Services
- C. Blood Transfusion Service
- D. Pharmacy Services

Unit III

- A. Medical Records Department of a Hospital
- B. Central Sterile Supply Department (CSSD)
- C. Laundry Services
- D. Hospital Sanitation and Waste Management Programme

Unit IV

- A. Dietary Services
- B. House Keeping Services

- C. Hospital Engineering Services
- D. Security and Safety Services
- E. Risk Management in Hospitals
- F. Hospital Acquired Infections

PAPER III : MODERN HOSPITAL PRACTICES

Unit I

- A. Disaster Management
- B. Public Relation Department
- C. Transportation Services
- D. Mortuary Services

Unit II

- A. Quality in Health Care Services
- B. Hospital Accreditation Programme
- C. Medical Audit
- D. Total Quality Management (TQM) in Hospitals

Unit III

- A. Regionalization of Health Care Services
- B. Role of Hospital Accreditation Programme
- C. Changing Role of Hospital in New Millennium
- D. Contracting in Hospitals

Unit IV

- A. Telemedicine
- B. Public Private Partnership (PPP)
- C. Medical Tourism / Wellness Tourism
- D. Health Care Financing
- E. Health Insurance and Role of Hospital in Health Insurance

PAPER IV : HEALTH ADMINISTRATION

Unit I

- A. Definition of Health
- B. Concepts of Health and Disease
- C. Indicators of Health
- D. Health For All
- E. Health Planning
- F. Health Care Delivery System in India

Unit II

- A. Programmes Related to Communicable Diseases
- B. Programmes Related to Non-Communicable Diseases
- C. Occupational Health
- D. Health Economics and Health Care Financing

Unit III

- A. Principles of Epidemiology
- B. Epidemiological Methods
- C. Epidemiological Investigations
- D. Prevention and Control of Disease
- E. Diseases Surveillance

Unit IV

- A. Bio-Statistics
- B. Measures of Central Tendency
- C. Measure of Dispersion
- D. Correlation and Regression
- E. Tests of Significance

PAPER V : HOSPITAL PLANNING; OPERATIONS RESEARCH; AND LEGAL ASPECTS IN HEALTH CARE

Unit I

- A. Hospital Planning
- B. Principles of Hospital Planning
- C. Planning Team
- D. Hospital architect
- E. Architect Brief
- F. Project Administration
- G. Construction and Commissioning of Hospitals

Unit II

- A. Strategic Management in Hospitals
- B. Organizational Behaviour
- C. Communication and Decision Making
- D. Organizational Development
- E. Job Enlargement
- F. Job Enrichment

Unit III

- A. Operational Research
- B. Meaning and Scope of OR in Hospital
- C. Waiting Line Theory
- D. Work Sampling and Work Study
- E. Management Techniques Applicable in Health Care

Unit IV

- A. Medical Ethics
- B. Medico Legal Case and Responsibilities of Doctors in Emergency
- C. Legal Aspects in Health Care.
- D. Laws Related to Health Care Particular Reference to Consumer Protection Act.

PAPER VI : DEMOGRAPHY, OCCUPATIONAL HEALTH, EPIDEMIOLOGY AND HEALTH ECONOMICS

Unit I

- A. primary Health Care Principles of Primary Health Care
- B. Components of Primary Health Care
- C. Health Committees
- D. Public Health Development in India

Unit II

- A. Occupational Hazards
- B. Industrial Health
- C. Occupational Health Services
- D. Laws Relating to Occupational Health

Unit III

- A. Census
- B. Demography
- C. Health Survey Methods
- D. Information, Education & Communication
- E. Methods of Health Education

Unit IV

- A. Employee State Insurance (ESI) Scheme
- B. Central Government Health Scheme (CGHS)
- C. National Rural Health Mission (NRHM)
- D. Health Sector Reforms

SEMESTER - III

PAPER I : HUMAN RESOURCE DEVELOPMENT IN HOSPITALS

Unit I

- A. Human Resource Planning
- B. Human Resource Inventory
- C. Recruitment Selection and Induction
- D. Training and Development

Unit II

- A. Performance Appraisal
- B. Motivation
- C. Supervision and Leadership
- D. Managing Employees Relations and Welfare
- E. Union and Management of Unions

Unit III

- A. Decision Making in Human Resources
- B. Industrial Unrest in Hospital
- C. Manpower Utilization in Hospitals

Unit IV

- A. Critical Path Method in Human Resource
- B. Labour Legislation
- C. Collective Bargaining in Hospitals

PAPER II : MARKETING OF HEALTH SERVICES

Unit I

- A. Marketing in Health Care - Introduction
- B. Meaning and Scope of Marketing in Health Care
- C. Distinctive Nature of Service Marketing

- D. Service Marketing mix
- E. Service Quality
- F. Marketing Communication for Health Care Services

Unit II

- A. Pricing of Health Services
- B. Pricing Objectives
- C. Revenue Oriented Pricing Objectives
- D. Marketing Skimming Objectives
- E. Market Penetration Objectives
- F. Operations Oriented Pricing Objectives
- G. Patronage Oriented Pricing Objectives

Unit III

- A. Bases Used in Pricing
- B. Cost Based Pricing
- C. Competition Based Pricing
- D. Demand Based Pricing
- E. Pricing when Value to the Customer in low Price.
- F. Price Discount, Old Pricing
- G. Place Differentiates
- H. Quality Differentials

Unit IV

- A. Pricing Strategies
- B. Value Pricing
- C. Complementary Pricing
- D. Price Funding
- E. Market Segmentation Pricing

PAPER III: COSTING AND BUDGETING IN HOSPITALS AND HEALTH CARE

Unit I

- A. Critical Appraisal of Concepts and Conventions,

- B. Types of Accounts and Their Application in Health Care
- C. Accounting Books

Unit II

- A. Costs, Classification of Costs, Concepts of Costs
- B. Cost Accounting
- C. Cost Output Relationship
- D. Cost Analysis
- E. Methods of Cost Analysis

Unit III

- A. Cost Behaviour and Relation to Hospital Output
- B. Cost Analysis
- C. Methods of Cost Analysis
- D. Cost Volume Profit Analysis - Break Even Analysis,

Unit IV

- A. Types of Budgets
- B. Budgets Procedures and Administration.
- C. Approaches to Budgeting;
- D. Budgetary Control in Health Care
- E. Hospital Budget

PAPER IV : MATERIAL MANAGEMENT SYSTEM AND INVENTORY CONTROL TECHNIQUES

Unit I

- A. Tendering Procedures
- B. Types of tenders - Single Tender / Limited Tender / Open Tender / Global Tenders
- C. Legal Aspects of Materials Management
- D. Rate Contracts and Purchase Committees

Unit II

- A. Value Analysis
- B. Cost Reduction
- C. Cost Containment
- D. Quality in Materials Management

Unit III

- A. Vendor Development
- B. Condemnation and Disposal of Stores
- C. Hospital Stores Management
- D. Techniques of Storage in Relation to Hospital Stores

Unit IV

- A. Inventory Control
- B. Classification of Inventory
- C. Functions of Inventory
- D. Tools and Techniques of Inventory Control

PAPER V : OCCUPATIONAL HEALTH, BIO-STATISTICS AND HEALTH PLANNING**Unit I**

- A. Evaluation of Health Care
- B. Contracting in Health Care
- C. Role of Hospitals in Primary Health Care

Unit II

- A. Clinical Trails
- B. Community Trails
- C. Non Randomized Trails
- D. Ethical Bases in Clinical Trails
- E. Sampling
- F. Types of Sampling and Techniques of Sampling

Unit III

- A. Health Planning and Management
- B. Family Planning
- C. National Population Policy
- D. National Health Policy
- E. Health Information System
- F. Health Intelligence

Unit IV

- A. Screening of Communicable Diseases
- B. Diseases Registry
- C. Vital Statistics
- D. Hospital Statistics and Utilization Indices
- E. Hospital Information System (H I S)

PAPER VI : QUALITY MANAGEMENT, ACCREDITATION OF HOSPITALS AND RECENT TRENDS IN HOSPITAL ADMINISTRATION**Unit I**

- A. Quality Concept in Hospital and Health Care
- B. Continuous Process Improvement
- C. Statistical Process Control (SPC)
- D. Quality Systems
- E. Benchmarking
- F. Quality Function Deployment (QFD)

Unit II

- A. Quality by Design
- B. Experimental Design
- C. ISO 14000, ISO 9000 and benefits of ISO certification
- D. ISO Documentation and Certification
- E. TQM - Characteristics of Quality in Service

Unit III

- A. Quality Standards in Hospital as Designed by NABH, BIS
- B. Economic of Quality Management
- C. Total Quality Management (TQM) and Accreditation of Hospitals
- D. Six Sigma in Health Care

Unit IV

- A. Recent Trends in Hospital and Health Care Administration
- B. Role of Computers in Medicine
- C. Information Technology and Its Use in Health Care and Hospital Administration
- D. Role of Robotics

IVth SEMESTER

There will be a period of internship for six month's. During this Semester the students will be deputed to a hospital on full time basis, the students will write the project report assigned to them under the guidance of a Supervisor.

The project will be submitted to the Department of Public Administration, University of Lucknow, Lucknow.