



**Programme Structure and Course
Details of
Master in Hospital Administration
2022-2023**

Programme Code: 098


Registrar
M.S. Ramaiah University of Applied Sciences
Bangalore - 560 054

**Faculty of Life and Allied Health Sciences
Department of Allied Health Sciences**


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Faculty of Life & Allied Health Sciences
M.S. RAMAIAH UNIVERSITY OF APPLIED SCIENCES
BANGALORE-560 054


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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivates its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development and a passion for lifelong learning. We serve the technical, scientific and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

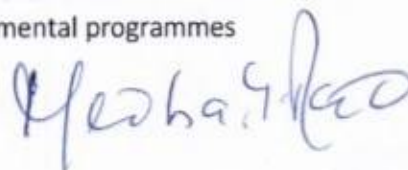


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1. PROGRAMME SPECIFICATIONS: MASTER IN HOSPITAL ADMINISTRATION

Faculty	Faculty of Life and Allied Health Sciences (FLAHS)
Department	Allied Health Sciences
Programme Code	098
Programme	Master in Hospital Administration
Dean of the Faculty	Dr. Krishnamurthy J
Head of the Department	Dr. Tushar Shaw

2. Title of the Award

M.H.A

3. Mode of Study

Full-Time

4. Awarding Institution/Body

M.S. Ramaiah University of Applied Sciences, Bangalore (India)

5. Joint Award

Not applicable

6. Teaching Institution

Department of Allied Health Sciences, Faculty of Life and Allied Health Sciences

M.S. Ramaiah University of Applied Sciences, Bangalore (India)

7. Date of Programme Specifications

July 2022

8. Date of Programme Approval by the Academic Council of MSRUAS

July 2022

9. Next Review Date

June 2024

10. Programme Approving Regulatory Body and Date of Approval

11. Grade Awarded by the Accreditation Body

12. Programme Accrediting Body and Date of Accreditation

13. Grade Awarded by the Accreditation Body

14. Programme Accreditation Validity

15. Programme benchmark

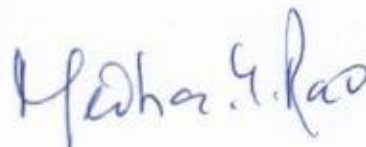


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16. Rationale for the Programme

16.1 Background and Details of the Programme

16.1.1 Background and Need

There is an increasing focus on quality, optimization, improved productivity and sustainability in hospital operations across the globe. The vital administrative functions of a hospital such as accounts, human resource management, quality, logistics and supply chain, public relations, marketing and waste management are increasingly being managed by professional healthcare managers to achieve effectiveness and efficiency in day-to-day operations. In India, the current Hospital Bed to Patient ratio is under 1:1000, way below the global ratio of 3:1000. With the addition of new hospitals, emerging second and third tier cities, deeper penetration of super specialty health care and health insurance, rising income levels, ageing population, growing health awareness and increasing medical tourism in the country, the healthcare sector is growing at an explosive pace, estimated to be a compound annual growth rate (CAGR) of 15% by the brand equity foundation of India in their March 2014 report. This scenario coupled with increasing complexities and advances in healthcare delivery has created a significant need for professionally trained healthcare managers.

The M.H.A. programme being offered under M.S Ramaiah University of Applied Sciences (MSRUAS) aims at fulfilling this need. The graduates with a sound foundation in management, and a strong sense of business ethics and societal responsibility, can assume leadership roles to meet the unique and dynamic challenges of the healthcare sector not just locally, but in a global context. Furthermore, this programme offers the students a unique advantage of learning the basics of management from the Faculty of Business Management, and gaining practical, hands-on experience in management of services in a state-of-the-art, tertiary super-specialty hospital under hospital administrators' guidance and supervision to develop the necessary managerial skills. Specialized training in soft skills has been incorporated into the programme to enable the students to remain relevant and competitive in the dynamic healthcare sector. With its research orientation, the programme further fosters creative thinking, critical analysis and innovation, thus contributing to the creation of a knowledge economy. By providing a deep understanding of the past, present, and future of healthcare, our MHA program will equip you with the skills necessary to identify challenges and changes in the healthcare system and to effectively address and respond to these issues.

16.1.2 Job Opportunities

In the ever-evolving world of health care, a health care administration degree can be applied in a myriad of fields and enhance an already successful health-related career. Opportunities are plenty in the healthcare sector including public healthcare sector. MHA graduates can explore management-oriented careers in a wide range of healthcare related organizations, the course will enable the student to choose their area of interest and specialize in the same. The course will prepare a student to oversee an assortment of essential activities in the hospital: financial matters, regulatory and legal compliance, human resources functions, marketing & business development, day to day operations, continuous quality improvement, facilities and equipment management, technology in healthcare, Healthcare data analytics, public relations and policymaking, etc.

The program prepares students to develop competency in various key areas of Healthcare

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management, depending on the competency level, qualification, work experience and attitudes, students will have different opportunities. In this age of health system mergers, high-tech medical advances and ever-shifting health policy, career path options for someone with an MHA degree are varied, some of the job titles are listed below:

- Hospital administration
- Healthcare consultant
- Health Informatics Manager
- Quality Manger
- Operations Manager – Hospitals, Pharmaceutical, Biomedical and IT companies
- Corporate Healthcare Manager
- Government Healthcare consultant
- Healthcare Insurance Administrator
- Patient care coordinator
- Information Technology Administrator
- Marketing Director
- Project Manager
- Emergency care Manager
- Academician: Professor/Lecturer
- Healthcare Legal Consultant
- Quality Consultant
- Entrepreneur
- Health system research Administrator
- Training and Development Manager


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16.1.3 Unique features of Ramaiah' s MHA

- Students are from diverse backgrounds that bring richness of perspectives and ideas which facilitate learning. We adopt innovative peer-driven and peer-centered learning methods as part of our pedagogy.
- Students are posted in Hospitals throughout the semester and are exposed to day to day operations of the hospitals
- Strong collaborations with hospitals and Industrial leaders
- Competency based and research driven curriculum
- Excellent networking opportunities through industrial visits, conferences, symposium, workshops and internships
- Rich immersion to the hospital processes by internship and hospital visits
- Fosters strong sense of social justice, ethics and leadership during the program

16.1.4 Admission process

- Target audience: Graduates from multidisciplinary medical backgrounds such as medicine, dentistry, physiotherapy, occupational therapy, AYUSH (Ayurveda, yoga

and naturopathy, Unani, siddha and homoeopathy), nursing, veterinary sciences or pharmacy; and non-medical backgrounds such as engineering, statistics/biostatistics, demography, population studies, nutrition, sociology,

economics, psychology, anthropology, social work, management, life sciences, social sciences, management, law and arts.

- Eligibility Candidates should have at least 50% marks in aggregate and should secure at least 5.0 CGPA on a 10-point scale.
- Selection Process
 1. Statement of purpose
 2. Writing sample
 3. Group discussions
 4. Personal interview

17. Programme Aim:

The aim of the programme is to produce healthcare administrators with proficiency in healthcare facility planning and management of services to achieve organizational goals within the ethical and legal framework.

18. Programme Mission

The purpose of the programme is to deliver a world –class curriculum that combines knowledge with practical exposure, ensuring our students are well- prepared for the complexities of the healthcare administration. Collaborating with healthcare organizations and industry leaders to offer students real world insights, fostering a deep understanding of industry dynamics and trends. Our mission is also to create a dynamic research environment where students and faculty engage in innovative research projects that contribute to advancements in healthcare management and service delivery.

19. Graduate Attributes

- GA-1. Ability to apply fundamental knowledge of hospital management, Statistics and computer to solve real life problems in their chosen domain
- GA-2. Ability to perform administrative duties in government, semi-government, private and public sector organizations
- GA-3. Ability to teach in schools, colleges and universities with additional qualification and training
- GA-4. Ability to understand and solve scientific problems by conducting experimental investigations
- GA-5. Ability to apply appropriate tools, techniques and understand utilization of resources appropriately in various hospital departments.
- GA-6. Ability to apply basic patient safety concepts.
- GA-7. Ability to understand the effect of scientific solutions on legal, cultural, social and public health and safety aspects
- GA-8. Ability to develop sustainable solutions and understand their effect on health of patient and society.
- GA-9. Ability to apply ethical principles to scientific practices and professional responsibilities
- GA-10. Ability to work in a team, to plan and to integrate knowledge of various disciplines and to lead teams in multidisciplinary settings
- GA-11. Ability to effectively convey scientific ideas and concepts to a broad audience using both written and verbal means
- GA-12. Ability to adapt to the changes and advancements in science and engage in independent and life-long learning

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20. Programme Outcomes (PO's)

- PO-1. **Knowledge:** Acquire and apply knowledge of hospital administration in day-to-day management of hospital operations
- PO-2. **Operation Management:** Demonstrate comprehensive technical expertise in hospital administration.
- PO-3. **Problem Analysis:** Identify, formulate and provide creative, innovative and effective solution to hospital administration problems
- PO-4. **Communication:** Communicate effectively both in written and spoken form with hospital managers, other professionals and community
- PO-5. **Team Work:** Function individually or in teams, with a capability to engage effectively with other people or team members.
- PO-6. **Legal and Ethics:** Apply legal knowledge, ethical principles and commit to professional ethics and responsibilities of a healthcare administrator
- PO-7. **Lifelong learning:** Recognizes the need for and have the preparation and ability to engage in independent and life-long learning in the broadest context of healthcare technological change
- PO-8. **Leadership and Motivation:** Understand and enhance entrepreneurship skills for career development and demonstrate effective leadership responsibility
- PO-9. **Healthcare analytics:** Apply the knowledge of healthcare analytics and interpret financial data to provide logical solutions

21. Programme Goal

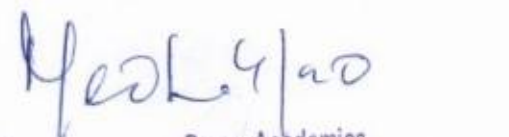
The programme acts as a foundation degree and helps to develop critical, analytical and problem-solving skills at first level. The foundation degree makes the graduates employable in scientific organizations and also to assume administrative positions in various organizations. With additional qualifications and training help the graduates to pursue various career paths in academics, research and industries.

The goals of the Programme include:

- Promote holistic development
- Ability to choose learning trajectories and programmes
- Eliminate harmful hierarchies among disciplines/fields of study and silos between different areas of learning


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- Multidisciplinary and holistic education to ensure unity and integrity of knowledge
- Promote creativity and critical thinking to encourage logical decision-making along with appreciating ethical, human & constitutional values
- Impart life skills such as communication, cooperation, teamwork, and resilience
- Facilitate outstanding research as a co-requisite for outstanding education and development

22. Programme Educational Objectives (PEOs)

The objectives of the programme are to enable the students to:

PEO-1. Provide students with a strong foundation in hospital administration, to enable them to devise and deliver effective solutions to challenging administrative problems

PEO-2. Impart technical skills required to develop innovative solutions as per industry and societal requirements in healthcare administration

PEO-3. Impart the required managerial and entrepreneurial skills to enable students to contribute to the healthcare industry as administrators

PEO-4. Instill human values, social, interpersonal and leadership skills required for professional success in evolving as global professionals.

23. Programme Specific Outcomes (PSOs)

PSO 1: Create an inclusive environment in which theories of fundamental and applied knowledge of hospital administration are explored to learn.

PSO 2: Enable program audience for channelizing efforts in identifying the requirements and problems in hospital administration in order to earn appropriate solutions for a progressive society.

PSO 3: Provide an environment with opportunity to obtain various abilities and skills promoting holistic development, employability and lifelong learning.

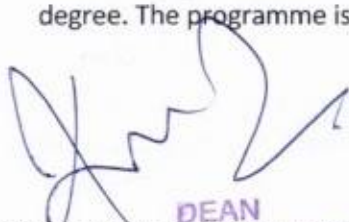
24. Programme structure

MHA Program

This is designed for the students who aspire to become Healthcare administrators. The program is designed for a total of 82 credits of which 34 credits include core courses, 4 credits of research courses, 36 credits will be fulfilled by hospital training, project work, internship and dissertation and 8 credits of electives.

The following are the courses a student is required to successfully complete for the award of MHA degree. The programme is delivered as per the time-table.


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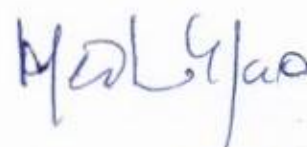

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Semester I

S. No.	Code	Course Title	Theory (h/W/S)	Tutorial (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	HAC501C	Organizational Behavior and Fundamentals of Management in Healthcare	3	0	0	3	100
2	HAC502C	Accounting and Financial Management in Healthcare	3	0	0	3	100
3	HAC503C	Human Resource Management in Healthcare	2	0	0	2	100
4	HAC504C	Epidemiology and Public Health Administration	3	0	0	3	100
5	HAC505C	Management of Clinical and Non-Clinical Services	3	0	0	3	100
6	HAOXXXA	O/GEC-1	2	0	0	2	50
7	HAL507C	Hospital/practical training- 1	0	0	16	4	100
Total			16	0	16	20	650
Total number of contact hours per week				20 hours per week			


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SEMESTER-II

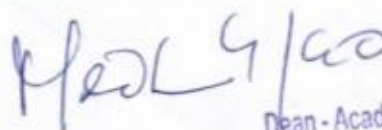
S. No.	Code	Course Title	Theory (h/W/S)	Tutorial (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	HAC508C	Hospital Planning and Designing	4	0	0	4	100
2	HAC509C	Quality Management in Healthcare	3	0	0	3	100
3	HAC510A	Healthcare Management and Leadership	3	0	0	3	100
4	HAC511C	Biostatistics and Research Methodology	4	0	0	4	100
5	HAEXXA	MDEC-1	2	0	0	2	50
6	HAL513C	Hospital/practical training- 2	0	0	16	4	100
Total			16	0	16	20	550
Total number of contact hours per week				20 hours per week			

SEMESTER-III

S. No.	Code	Course Title	Theory (h/W/S)	Tutorial (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	HAC601C	Legal Aspects and Ethics in Healthcare	3	0	0	3	100
2	HAC602C	Healthcare Analytics and Operational Research	3	0	0	3	100
3	HAC603C	Marketing and Strategy Management in Healthcare	4	0	0	4	100
4	HAEXXA	MDEC-2	2	0	0	2	50
5	HAP605C	Project Work	0	0	2	6	100
6	HAL606C	Hospital/practical training- 3	0	0	16	4	100
Total			12	0	18	22	550
Total number of contact hours per week				hours per week			


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SEMESTER-IV

S. No.	Code	Course Title	Theory (h/W/S)	Tutorial (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	HAOXXXA	O/GEC-2	2	0	0	2	50
2	HAI608C	Internship	0	0	6	8	100
3	HAP609C	Dissertation	0	0	8	10	300
Total			2	0	20	20	450
Total number of contact hours per week			20 hours per week				
Maximum Marks			2200 (650+550+550+450)				
Total Credits			82 (20+20+22+20)				


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1. Elective Courses

We offer two major discipline elective courses (MDEC-1 and MDEC-2) as mandatory electives of 2 credits each, and two open/generic elective courses (O/GEC-1 and O/GEC-2) of equivalent credit (i.e., 2 credits) as open electives that may be opted by students either from UGC-Massive Online Open Courses SWAYAM portal/Coursera or from any Faculty of MSRUAS offering open elective. At the beginning of the academic year, 2 mandatory electives will be chosen based on the hospital administration competency requirements in the field. With regards to open electives, students may choose an elective related to the hospital administration discipline either from the list below or outside of that. Students are also free to choose an open elective completely from a different discipline as well.

Sl.No	Course Code	Elective Course Title	Credit
GROUP-1			
1	HAE512A	Project management	2
2	HAE513A	Supply chain and inventory management in healthcare	2
3	HAE514A	Patient safety	2
4	HAE515A	Systematic Review and Meta-analysis	2
5	HAE516A	Advanced Analysis of Qualitative Data	2
6	HAE517A	Advanced Bio-statistics in Health Sciences	2
7	HAE518A	Healthcare Costing and Health Financing	2
8	HAE519A	Lean six sigma	2
GROUP-2			
1	HAE604A	Entrepreneurship in healthcare	2
2	HAE605A	Technology in Healthcare	2
3	HAE606A	NABH /JCI Training	2
4	HAE607A	Health informatics	2
5	HAE608A	Health Programme Design, Planning, Implementation, Monitoring & Evaluation	2
6	HAE609A	Social Marketing and Public Health	2
7	HAE610A	Evidenced-based Healthcare	2
8	HAE611A	Health Economics and Health Insurance	2
9	HAE612A	Operations management in Healthcare	2

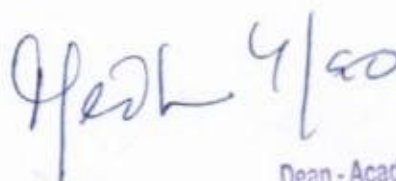


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MHA Specialized (optional) Programme

MHA specialized program is aimed at providing an in-depth, specialized knowledge and competency in a particular application of hospital administration. The students will be provided with a choice to select their area of interest based on the available specialization for that academic year. The student can choose project work, dissertation, internship and an elective in a particular hospital/ healthcare administration domain, and acquire a minimum of 25 credits in the area of specialization.

We offer the following specializations:

- Quality in Management
- IT Healthcare
- Patient Safety
- Operations Management

a. Programme Delivery Structure

The programme is delivered on weekdays from Monday to Saturday as per the time-table.

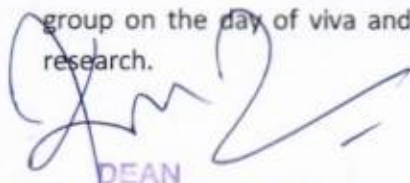
b. Teaching and Learning Methods

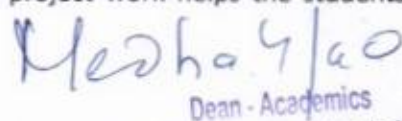
The course delivery comprises of a combination of few or all of the following methods:

- i. Face to face lectures using audio-visuals
- ii. Workshops-group discussions, debates, presentations
- iii. Demonstrations
- iv. Guest lectures
- v. Laboratory-work/Fieldwork/Workshop
- vi. Hospital postings
- vii. Seminars
- viii. Group Exercises
- ix. Project Work
- x. Seminars/conferences
- xi. Project exhibitions

c. Project Work

This course is intended to apply and synergize the learning outcomes of MHA programme through a project work. The students will be made into groups of five. The students will select the topics related to the field of hospital administration and public health. They will apply their learnings into identifying a research problem to generate research questions and using a suitable method for data collection, statistically analysis and summarize the finding and implement suitable measures to solve or improve the problem. A report of the project has to be submitted to the department as a group on the day of viva and presentation. The project work helps the students to engage in research.


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d. Internship

As part of the internship course, students will be placed in different reputed health organizations to undergo practical training. The student will have to undergo practical training under the supervision of the hospital mentor and the university mentor/guide. The student has to submit a weekly update to his/her mentor, an internship certificate copy to be submitted to the department, the report of the internship work undertaken shall be submitted before the final viva and presentation.

e. Dissertation

A student selects a topic for dissertation in the field of hospital administration. The dissertation requires the students to select and identify a research problem, hypothesize, collect the data from health facilities / participants and analysis the data using statistical tools and recommend or implement change and present the same on the final dissertation. In addition, students are to write a paper based on their research and submit it to review committee. The student shall submit a report of the dissertation.

a. Assessment and Grading

b. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have 60:40 weightage (CE: 60% and SEE: 40%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course CE			Theory course SEE
SC1 (Written Assignment)	SC2 (Innovative assignment)	SC3 (Mid-term test)	60 marks
20 marks	20 Marks	20 Marks	

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In CE there shall be three subcomponents of CE (SC1, SC2, and SC3), namely Mid Term; Written Assignment; Innovative assignments. Each subcomponent is evaluated individually accounting to 60% Weightage as indicated in Course Specifications. The innovative assignment subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Laboratory / Clinical Work Record
- j) Computer Simulations
- k) Creative Submission
- l) Virtual Labs
- m) Viva / Oral Exam
- n) Lab Manual Report
- o) Any other

After the three subcomponents are evaluated, the CE component marks are consolidated to attain 60% Weightage. The Semester End Examination shall be a 3-hour theory paper of 50 marks with a weightage of 40% in case of theory courses. In summary, the ratio of Formative (Continuous Evaluation-CE) Vs Summative (Semester End Examination-SEE) should be 60:40.

For more details on the break-ups of weightage, please refer the respective course syllabus.

A student is required to score a minimum of 40% in components 1 and 2 and an overall of 40 % for successful completion of a course and earning the credits.

Note: Final marks awarded in each of the courses will be confirmed only after SAB/PAB as explained in Academic Regulations of MHA programme.

c. Attendance

A student is required to obtain a minimum of 80% attendance to be eligible to write the examination. Less than 80% attendance is considered FAIL; such a student is required to follow the same procedure as that of a failed student.

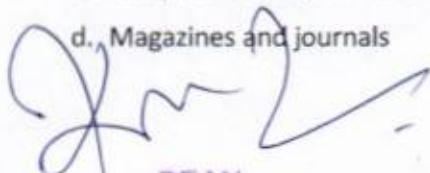
d. Award of degree

As per the Academic Regulations for MHA programme.

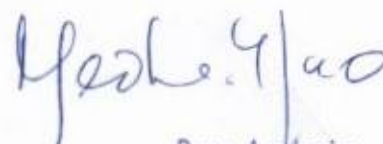
e. Student Support for Learning

Students are given the following support:

- a. Reference books in the library
- b. Pre-reads and handouts
- c. Cases/case study and case lets
- d. Magazines and journals



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- e. Internet facility
- f. Computing facility
- g. Laboratory facility/Hospital facility
- h. Workshop facility
- i. Staff support
- j. Lounges for discussions
- k. Any other support that enhances their learning

e. Quality Control Measures

The following are the quality control measures:

1. Review of question papers and assignment at the Department level
2. Student feedback
3. Opportunities for the students to see their assessed work
4. Review by external examiners and external examiners reports
5. Staff student consultative committee meetings
6. Student exit feedback
7. Subject assessment board
8. Programme assessment board


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Programme Map (Course-PO-PSO Map)

Course Code	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
1	3	2		1	1	2	1	2	2	2	3	1	
2	2	3	2		1	2	1		1	3		2	1
3	2	3	2	1	1	2		2	1	2	3	1	1
4	3		2	1		2		1		2	3		1
5	1	3	2	2	1	1	2	1	2	3	1	2	2
6	3			2	1		1			1	3	2	
7	1	2	2	2	2	1	1	2	3	1	2	2	3
8	2	3	1	1		2	1	1	2	1	3	2	2
9	1	2	3		1		2	1	2	2	2	3	1
10	1	2			2	1		3		1	3	2	
11	1	2	3		1		1		3	1	1	3	2
12	2	1	2	3		1	2		1	2	3	1	1
13	1	2	2	2	2	1	1	2	3	1	2	2	3
14	1	2	2	1	1	3	2	1	2	2	3	3	2
15	1	2	3	1	2	1	1	1	3	1	3	2	3
16	2	3	2			1	2	1	1	2	2	3	1

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17	2	1	2	3	1	1	2		1	2	3	1	1
18	1	2	2	3	3		1	2	3	1	2	3	3
19	1	2	2	2	2	1	1	2	3	1	2	2	3
20	3			2		1	1		1	1	3	2	
21	1	3	3	2	1	1	2	2	3	1	3	3	2
22	1	2	3	2	1	2	1	2	3	1	2	3	3

Co-curricular Activities

Students are encouraged to participate in co-curricular activities like seminars, conferences, symposium, paper writing, attending industry exhibitions, project competitions and related activities to enhance their knowledge and network.

Cultural and Literary Activities

Annual cultural festivals are held to unwind and ignite the creative endeavors, and students are encouraged to plan and participate in cultural and literary activities.

Sports and Athletics

Students are encouraged to participate in out-door and in-door games on regular basis.


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Programme Structure and Course Details of MHA in HOSPITAL ADMINISTRATION 2022-2024



MHA in Hospital Administration 2022-2024

SEMESTER 1

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Course Specifications: Organizational Behavior and Fundamentals of Management in Healthcare

Course Title	Organizational Behavior and Fundamentals of Management in Healthcare
Course Code	HAC501C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

This course deals with the essentials of Organizational Behavior and Fundamentals of Management. It provides students the requisite knowledge about behavior at the individual, group, and organizational levels, towards becoming an effective healthcare professional. The students will be equipped with an appreciation of the varied influences and dynamics of individual behavior in an organizational context. It also deals with the dynamics of working in a "VUCA (Volatility, Uncertainty, complexity and Ambiguity environment)". The students will be equipped with macro and micro views of Management.

2. Course Size and Credits:

Number of Credits	03
Total Hours of Classroom Interaction	3:0:0
Number of laboratory Hours	45
Number of Semester Weeks	16
Department Responsible	Allied Health Sciences
Course Marks	100
Pass Requirement	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

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

CO-1. Discuss the foundations of organizational behavior and key concepts of management

CO-2. Discuss the functioning of organizations at the macro and micro levels

CO-3. Apply concepts of planning, decision making and control in an organization

CO-4. Discuss strategies to overcome unique challenges of managing healthcare organization


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4. Course

Contents Theory

Unit 1 Introduction to Organizational Behavior (OB)

Understanding human behavior at the individual, group, and organizational levels; Importance

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Of OB to a Healthcare professional.

Unit 2 Foundations of Individual Behavior

Human behavior and the 'Iceberg Model' - Perception, Attitude, Personality, Learning, Motivation, Goal setting; Stress - types, causes and effects of stress on an individual, strategies to cope with stress.

Unit 3 Dynamics of Behavior in Groups

Groups and Teams - types of groups, norms, and roles in informal groups; types of Teams; Effectiveness of groups and teams; Dysfunctions in groups and teams.

Unit 4 Organizational Dynamics

Organizational Culture – understanding the importance of culture to an organization; Organizational Climate – understanding the importance for an organization; Organizational Citizenship Behavior; Power in organizations – the distinctions between power, authority and influence, sources of power; Leadership in an organization – a few traditional and modern theories of leadership in organizations, leadership styles and effectiveness.

Unit 5 The Environmental Context of OB

Globalization – The implications of globalization for the management of organizations; Organizational Ethics - the importance of ethics and ethical behavior in organizations; Corporate Social Responsibility – application in healthcare organizations.

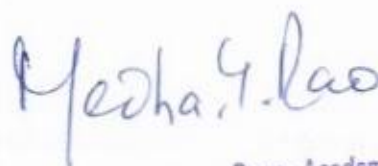
Unit 6 Introduction to Management

Definition of Management, Development of management thought, Contribution of Taylor and Fayol; Types of Business Organizations; Organizational Structure and Process, Decentralization and Delegation of Authority, Managerial Functions.

Unit 7 Planning, Decision Making, and Control

Nature, purpose, and foundations of Planning, planning tools and techniques, Decision Making in Organizations; the Control Process, Controlling for Organizational Performance, Tools for Measuring Organizational Performance.


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5. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3		1							3			
CO-2	2		3				1			3			1
CO-3			3		1						2	1	
CO-4		3	2					1			3	2	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

6. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		22
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		22
1. Case Study Presentation	05	
2. Guest Lecture	03	
3. Industry/Field Visit	02	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	02	
Written Examination		03
Total Duration in Hours		60

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7. Method of Assessment

The components and subcomponents of course assessment are presented in the Academic Regulations document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Academic Regulations document as well. The assessment questions are set to test the course learning outcomes. In each component or subcomponent, certain Course Outcomes are assessed as illustrated in the following Table.

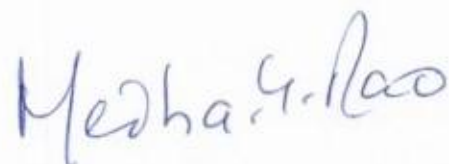
Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2 & SC3 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.


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8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

9. Course Resources

a. Essential Reading

- Luthans, Fred, Organizational Behavior – An Evidence-based Approach, 12th edition, 2017, McGraw-Hill Irwin
- Stephen P. Robbins, Timothy A. Judge, Niharika Vohra - Organizational Behavior 18th Edition; Pearson Education
- Stephen P Robbin and Mary Coulter, Agna Fernandez (2019)-Management, 14th Edition, Pearson Education.
- Harold Koontz and Cyril O'Donnell, Principles of Management: An Analysis of Managerial Functions, 4th Ed., McGraw-Hill, New York, 1968

Recommended Reading

- Aswathappa, K. Organizational Behavior, 2010, Himalaya Publishing House.
- Rao, VSP "Organizational Behavior", 2009, Excel, New Delhi
- Weirich, H., Cannice, M. V., and Koontz, H. (2008). Management: A global and entrepreneurial perspective (12th ed.). New Delhi, McGraw-Hill Co.
- Micheal M., Mescon, Michael Albert and Franklin Khedown, Management, Third Edition, 1988, Harper and Row, International Edition.

Magazines and Journals

- Journal of Organizational Behavior
- Organizational Psychology Review

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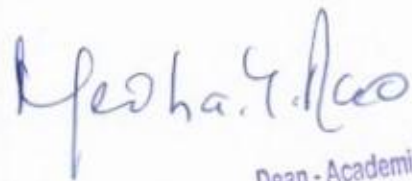
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- Cross Cultural and Strategic Management
- European Journal of Work and Organizational Psychology
- Group and Organization Management
- Prabandhan: Indian Journal of Management

Websites

- <https://smallbusiness.chron.com/explain-importance-organizational-behaviors-26383.html>
- <https://hbr.org/magazine>


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Course Specifications: Accounting and Financial Management in Healthcare

Course Title	Accounting and Financial Management in Healthcare
Course Code	HAC502C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

This Course deals with accounting and financial management for hospital administrators. The students are taught the basics of accounting, financial management concepts and their application in managerial decision making. This course will enable the students to read and interpret financial statements, understand budgeting in hospital and pricing of its services.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

- CO-1. Discuss the concepts of accounting and financial management
- CO-2. Discuss the financial and cost statements
- CO-3. Explain financial planning for healthcare organizations
- CO-4. Apply the strategic financial decisions in hospitals


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4. Course Contents

Unit 1: Introduction

- Cost Accounting concepts: Objectives, elements of cost, understanding of the different methods of costing, breakeven point and CVP Analysis, Margin of safety, sales, volume, profit, contribution and PV ratio debiting and crediting, accounting systems and methods, classification of expenditure into revenue and capital (CapEx and OpEx), process of accounting, Trial balance, Balance sheet, Preparation of financial statements in healthcare
- Management accounting concepts: Financial statement analysis, comparative statements, trend analysis, cash flow statements and Ratio analysis
- Financial Management Concepts: Meaning, concepts, principles, conventions

Unit 2: Pricing of Hospital Services

Pricing of Hospital services- Factors of pricing, policies of pricing, methods- Cost based, Demand oriented, rate of return, competition based, backward pricing and contribution pricing, hospital rate setting and rate revision, pricing of new equipment, Depreciation

- Marginal costing Analysis, calculating unit financial cost, cost-volume profit analysis, margin of safety, sensitivity analysis
- Activity based costing (ABC): Meaning-Activity, value added and non-value-added activity, cost drivers, cost object, stages in ABC, Benefits of ABC

Unit 3: Budgeting

Budgeting – Budgets, purpose, budgetary control, preparation of budgets, master budget, fixed and flexible budgeting

Unit 4: Capital Budgeting and Financing

Capital Budgeting

- Methods, capital budgeting process, return on investment, NPV, ARR, and IRR
- Determination of optimal capital structure, leverages-Meaning, types

Financial Management – Meaning, scope and role, Risk return trade off-Meaning, types, monitoring, and time value of money-meaning, methods-Backward and Discounting methods

Financing Short term and long-term financing, sources of funds-Equity, preference capital, debentures, bank loan, institutional credits, trade credit leasing, hire purchase, installment purchase, venture capital financing, Mutual funds, and foreign direct investment

Unit 5: Working Capital Management

Working Capital Management: Introduction, Nature of Working Capital, Concepts and Definitions of Working Capital, Need for Working Capital, Permanent and Temporary Working Capital, Changes in Working Capital, Determinants of Working Capital.

- Cash Management
- Receivable Management

5. CO-PO PSO Mapping

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	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3		1							3	1		
CO-2				3					1		3		
CO-3		2	1									2	1
CO-4			2	1					3		2		3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		
2. Demonstration using Videos		
3. Demonstration using Physical Models/Systems		
4. Demonstration on a Computer		
Numeracy		15
1. Solving Numerical Problems	15	
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation		
2. Guest Lecture		
3. Industry/Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations	02	
Written Examination		03
Total Duration in Hours		60

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7. Course Assessment and Reassessment

The components and subcomponents of course assessment is presented in the Academic Regulations document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Academic Regulations document as well.

The assessment questions are set to test the course learning outcomes. In each component or subcomponent, certain Course Outcomes are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ►	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ►	20	20	20	
CO-1		X	X	
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.

8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

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9. Course Resources

a. Essential Reading

1. Gupta Ambrish. (2016) Financial Accounting for Management, Pearson Education
2. N Ramachandran and Ram Kumar Kakani (2020) Financial Accounting for Management
3. | McGraw Hill, 5th Edition
4. R. Narayanaswamy. (2017) Financial Accounting: A Managerial Perspective
5. G.R. Kulkarni, P. Satya Shankar and Libert Anil Gomes – Financial Management for Hospital Administration. Jaypee Brothers Medical Publishers Pvt. Ltd. New Delhi.
6. D. F. Buck – Basic Hospital Finance Management
7. Prasanna Chandra (2001) – Financial Management, Tata McGraw Hill Pvt. Ltd., New Delhi

b. Recommended Reading

1. Needles Belverd E. (2005) Financial and Managerial Accounting, Biztantra
2. Khan and Jain (2001) – Cost and Management Accounting, Prentice Hall, New Delhi.
3. Kulkarni G.R. (2003) – Managerial Accounting for Hospital, Mumbai
4. Maheshwari S. N. – Financial Management, Sulthan Chand and Sons, New Delhi.
5. Arora M. N. (2012) – Accounting for Management, Himalaya Publishing House, Mumbai.
6. James C. Van Horne (2002) – Financial Management Policy, Prentice Hall of India, NewDelhi.
7. I.M.Pandey (2005), Financial Management, Vikas Publishing House, Noida.
8. Dr. P .C. Tulsian (2009), Financial Management, S. Chand and Company, New Delhi.
9. Sheprad, Domnic Hodgkin and Yvonne E, Analysis of hospital costs: A manual for managers, WHO AITBS.

b. Magazines and Journals

1. www.fma.org
2. www.exinfm.com

c. Other Electronic Resources

1. Hard wars:Pcs
2. Software:MS Excel


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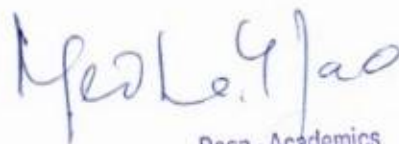


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Course Specifications: Human Resource Management in Healthcare

Course Title	Human Resource Management in Healthcare
Course Code	HAC503C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

This course deals with the Fundamentals of Human Resource Management. It provides students the requisite knowledge about the Human Resource function in a healthcare organization. The course enables an appreciation of various principles and practices underlying the effective management of human capital. The students will be equipped with insights on managing employees in the role of a Line Manager.

Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

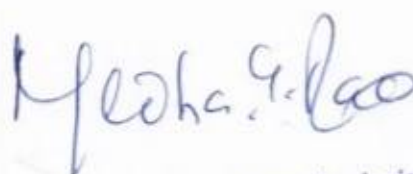
Teaching, Learning and Assessment

2. Course Outcomes (COs)

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

- CO-1. Discuss the importance of Human Resource Management in an organization
- CO-2. Explain the activities comprising Human Resource Management
- CO-3. Discuss the career and talent management in an organization
- CO-4. Apply the strategic approach to build the Human Resource relations in the organization.


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3. Course Contents

Unit 1 Introduction to Human Resource Management (HRM)

Evolution from Personnel Management to HRM, importance of HRM to an organization, overview of HRM activities, responsibilities and competencies of HR Managers and current trends in HR

Unit 2 Human Resource Planning, Development,

Recruitment and selection – definition, importance, sources of recruitment, techniques for selection. Definition, importance, barriers – job Analysis and design, job description and jobspecification, Human Resource Planning and Development – Systems and Processes

Unit 3 – Orientation and Training

Orientation – definition, importance of Orientation program and challenges in planning an orientation program,

Training – A strategic approach to training, Needs assessment, Purposes of training, Design and implementation of training programs, Evaluation of training effectiveness

Unit 4 – Performance review/appraisal and Job evaluation

Definition, Importance, need to appraise, Process, Appraisal Methods, Develop precise performance measurements, Errors in Appraisal and Competency Mapping, Job Evaluation – Definition, Characteristics, Objectives, Significance, Pre-Requisites, methods and limitations. Remuneration and Compensation: Definition, Components of remuneration, Design and implementation of a compensation plan, challenges, devising an incentive plan, Types of incentive schemes – Benefits and Services, Benefits planning.

Unit 5 – Employee Welfare: Definitions, types of welfare activities, occupational hazards and safety in healthcare: types of accidents, causes, prevention, Employee Health (physical and mental) - Problem and Remedies, Job Stress – Promotions Transfers and Separations.

Unit 6 – Talent Development, retention and Management

Matching individual and organizational needs, Career development initiatives, Succession planning and management, The Psychological Contract, Employee motivation and engagement, Work-life balance, Current concerns in talent management and Managing turnover

Unit 7 – Employee Relations

Employee Rights and Employer Responsibilities, Participatory Management, Labor Relations processes, Collective Bargaining, Disciplinary policies and procedures, Managerial Ethics in employee relation

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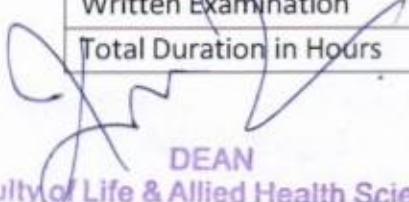
5. CO-PO Mapping

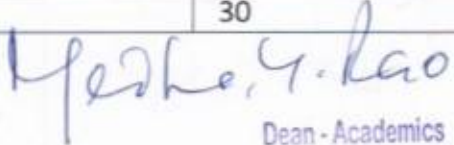
	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3			1	1			2		2		3	
CO-2				1	3		1				3		2
CO-3		3			2			1			3	2	
CO-4			2			1			3		1		3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in	Total Duration in
Face to Face Lectures		10
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		14
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry/Field Visit		
4. Brain Storming Sessions	04	
5. Group Discussions	02	
6. Discussing Possible Innovations	01	
Written Examination		03
Total Duration in Hours		30


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07. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ►	Assignment	Mid-Term Test	Innovative Assignment Group Task	100 Marks
Maximum Marks ►	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

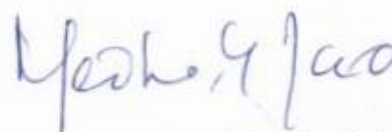
The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of course outcomes in each component assessed in the above template at the beginning of the semester. Course reassessment policies are also presented in the Academic Regulations document.

8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:


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Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and Group Discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group Discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group Discussions

2. Course Resources

a. Essential Reading

1. Dessler, Gary 'Human Resource Management', 2013, Prentice Hall
2. Ashwathappa, K., 'Personnel and Human Resource Management', 2006, Tata McGraw Hill Publishing Company Limited, New Delhi.
3. Srivastava S C(2001), Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd., New Delhi. Monappa, Arun, (2000), Industrial Relations, Tata Mc Graw- Hill Publishing Company Limited, New Delhi.

b. Recommended Reading

- a. DeCenzo, David A., Robbins P. Stephen, 'Personnel and Human Resource Management', 1999, Prentice Hall of India Private Limited, New Delhi.
- b. Fallon, L. F., and McConnell, C.R., 'Human Resource Management in Healthcare – Principles and Practice', 2007, Jones and Bartlett Publishers

c. Magazines and Journals

1. Human Resource Management Journal
2. Human Resource Management Review
3. Human Resource Management
4. International Journal of Human Resource Management
5. Human Performance

d. Websites

1. www.shrm.org
2. www.nahrma.org

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Course Specifications: Epidemiology and Public Health Administration

Course Title	Epidemiology and Public Health Administration
Course Code	HAC504C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this course is to introduce the student to the structure and functions of the Indian Health Care System, provide the essential knowledge of Epidemiology and Public Health Administration and to provide opportunities for development of skills to analyze health policies

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

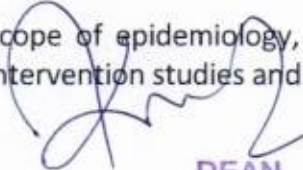
- CO-1. Explain the concepts of health and disease
- CO-2. Discuss aspects of epidemiology in the hospital setting
- CO-3. Discuss the concepts of health care delivery system in India
- CO-4. Appraise National Health Programmes and Policies


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4. Course Contents

Unit 1 Introduction to Epidemiology

Scope of epidemiology, ecological/geographical studies, case control studies, cohort studies, intervention studies and randomized controlled trials, Random error/chance, Bias,


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Confounding, association and causation, validity and reliability, screening

Unit 2 Introduction to Health and Disease

Concept of health and disease, factors responsible for disease, measures of disease frequency, Concept of well-being causation, its prevention and estimation, Natural history of disease and role of disease load in the community, hospitals in various levels of prevention, Cause and effect relationship, Dynamics of disease transmission, Changing pattern of diseases, Concept of health indicators

Unit 3 Health Care Delivery System in India

An overview of Health Care Delivery System in India; Public Sector; Organization and Administration at National Level; Organization and Administration at State Level; Organization and Administration at District Level; Organization and Administration of District Hospitals; Organization and Administration of CHC; Organization and Administration of PHC; Organization and Administration of Sub Centre

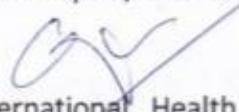
Unit 4 National Health Programmes

National Rural Health Mission and Reproductive and Child Health Programme, Universal Immunization Program, Revised National Tuberculosis Control Program, National Program for Control of Blindness, National Malaria Control Programme, National Mental Health Program, National Iodine Deficiency Disorders Control Program, National Leprosy Eradication Programme, National AIDS Control Program, achievements and constraints of various National Health Programme

Unit 5 National Health Policy and its Management

Health for all by 2000 AD and Primary Health Care, Role of Health education and communication, Overview of health policy (NHP-1983-2015, HFA2000, MDG, Five Year plans), National population policy, Health committees and their recommendations, National Health Budget, principles of epidemiological data, Notifiable diseases, International classification of diseases (ICD), Death certification, Investigation of an epidemic and role of hospital in its control, Definition, planning cycle, modern management methods and techniques, Health Management functions, Levels of management

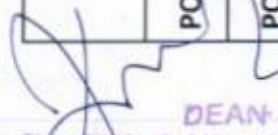
Unit 6 International Health- International Health agencies/NGOs – International Health Regulations. Emergency epidemic management system.



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5. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4



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CO-1	3								3			1
CO-2		3			2					3	1	
CO-3		2		1					2	3		1
CO-4			2				1	3		3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution												

6. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		21
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		18
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		03
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry/Field Visit	01	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	01	
Written Examination		03
Total Duration in Hours		45


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7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as

illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of course outcomes in each component assessed in the above template at the beginning of the semester.

Course reassessment policies are also presented in the Academic Regulations document.

8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

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9. Course Resources

a. Essential Reading

- Park K. (2021)-Text Book of Preventive and Social medicine, 26th Edition, Banarasidas Bhanot, Jabalpur.
- Sunder Lal, Adarsd, Pankaj. (2009) Textbook of community medicine – preventive and social medicine. CBS Publishers and distributors Pvt Ltd.
- Sathe and Sathe (1997) – Epidemiology and Management for Healthcare for all Popular Books.
- Dutta S.B. (2014)- Health Economics for Hospital Management, Jaypee Brothers Medical Publishers, New Delhi
- Kishore J. (2014), National Health Programmes of India, Century publications, New Delhi.

Recommended Reading

- Gordis Leon (2013) - Epidemiology, 5th edition, Elsevier.
- Mahajan B. K. and Gupta M.C. (2013), Text Book of Preventive and Social Medicine, Jaypee Publications.
- Bhalwar Ra jVir (2009). Text Book of Public health and Community Medicine, AFMC, Pune in Collaboration with WHO India Office, New Delhi.
- Gupta RP (2016) - Health care reforms in India: Making up for the lost decades, Elsevier.
- Drummond M F, Sculfer M J, Torrace G W, O'Brien B J and Stoddart G L (2005)- Methods for the Economic Evaluation of Health Care Programmes, Oxford University Press, New York

Magazines and Journals

- Journal of Academy of Hospital Administration (JAHA)
- Indian Journal of Public Health
- WHO Bulletin
- Express Healthcare


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Course Specifications: Management of Clinical and Non-Clinical Services

Course Title	Management of Clinical and Non-Clinical Services
Course Code	HAC505C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course summary

The aim of this course is to provide the essential knowledge of management of clinical services and non-clinical services which are very vital for efficient functioning of the hospitals for acquisition of managerial skills of identifying the critical problems in clinical services and suggest management solutions to improve them.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	60
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes

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

- CO-1. Explain the internal working of hospital clinical and non-clinical services
 CO-2. Discuss managerial concepts, regulations, policies and procedures
 CO-3. Apply various techniques for efficiency in operations
 CO-4. Develop strategies to achieve organizational excellence in a competitive environment

4. Course Contents

Introduction, significance, Organizational structure, physical facilities, manpower and personnel requirement and rationalization, gap analysis, process mapping, work load analysis, policies and procedures, interdepartmental relationship applicable national and international regulations, quality and accreditation norms, managerial issues and resolution of the following services:

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Unit 1 - Outpatient services, Day care services and Inpatient and nursing services

Unit 2 - Accident and emergency services - Disaster Management, ICU and HDU

Unit 3 - Surgical services- Operation theatre complex- Fur zones with the respective functional areas

Unit 4 - Radiology, Laboratory, Blood bank, CSSD, Pharmacy and Dialysis

Unit 5 - Dietary, Hospital Laundry and Linen, and Oxygen manifold/concentration

Unit6- Facility and Maintenance, Biomedical Engineering, Hospital Security, IT department, housekeeping department

Unit 7 – MRD & Mortuary Services

Unit 8 -Central stores and purchase, Inventory control and store management, supply chain management

5. Course CO-PO Mapping

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3				2					3	2		
CO-2		3				2	1				2	1	
CO-3		2	3					1		3			2
CO-4		2		1	2				3			3	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		05
2. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		05
2. Computer Laboratory		
3. Engineering Workshop/Course		

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4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation	05	22
2. Guest Lecture	03	
3. Industry/Field Visit	02	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	02	
Written Examination		03
Total Duration in Hours		60

7. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the CO's. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE 60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	X
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
4.	Critical Skills	Class room lectures
5.	Analytical Skills	Group discussion, Brainstorming
6.	Problem Solving Skills	Case discussions
7.	Practical Skills	Case discussions
8.	Group Work	Case study and group discussions
9.	Self-Learning	Seminars
10.	Written Communication Skills	Examination
11.	Verbal Communication Skills	Group discussions
12.	Presentation Skills	Seminars, Case discussions
13.	Behavioral Skills	Group discussion, Case discussions
14.	Information Management	Case discussions
15.	Leadership Skills	Group discussions

09. Course Resources

Essential Reading

- Sakharkar, B. M. (2009)-Principles of Hospital Administration and Planning, Jaypee Publishers, New Delhi
- Sharma Y, Sharma K R and Gomes L A (2013) - Hospital Administration Principles and Practice, Jaypee Brothers Medical Publishers
- Davies Llewellyn R. and Macaulay H. M. C. (1995) - Hospital Planning and Administration, Jaypee Brothers, New Delhi
- S L Goel (2018) – Management of Clinical and Non-Clinical Services Hospital Administration in the 21st Century
- Gupta S and Kant S (2007) -Hospital Stores Management an Integrated Approach, Jaypee Brothers, New Delhi

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Recommended Reading

- Srinivasan, A. V. (2012) - *Managing a modern hospital*, 2nd Edition, Sage Publication
- Kunders, G.D. (2017)-*Facilities Planning and Management in Healthcare*, McGraw Hill Education
- Tabish, Syed Amin (2005)-*Hospital Planning, Organization and Management*, Jaypee Brothers, New Delhi.
- Chandorkar A G (2012) *Disaster Management for All*, Paras Medical Publisher, Hyderabad
- Barrett J (2012) *Ward management and teaching*, Konark Publishers, New Delhi

Magazines and Journals

- Journal of Academy of Hospital Administration JAHA
- Modern Medicare
- Healthcare Radius
- Express Healthcare
- Journal of Healthcare Management

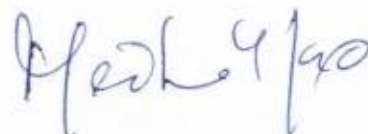
Websites

- <http://nidm.gov.in/default.asp>
- www.mciindia.org/helpdesk/how_to_start/STANDARD%20FOR%20150.pdf

Other Electronic Resources

- Arena Simulation Software


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Course Specifications: Hospital / Practical Training-1

Course Title	Hospital / Practical Training-1
Course Code	HAL507C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this course is to provide an opportunity to seek, identify and further develop an appropriate level of professionalism as managers of hospital/department while learning to undertake projects in respective departments.

2. Course Size and Credits

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	0:4:0
Total Hours of Interaction	4 Hours per day
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes

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

- CO-1. Discuss the overview of the hospital departments
- CO-2. Prepare the working pattern and process flow of the departments
- CO-3. Analyze the managerial issues of the healthcare organization.
- CO-4. Demonstrate appropriate leadership skills required to take up an administrative role


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4. Course Contents

Unit 1: Scope of Department, Department Layout, Organogram, process flow, Work timings and Location

Unit 2: Staffing pattern – responsibilities, qualification and shift timings, departmental Manuals, policies and

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registers maintained, Posters or information displayed by the department

Unit 3: Facilities available - equipment's including computer desktops, tables, chairs and cupboards (documents maintained) Maintenance - Equipment maintenance – PM, CM, Stock Maintenance software's used, access restrictions – (documents maintained, expenditure)

Unit 4: Safety – Patient and employee safety and Information/ data information safety, Legal Compliance, Licenses tracker, Consents forms and other forms, cleaning protocol, Incident reporting, mock drills, departmental and Hospital / Practical Trainings.

Unit 5: NABH requirements, Quality Indicators, Former NABH NC's, Administrative issues, Audit tools or checklist regulatory requirement if any

05. Course CO-PO Mapping

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	3			2					3	1	2	
CO-2				2	3		1				2	1	
CO-3			3					2	1				3
CO-4					2			3	1			3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

06. Course Teaching and Learning Methods

Hospital websites, documents

07. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 & SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation	
	Component 1: CE (60% Weightage)
	Component 2: Report (40% Weightage)

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Subcomponent ▶	SC1	SC2	
Subcomponent Type ▶	Daily Log Book	Report	40 Marks
Maximum Marks ▶	30 marks	30 marks	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
The details of SC1 &SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the abovetemplate at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the Course
1	Knowledge	Posting
2	Understanding	Posting
3	Critical Skills	Posting
4	Analytical Skills	Posting
5	Problem Solving Skills	Posting
6	Practical Skills	Posting
7	Group Work	Posting
8	Self-Learning	Posting
9	Written Communication Skills	Report Writing
10	Verbal Communication Skills	Presentation
11	Presentation Skills	Presentation
12	Behavioral Skills	Posting
13	Information Management	Report
14	Leadership Skills	Posting

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9. Course Resources

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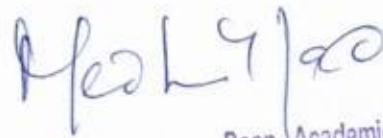
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Department resources



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Programme Structure and Course Details of MHA in Hospital Administration
2022-2024



**MHA in Hospital Administration
2022-2024**

SEMESTER 2


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Course Specifications: Hospital Planning and Designing

Course Title	Hospital Planning and Designing
Course Code	HAC508C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this Course is to provide the essential knowledge of Hospital Planning and to provide opportunities for development of skills in designing safe hospital services. Students will be able to understand the changing requirement of health services planning and also learn the futuristic design concepts like sustainability, energy efficiency and green hospital building in compliance with the legal requirement.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	60
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes

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

- CO - 1 Explain the basic concepts of hospital planning and designing
- CO - 2 Discuss the various considerations and complexities involved in hospital planning
- CO - 3 Discuss the planning and design features relevant to specific hospital services
- CO - 4 Discuss current trends in hospital planning and designing

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4. Course Contents

Unit 1 - Introduction to hospital Planning: Guiding principles in healthcare design and introduction to process; Project Brief/Conceptualization; Facility Mix, Bed Size, Phasing, Detailed Feasibility Study

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Unit 2 - Early considerations for planning:

Project Cost and Income Projections:

- Preliminary Survey
- Feasibility study- technical, financial, market and demand analysis
- Financial planning

Unit 3 - Architectural Healthcare Planning: Site Selection, Site Survey, Functional (FP) and Space Planning (SP) briefs, Brief, Concept Planning, Schematic Planning, Circulation Pattern, Equipment Plans, Project Management Works, Estimation of Cost and Phasing, Contract and Construction: Selection of Contractor, Commissioning

Unit 4 - Planning and Designing of Services:

- **Clinical Services:** OPD, IPD, Emergency Care Services, Operation Theatre Complex, Isolation room
- **Clinical Support Departments:** Blood Bank, Central Sterile Supply Department, Pharmacy, Bio-Med Waste Collection Room
- **Non-Clinical/Utility Services:** Housekeeping, Hospital Engineering and Maintenance Department, Centralized Medical Gas System, Central Stores, Material Management Department, Medical Records Department, Dietary/Kitchen Services, Laundry, Staff Change Rooms, Staff Dining Room
- Engineering Services Design Brief
- Legal requirement for planning and designing a hospital: Permissions and NOCs.

Unit 5 - Planning for different types of hospitals: Teaching, non-teaching and specialized hospitals, depending on size (bed strength), Hospital Expansion Projects, Greenfield and Brownfield Hospital projects

Unit 6 - Emerging trends in planning and design: Energy and Cost-Efficient Hospitals, Technology adoption, designing hospitals for epidemics and pandemics Green Buildings, Retrofitting, Flexible Designing and Disruptive Management

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05. Course CO-PO Mapping

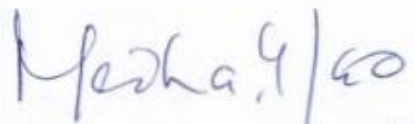
	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3									3	2		
CO-2		3	2				1				3	1	
CO-3		2				3				1	3		
CO-4	3						2				1	3	

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3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution


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06. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		02
1. Demonstration using Videos	02	
2. Demonstration using Physical		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		Registrar M.S. Ramaiah University of Applied Sciences Bangalore - 560 054
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry/Field Visit	05	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations		
Written Examination		03
Total Duration in Hours		60

07. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	

CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

08. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

9. Course Resources

Essential Reading

- Ajay Garg and Anil Dewan (2022) Manual of Hospital Planning and Designing: For Medical Administrators, Architects, and Planners, Springer Verlag, Singapore; 1st ed
- Gupta Shakti, Kant Sunil and Chandrashekar S (2021) .Planning and Designing of Specialty Health Care Facilities, Jaypee Brothers Medical Publishers; First edition
- Kant Sunil, Gupta Shakti and Chandrashekar S. (2009) - Modern Trends in hospital planning and designing, Jaypee Brothers, New Delhi.
- Kunders, G.D. (2017)-Facilities Planning and Management in Healthcare, McGraw Hill Education
- Davies Llewellyn R. and Macaulay H. M. C. (1995) - Hospital Planning and Administration, Jaypee Brothers, New Delhi.

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Recommended Reading

- S.L. Goel, Healthcare System and Management, – Deep and Deep Publisher.
- Guenther R and Vittori G (2013) Sustainable Healthcare Architecture, Wiley Publishers,USA
- Sharma Sangeet and Sharma P (2010) Step by Step Hospital Designing and Planning, Jaypee Brothers Medical Publishers, New Delhi
- Leibrock C and Harris D (2011) Design Details for Health : Making the Most of Design's Healing Potential, John Wiley, New Jersey
- Tabish, Syed Amin (2005)-Hospital Planning, Organization and Management, JaypeeBrothers, New Delhi.
- Sakharkar, B. M. (2009)-Principles of Hospital Administration and Planning, JaypeePublishers, New Delhi.

Magazines and Journals

- Journal of Academy of Hospital Administration (JAHA)
- WHO Bulletin
- Express Healthcare
- Healthcare Radius

Websites


- health.bih.nic.in/docs/guidelines/guidelines-community-health-centres.pdf
- www.bis.org.in/sf/nbc.htm
- <http://www.who.int/bulletin/en/>
- http://www.aerb.gov.in/AERBPortal/pages/English/publication/publicationNW_new_publications.action

1. springeropen.com/
2. <https://www.elsevier.com/physical-sciences/chemistry/chemistry-journals>



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Course Specifications: Quality Management for Healthcare

Course Title	Quality Management for HealthCare
Course Code	HAC509C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this course is to provide the essential knowledge of quality in healthcare services. The students are exposed to Indian and global quality standards in healthcare. The course emphasizes on the essential characteristics and expected outcomes of patient safety and high- quality healthcare delivery.

2. Course Size and Credits

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

03. Course Outcomes

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

- CO-1. Explain various quality concepts relevant to health care
- CO-2. Discuss the concepts of patient safety in healthcare settings
- CO-3. Discuss the process and challenges involved in accreditation
- CO-4. Apply appropriate quality control tools and techniques in healthcare settings

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04. Course Contents

Unit 1 - Concepts of Quality - Introduction to Quality in Healthcare, Dimensions of quality, evolution of concept of quality- history, philosophies and contributions, Quality Assurance and Quality Control, Quality Driven Strategies, Leadership and communication in Quality

Unit 2 - Quality control tools and techniques -TQM Models-it stages, Benchmarking, Statistical quality control, Quality Circles, Kaizen, Concept and application of Lean Management: 5S, Valuestream mapping, root cause analysis, PDCA, Poka Yoke, Concept and application of six sigma: DMAIC, DMADV. Process charts, Fish bone diagram, Cause and effect diagram and control charts

Unit 3 - Evaluation in Healthcare - Concurrent, Terminal and Cyclic evaluation, Clinical and Non-clinical audit - file audit, Nursing audit, Pharmacy audit, Antibiotic audit. Audit checklist, Audit protocol, and Audit team duties and responsibilities use of Clinical Practice Guidelines. Credentialing and privileging in healthcare organizations

Unit 4 - Process review - Mortality review, retrospective process review, concurrent process review- review of infection, births, premature, underweight babies – post operative, post- delivery, post anesthesia review - discharge status, leave against medical advice, average length of stay, average waiting time. QI in healthcare, legal compliance, data validation, CQI – employee training.

Unit 5 - Accreditation - Objective for accreditation, Understanding the process of accreditation, national and international accreditation bodies- overview of standards, Quality indicators, quality beyond accreditation

Unit 6 - Patient Safety - Principles of patient safety, patient safety culture, infection control, medication safety, patient fall, vulnerable patients, patient prioritization, patient satisfaction, standard treatment guidelines, planning for patient safety. Radiation safety, Patient rights and Responsibilities. Fire Safety. Emergency codes - Mock drills, Incident reporting, Emergency preparedness, Critical incidents: Near miss, Sentinel, Adverse events

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Course Mapping

05. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3			2						3	2		
CO-2	2	3			1					2	3		1
CO-3		3			2			1		1		3	
CO-4		1	3						2	1		2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

06. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		22
1. Course Laboratory		
1. Computer Laboratory		
2. Engineering Workshop/Course Workshop/Kitchen		
3. Clinical Laboratory		
4. Hospital		
5. Model Studio		
Others		22
1. Case Study Presentation	05	
2. Guest Lecture	03	
3. Industry/Field Visit	02	
4. Brain Storming Sessions	05	

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5. Group Discussions	05	
6. Discussing Possible Innovations	02	
Written Examination		03
Total Duration in Hours		45

07. Method of Assessment

The components and subcomponents of course assessment are presented in the Academic Regulations document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Academic Regulations document as well.

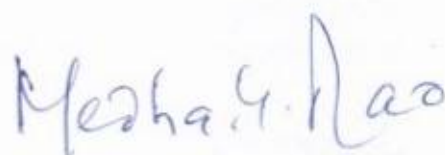
The assessment questions are set to test the course learning outcomes. In each component or subcomponent, certain Course Outcomes are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ►	Assignment	Mid-Term Test	Innovative Assignment Group Task	100 Marks
Maximum Marks ►	20	20	20	
CO-1		X	X	
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.


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08. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures, Case discussions
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions, Brainstorming sessions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions, Brainstorming sessions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Seminars, Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions, Brainstorming sessions

09. Course Resources

Essential Reading

- Joshi S K (2014) 2nd edition – Quality Management in Hospitals, Jaypee Brothers Medical Publishers
- Gyani, G J and Thomas A (2014)-Handbook of Healthcare Quality and Patient Safety, Jaypee Brothers Medical Publishers
- Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, Mary Besterfield, Hemant Urdhwarshetke, Rashmi Urdhwarshetke (2018) – Total Quality Management

Recommended Reading

- Patwardhan N and Patwardhan S (2017)-Hospital-Associated Infections: Epidemiology, Prevention and Control, Jaypee Brothers

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Medical Publishers

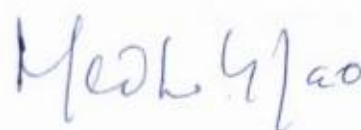
- Agarwal A K (2017)-Standard Operating Procedures (SOP) for Hospitals in India, Atlanticpublishers
- Prakash A (2011)-Medical Audit, Jaypee Brothers Medical Publishers
- Accreditation Standards for Hospitals, NABH
- Magazines and Journals
- Journal of Academy of Hospital Administration (JAHA)
- Express Healthcare
- Healthcare Radius

Websites

- <https://isqua.org/>
- <http://www.nabh.co/https://www.jointcommissioninternational.org/>


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Course Specifications: Healthcare Management and Leadership

Course Title	Healthcare Management and Leadership
Course Code	HAC510A
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

This course aims to give basic understanding of management concepts, its principles, and functions relevant to the health sector and introduce the students to leadership traits generally demonstrated by leaders in healthcare. The course will emphasize on the importance of demonstrating leadership abilities while performing the management functions, POSDCORB. In addition, they will be sensitized with the concept of leadership, need for leadership in public health and role of a leader in the health sector.

1. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

2. Course Outcomes

After undergoing this course students will be able to:

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

- CO-1.** Discuss the dynamics of healthcare organizations, processes, functions, culture, climate and organization behavior as a whole.
- CO-2.** Recognize the emerging issues and challenges of leading teams and healthcare organizations in the contemporary context.
- CO-3.** Explain important management functions such as planning and organizing relevant to health organizations that have created the need for healthcare leaders
- CO-4.** Apply the management concepts and demonstrate leadership skills to manage health programs.
- CO-5.** Identify personal leadership styles and evaluate individual competencies and gaps

04. Course Contents

Unit 1 - Organization and organizational behavior: Concepts and functions of organization structure, organization behavior, organization culture and climate, team and team dynamics, personality traits, organizational development and change management.

Unit 2 - Management functions, demanding Healthcare Leadership: Management function planning as a management function, Types of planning in general and planning in the healthcare sector, the planning process - organizing, staffing, directing, coordinating, reporting and budgeting) and Emergence of leadership role in hospital administration

Unit 3 - Leadership and public health: Concept of leadership, role of a Leader, leadership and motivation, and traits of effective leader.

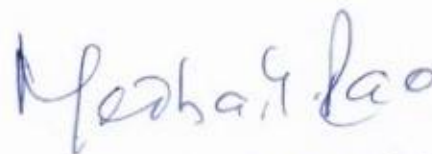
Leadership theories and its application in healthcare, Great Man Theories, Trait theories, Contingency Theories, Situational Theories and Behavioral Theories

Concept of motivation, Intrinsic vs. Extrinsic motivation, theories of motivation such as Maslow's need hierarchy theory, Herzberg's two-factor theory and its applicability in healthcare leadership.


Unit 4 - Leadership models: Concept and importance of Self-leadership, Self-Motivation for Leaders, Ruth-Seliger Model, Maxwell's Model, Models for Situational Leadership, Conflict Management, Bagchi's model of platform vs. purpose and sources of power.

Unit 5 - Leadership challenges in public health: Challenges in Leadership, Overcome Challenges in Leadership, Role of Communication in Overcoming Leadership Challenges (case studies and experiences of experts), and Change management through leadership, Leadership in Change environment and Leadership in the Face of Adversity.


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Course Mapping

05. Course CO-PO Mapping

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1		2	2			2		2	2			2	
CO-2	3	2		3		2				3			
CO-3		3	3	2				1		3			
CO-4					1				3		1	3	1
CO-5							1		2	1		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

06. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in
Face to Face Lectures		12
Demonstrations		
1. Demonstration using Videos		
2. Demonstration using Physical Models/ Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation	08	
2. Guest Lecture		

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3. Industry/Field Visit		28
4. Brain Storming Sessions		
5. Group Discussions	19	
6. Discussing Possible Innovations	01	
Written Examination (Mid-Term tests and SEE)		05
Total Duration in Hours		45

07. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the MHA Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the CO's. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	
CO-2		X	X	
CO-3	X		X	
CO-4	X		X	
CO-5	X		X	
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

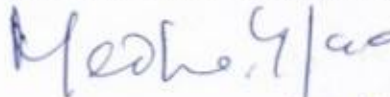

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08. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:





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Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
15.	Leadership Skills	Group discussions

09. Course Resources

1. Essential Reading

- Edmonstone. (2019). Systems Leadership in Health and Social Care. 1st Ed. Routledge publications
- Bhalwar, R., Singh, M., Jayaram, J., Vaz, L. S., Bhatti, V. K., Agrawal, S., and Datta, (2009). Text book of public health and community medicine.
- Lee (2018). HBR's 10 Must Reads on Leadership for Healthcare. 1st Ed. HBR publications
- Galer, J. B., Vriesendorp, S., and Ellis, A. (2005). Managers Who Lead: A Handbook for Improving Health Services: Management Sciences for Health.

Recommended Reading

- Callahan. (2016). Public Health Leadership Strategies for Innovation in Population Health and Social Determinants. 1st Ed. Routledge publications
- Bas Lohman (2016). Practical Lean Leadership for Health Care Managers: A Guide to Sustainable and Effective Application of Lean Principles. 1st Ed. Routledge publications

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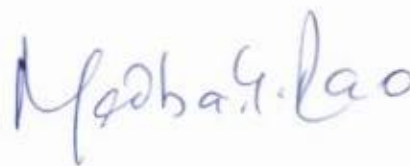
Magazines and Journals

- Journal of Healthcare Leadership
<https://www.dovepress.com/journal-of-healthcare-leadership-journal>
- Asia Pacific Journal of Health Management
<https://journal.achsm.org.au/index.php/achsm>
- Journal of Health Management
<https://journals.sagepub.com/home/jhm>


Websites

- <https://www.hlc.org/>
- <https://www.mindtools.com>


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Course Specifications: Biostatistics and Research Methodology

Course Title	Biostatistics and Research Methodology
Course Code	HAC511C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of the course is to enable students generate research interest among the students and encourages them to design and conduct academic and industry-based research in healthcare and to apply statistical concepts. The students will acquire the knowledge of research methodology, conducting literature review, tools and methods of data collection specific to the type of research study. They will be trained to use appropriate statistical tests in undertaking a research project in the area of healthcare.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	60
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

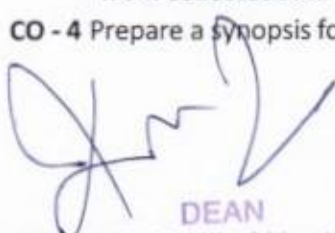
Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

Upon completion of this course students will be able to:

- CO - 1 Explain concepts of research methodology and statistics
- CO - 2 Conduct scientific literature review and develop data collection tool
- CO - 3 Apply concepts and methods from biostatistics to draw inferences from collected data
- CO - 4 Prepare a synopsis for research in an area of interest



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4. Course Contents

Unit-I: Introduction to statistics and research methodology: - Definition of statistics, information and statistical methodology - significance and scope of statistics in public health and hospital administration, and overview of descriptive and inferential statistics
Meaning and Purpose of Research, Types of Research, Research Methods and Methodology, Steps involved in conducting a research, Ethics in Research

Unit-II Development of Research Plan

Identifying, defining and selecting research problem, Hypothesis formulation, Defining Research Objectives, Literature Review, Research Methods and Methodology, Sample Size and Sampling Technique, Writing Research Proposal

Unit-III: Collection of data: Meaning of data, types of data, sources of data, tools for collecting data, development of data collection tools, pretesting and conducting pilot test, data collection plan for qualitative and quantitative research methods, scales of measurement, methods of construction of scales, reliability and validity, classification and tabulation of data, graphical presentation of data, and data preparation prior to analysis (normality, outlier, treating missing values).

Unit-IV: Descriptive statistics: Frequencies, proportion and percentage, Probability and probability distribution, Measures of central tendency (Mean, median and mode) and dispersion (Standard deviation, mean deviation, variance, percentile, quartiles, interquartile range).

Unit-V: Sampling and sampling methods:

Sample size estimation, sampling methods (probabilistic and non-probabilistic) and their application in public health research and hospital administration

Probabilistic: Simple random sampling, Systematic sampling, Stratified sampling, Clustered sampling, Non-probabilistic: Convenience sampling, Quota sampling, Judgment (or Purposive) Sampling, Snowball sampling etc.

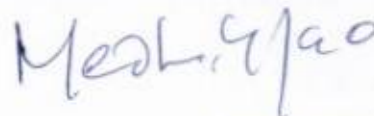
Unit-VI: Analytical and Inferential Statistics:

Parametric and Nonparametric tests, software for data analysis, Hypothesis testing and p-value, Confidence interval and confidence level, Comparison of continuous variables between two groups such as:

Comparison of categorical variables between two groups

Comparison of variables between two groups using distribution free methods- Correlation - Pearson's correlation, - Spearman's rank correlation

Regression: Linear and logistic (Binary and multinomial) and their applications in prediction



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Unit-VII: Report Writing

Report writing and dissemination of results, article writing, Significance of Presentation and Discussion of Results, Relevance and Importance of references, Overview of Referencing, Paraphrasing and Summarizing


COURSE MAPPING

5. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3									3	2		
CO-2		3			2				1		3	2	1
CO-3		2					1		3		2	3	
CO-4		2	3						1	1		2	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in	Total Duration in Hours
Face to Face Lectures		21
Demonstrations		10
1. Demonstration using Videos		
2. Demonstration using Physical Models/ Systems		
3. Demonstration on a Computer	10	
Numeracy		5
1. Solving Numerical Problems	5	
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		

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1. Case Study Presentation	04	19
2. Guest Lecture		
3. Industry/Field Visit		
4. Brain Storming Sessions		
5. Group Discussions	14	
6. Discussing Possible Innovations	01	
Written Examination (Term tests and SEE)		05
Total Duration in Hours		60

7. Course Assessment and Reassessment

Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2 & SC3 are presented in the Programme Specifications Document.

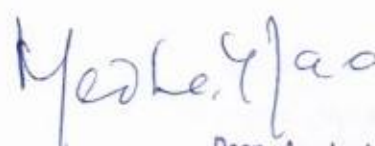
08. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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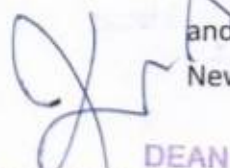
Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

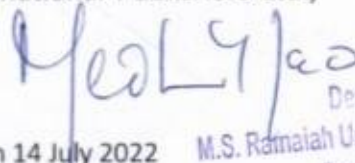
9. Course Resources

1. Essential Reading:

- Gupta SC and Gupta I (2013). Business Statistics. 2nd Edition. Himalaya Publishing House, New Delhi
- Le CT. (2003) Introductory Biostatistics. John Wiley and Sons, Inc.
- Rao N. S. N. and Murthy N. S. (2008) Applied Statistics in Health Sciences, Jaypee Brothers Medical Publishers
- Mahajan B. K. (2011) Methods in Biostatistics for Medical Students and Research Workers, Jaypee Brothers Medical Publishers
- Ranjit Kumar (2014) Research Methodology: A Step-by-Step Guide for Beginners 4th Edition Sage Publications Private Limited
- Uma Sekaran and Roger Bougie (2009) Research Methods for Business: A Skill Building Approach. John Wiley and Sons Ltd
- Schindler Pamela S. Business Research Methods 13th Edition 2021 McGraw Hill
- Kothari C.R and Garg G. (2014) Research Methodology: Methods and techniques, 3rd edition, New Age International Publishers Ltd., New Delhi

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- Chawla D and Sondhi N (2016) Research Methodology: Concepts and Cases, 2nd edition, Vikas Publishing House
- Uma Sekaran (2016) Research Methods for Business: A Skill Building Approach, WileyIndia
- Mildred L. Patten, Michelle Newhart (2018). Understanding Research Methods: An Overview of the Essentials 10th Edition. Taylor and Francis
- Alexander Holmes, Barbara Illowsky and Susan Dean. Introductory Business Statistics. 2018 Openstax, Rice University

Recommended Reading

- Gordon Taylor (2014). Medical Statistics Made Easy. 3rd Ed. Jones and Bartlet Publications
- Gupta SP (2001) Statistical methods, Sultan Chand and sons New Delhi
- Rao N.S.N. and Murthy N.S. (2008) Applied Statistics in Health Sciences, Jaypee Brothers Medical Publishers
- John W. Creswell, J. David Creswell. Research Design Qualitative, Quantitative, and Mixed Methods Approaches 5th Edition
- Gary J Burkholder (Editor), Kimberley A. Cox (Editor), Linda M. Crawford (Editor), John Hitchcock (Editor). Research Design and Methods: An Applied Guide for the Scholar- Practitioner 1st Edition
- Mahajan B.K. (2011) Methods in Biostatistics for Medical Students and Research Workers, Jaypee Brothers Medical Publishers
- Cooper R Donald, Schindler S Pamela (2001) Business Research methods, Tata Mc Graw Hill Publications Ltd. New Delhi
- Golden Biddle, Koren and Karen D Locke (1997) Composing quantitative research sage publications, New Delhi.
- Betty Kirwood (2003) Essential Medical Statistics. 2nd Ed. Wiley Blackwell Publications

Magazines and Journals

- Biostatistics | Oxford Academic <https://academic.oup.com/biostatistics>
- Journal of Academy of Hospital Administration
- Indian Journal of Public Health
- Journal of Healthcare Management

Websites

- <https://www.biostat.washington.edu/about/biostatistics>
- <http://www.ccs.neu.edu/course/is4800sp12/resources/qualmethods.pdf>
- http://www.who.int/ethics/review-committee/emro_ethics_dsa237.pdf
- http://www.wpro.who.int/publications/docs/Health_research_edited.pdf?ua=1

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Course Specifications: Hospital / Practical Training-2

Course Title	Hospital / Practical Training-2
Course Code	HAL513C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this course is to provide an opportunity to seek, identify and further develop an appropriate level of professionalism as managers of hospital/department while learning to undertake projects in respective departments.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	0:4:0
Total Hours of Interaction	4 Hours per day
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes

After undergoing this course students will be able to:

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

- CO-1. Discuss the overview of the hospital departments
- CO-2. Prepare the working pattern and process flow of the departments
- CO-3. Analyze the managerial issues of the healthcare organization.
- CO-4. Demonstrate appropriate leadership skills required to take up an administrative role.

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04. Course Contents

Unit 1: Scope of Department, Department Layout, Organogram, process flow, Work timings and

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Location

Unit 2: Staffing pattern – responsibilities, qualification and shift timings, departmental Manuals, policies and registers maintained, Posters or information displayed by the department

Unit 3: Facilities available - equipment's including computer desktops, tables, chairs and cupboards (documents maintained) Maintenance - Equipment maintenance – PM, CM, Stock maintenance software's used, access restrictions – (documents maintained, expenditure)

Unit 4: Safety – Patient and employee safety and Information/ data information safety, Legal Compliance, Licenses tracker, Consents forms and other forms, cleaning protocol, Incident reporting, mock drills, departmental and Hospital / Practical Trainings.

Unit 5: NABH requirements, Quality Indicators, Former NABH NC's, Administrative issues, Audit tools or checklist regulatory requirement if any

Course Mapping

05. Course CO-PO Mapping


	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	3			2					3	1	2	
CO-2				2	3		1				2	1	
CO-3			3					2	1				3
CO-4					2			3	1			3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

06. Course Teaching and Learning Methods

Hospital websites, documents


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07. Course Assessment and Reassessment

The components and subcomponents of course assessment are presented in the Academic Regulations document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Academic Regulations document as well.

The assessment questions are set to test the course learning outcomes. In each component or subcomponent, certain Course Outcomes are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)		Component 2: Report (40% Weightage)
Subcomponent ▶	SC1	SC2	
Subcomponent Type ▶	Daily Log Book	Report	40 Marks
Maximum Marks ▶	30 marks	30 marks	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
The details of SC1 & SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of course outcomes in each component assessed in the above template at the beginning of the semester.

Course reassessment policies are also presented in the Academic Regulations document.

08. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the Course
1	Knowledge	Posting
2	Understanding	Posting
3	Critical Skills	Posting
4	Analytical Skills	Posting
5	Problem Solving Skills	Posting
6	Practical Skills	Posting
7	Group Work	Posting

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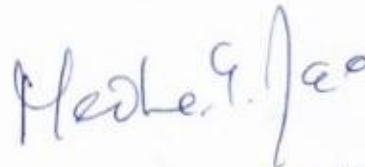
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8	Self-Learning	Posting
9	Written Communication Skills	Report Writing
10	Verbal Communication Skills	Presentation
11	Presentation Skills	Presentation
12	Behavioral Skills	Posting

9. Course Resources

Department resources


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Faculty of Life and Allied Health Sciences

Master of Hospital Administration Course Specifications 2022

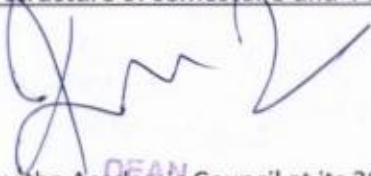
3rd SEMESTER



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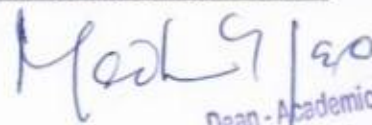
The course structure of semester 3 and 4 was approved in the 28th ACM meeting on April 3, 2022



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Course Specifications: Legal Aspects and Ethics in Healthcare

Course Title	Legal Aspects and Ethics in Healthcare
Course Code	HAC601C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

I. Course Summary:

The aim of the course is to provide the essential knowledge of the principles and practice of law and ethics governing the healthcare system. This course introduces the students to the legal systems in healthcare and ethical issues impacting the administration and delivery of healthcare services.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (CO)

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

CO-1. Describe the legal and ethical framework governing healthcare administration

CO-2. Explain the legal process involved in managing healthcare organizations

CO-3. Discuss ethics in healthcare administration

CO-4. Discuss the challenges in complying with legal requirements in healthcare

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4. Course Contents

Unit 1 - Introduction to legal system

The judicial hierarchy, Overview of laws in business and healthcare and Indian constitution, Sources of law, important provisions of Indian Contracts Act, Sales of Goods Act, Trust Act, Companies Act, The Clinical Establishments (Registration and Regulation) Act, Karnataka

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Private Medical Establishments Act, Medical Commission Bill



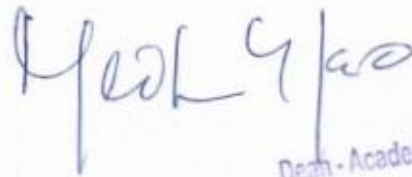
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Unit 2 - Medico legal Procedure and Medical Jurisprudence

Medico legal procedures- Principles of MLCs; Examples of MLCs; Management of MLCs; Medical examination of the accused, Custody of the MLC records, Indian Evidence Act, Consumer Protection Act, Law of Privileged Communication, Medical Negligence, Law of Torts, Criminal Liability, Civil Liability, Vicarious Liability, Patient Consent – Dying Declaration – Importance of Section 52, 80,89,90,92 and 93 of Indian Penal Code

Unit 3 - Laws governing Employees in the hospital

Indian Medical Council Act –Indian Nursing Council Act –Apprenticeship Act- Prohibition of Violence Against Medicare Service Personnel and Damage To Property In Medicare Service Institutions Act, Equal Remuneration Act, ESI Act and Rules, Trade Unions Act – Industrial Disputes Act – Minimum Wages Act - Provident Fund Act - Payment of Gratuity – Workmen Compensation Act – EPF Act - Standing Orders Act - Maternity Benefit Act, protection of employees: guarding against sexual harassment.

Unit 4 – Law governing the Hospital planning and Safety: - Companies Act-Indian Electricity Rules and Act – National Building Act – AERB Rules – Environment Protection Act – Bio-Medical Waste Management Rules – Indian Boilers Act — Gas Cylinder Rules – Rules Governing operation of Lift-Prevention of Food Adulteration Act –Prohibition of Smoking in Public Places Rules. Mental Health Act

Unit 5 – Laws Governing Healthcare Professionals and Patients: - Indian Medical Council Act –Indian Nursing Council Act –Apprenticeship Act- Prohibition of Violence against Medicare Service Personnel and Damage to Property in Medicare Service Institutions Act – PC-PNDT Act – MTP Act – Transplantation of human Organs Act –Birth and death Registration Act, Laws governing assisted reproduction and surrogacy, Law on communicable diseases- Notifiable diseases

Unit 6 – Law governing drugs and safe medication: - Pharmacy Act, Drugs and Cosmetics Act – Narcotics and Psychotropic Substances Act. Blood bank Regulations, Drug Controller and controlling mechanism in India, Pharmaceutical Price Controlling in India, Human drug trial regulations under ICMR.

Unit 7 Introduction to Ethics in healthcare

Code of Medical Ethics, Introduction to ethics; nature, scope and purpose - Values, Norms, Beliefs and Standards – Ethical Guidelines for Bio-Medical Research – Indian Medical Council

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(Professional Conduct, Etiquette and Ethical Regulation)



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Course Mapping

05. Course CO-PO mapping

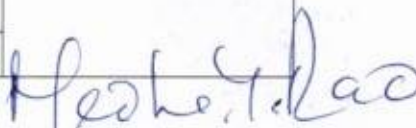
	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3					2	1			3		2	
CO-2		3				2		1			3		1
CO-3	2				2	3		1			2	3	
CO-4		1				2			3	1		2	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		02
2. Demonstration using Videos	02	
3. Demonstration using Physical Models/Systems		
4. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course Workshop/Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation	05	
2. Guest Lecture	05	


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3. Industry/Field Visit	05	25
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations		

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ►	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ►	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	

The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures

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2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

9. Course Resources

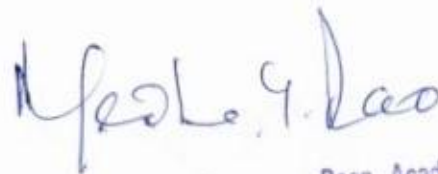
1. Essential Reading

- Abraham, Samuel (2010)- Lawon Hospital Administration, B. I. Publications Pvt. Ltd
- Francis C. M. (2007)-MedicalEthics, 2nd Edition, Jaypee.
- R Basu and TK Bose, Medico Legal aspect of Clinical and Hospital Practice, English Edition Mumbai.
- PC Chaubey , Consumer Protection and Medical Profession, , Jaypee.
- S.K.Joshi, Law and the practice of medicine.
- Rajkumar – Acts applicable to hospitals in India

Recommended Reading

- P. Subba Rao, Essentials of Human Resource Management and Industrial Relations
- Bakshi PM; Bangalore Suraj, Anil (2000)-Health Law and Ethics: An Introduction, NLSIU
- Taxmann (2018), Labour Laws,

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- Taxmann Kuchhal M C and Kuchhal V (2013) Business Law, Vikas Publishing House
- Satish, Mrinal; Menon, Raghubir; Rao, Kesava V (2005)-Professional Accountability and Patient Rights, NLSIU
- Murthy C S V – Business Ethics: text and cases, Himalaya Publishing House, Bengaluru • Biswanath Ghosh – Ehtics in Management and the Indian Ethos, Vikas Publishing House Pvt Ltd, New Delhi

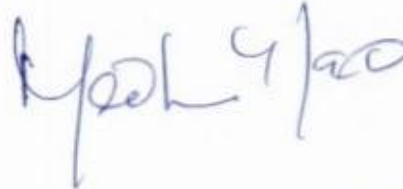
Magazines and Journals

- Journal of Academy of Hospital Administration (JAHA)
- WHO Bulletin
- Express Healthcare
- Healthcare Radius


Websites

- <https://india.gov.in/my-government/actsrules>
- <https://indiankanoon.org>
- <http://www.pcpndtbangalore.in/>
- <https://elora.aerb.gov.in/ELORA/populateLoginAction.htm>
- <http://kspcb.gov.in/>


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Course Specifications: Healthcare Analytics and Operations Research

Course Title	Healthcare Analytics and Operations Research
Course Code	HAC602C
Course Type	Core Theory Course
Department	Master of Hospital Administration
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

This Course aims to teach students the applications of Descriptive, Predictive and Prescriptive Analytics in Healthcare. To make them acquainted to the technologies used in healthcare facilities to improve medical documentation, easy and fast access to health information leading to better communication between the patients and healthcare providers which in turn improves the patient satisfaction. The course also emphasizes on the basic principles of operations research and its applications in solving complex hospital operations.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	16
Department Responsible	Master of Hospital Administration
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

- CO-1.** Explain concepts of Healthcare Analytics and Operations Research
- CO-2.** Discuss different types of Business Analytic methods and their importance
- CO-3.** Discuss the role of Descriptive, Predictive and Prescriptive Analytics in healthcare
- CO-4.** Apply techniques of operational research in solving complex hospitals issues


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04. Course Contents

Unit 1 Introduction to Business Analytics (BA): Data and Big Data, Nature of Big Data and its importance, Importance of Business Analytics, Introduction to Descriptive Analytics, Predictive Analytics, Prescriptive Analytics and their applications.

Unit 2 Introduction to Analytics in Healthcare: Marketing, Operations, Human Resources, Financial Management, Introduction to Neural Networks and its applications

Unit 3 Descriptive Analytics: Impact of criteria might have potential for identifying trends or future business behavior, Data visualization using charts, graphs, sorting techniques, frequency distributions, probability distributions for effective data interpretation

Unit 4 Predictive Analytics: Identify possible trends in large data sets. To identify and predict future trends using time series like ARMA and ARIMA, Multiple Linear Regression, Logistic Regression, Multiple Discriminant Analysis, Operations research methods like forecasting models, neural networks

Unit 5 Prescriptive Analytics: To allocate resources optimally to take advantage of predicted trends or future opportunities using techniques like Operations research methodologies like linear programming and decision theory

Unit 6 Operational Research

Time and motion studies, project planning using CPM and pert techniques-crashing of network and its uses, systems analysis approach in hospital management and Queuing theory and its applications.

5. CO-PO PSO Mapping:

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	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2					1			3		2	
CO-2		3		2	1						3		2
CO-3		1	3						2	1		3	2
CO-4		1	2						3		2	1	3

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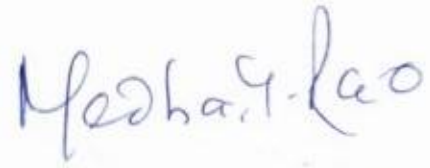
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3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution


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6. Course Teaching and Learning Methods:

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		10
1. Demonstration using Videos		
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer	10	
Numeracy		5
1. Solving Numerical Problems	05	
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course Workshop/Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation	02	
2. Guest Lecture	02	
3. Industry/Field Visit	01	
4. Brain Storming Sessions	01	
5. Group Discussions		
6. Discussing Possible Innovations	01	
Written Examination		03
Total Duration in Hours		45

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7. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the CO's. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ►	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ►	20	20	20	
CO-1		X	X	
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination

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10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions

09. Course Resources

Essential Reading

- Hiller, Frederick S .and Lieberman, Gerald J. (2006) Operations Research, 8th edition, Tata McGraw-Hill
- Schneider Jans, Schneider Jans and Starkey, Business Analytics Principles, Concepts, and Applications-What, Why and How, Ft Press Operations Management

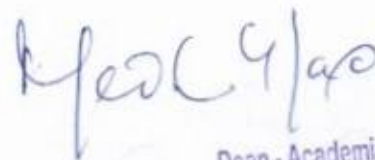
Recommended Reading

- Hair, J. F, Black W. C, Babin B.J, Anderson, R. E (2014) Multivariate Data Analysis, Pearson Education India
- Hamdy A Taha—Operations Research An Introduction



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Course Specifications: Marketing and Strategic Management in Healthcare

Course Title	Marketing and Strategic Management in Healthcare
Course Code	HAC603C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The course emphasizes the importance of strategic management and marketing management in the Healthcare Sector. The course is designed to provide the students with the essential knowledge of concepts of strategic planning and marketing strategies. This enables the students to understand the consumer behaviours and expectations in designing and branding the right service/s. The students will be able to undertake marketing research and develop a marketing plan.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	60
Number of Weeks in a Semester	16
Department Responsible	Master of Hospital Administration
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes (COs)

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

CO 1- Describe the importance of strategies and marketing concepts for an organization

CO 2- Enumerate the tools and techniques of strategic and marketing management

CO 3- Discuss strategy formulation for a healthcare organization

CO 4- Discuss the challenges of service structure marketing

CO 5 - Analyze strategic and marketing plan for an organization

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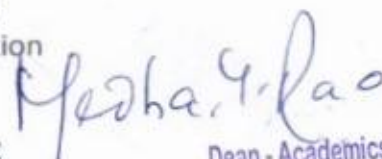
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4. Course Contents

Unit 1 - Strategic Management: An Overview

Definition and meaning of Strategic Management, Strategy, Plan. Elements of Strategic Management – Goal Setting, Analysis, Strategy Formulation, Implementation and Evaluation
 Process of Strategic Management, Strategic Planning Framework, Concept of Vision, Mission, Goals, Objectives, Strategy;
 Ethics in Strategic Management

Unit 2 - Strategic Management Tools and Techniques

Concept and application of Strategic Management Tools and Techniques (SMTT) in Healthcare
 - SWOT analysis, Benchmarking, Value chain Analysis, Porter's 5 forces, PEST analysis, GE Nine Cell Matrix (Business Screen), Balanced scorecard, Value chain analysis, Boston Consulting Group (BCG) Matrix, McKinsey' 7S Model, etc.

Unit 3 - Environment Scanning, Strategy Formulation, Implementation and Control

Industry Analysis - Understanding External and Internal Business Environment, Environment analysis for National and International Healthcare Delivery

Concept and Approaches to Strategic Formulation, Developing Alternative Strategies, Types of Strategies, Strategy Activation - Risk assessment and Management - Operational and Management Issues

Concept and Purpose of Strategic Evaluation and Analysis, Internal and external auditing, Gap Analysis, Strategic Control and Feedback

Unit 4 - Strategic Management and Healthcare

Strategic Concept behind Mergers and Acquisitions and Global Healthcare Delivery

Unit 5 - Introduction to Marketing

Meaning, definition, approaches to marketing, functions and concepts components of marketing, role of marketing in modern organizations, major concepts in demand measurement and marketing research.

Unit 6 - Marketing segmentation, targeting and positioning (STP)

Identification of market segments, Consumer and business clientele, segmenting consumer markets, segmentation basis, selecting target market, developing and communicating a positioning strategy, marketing mix, market measurement and Forecasting- Defining market-measuring current market demand- Forecasting demand, market segmentation and targeting-

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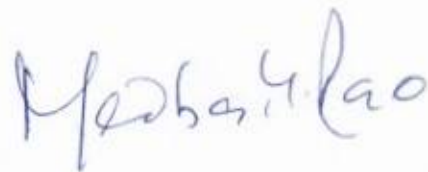
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steps in segmentation and targeting- target marketing



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Unit 7 - Product, Branding, Pricing and Distribution

Nature and characteristics of Products (services) - Marketing approaches to new services development-service mix decision-service item decision- service life cycle decision-demand generation- pricing decision- pricing objectives in healthcare- pricing strategy- present and future situation- place decision – major distribution decisions- strengthening referral system-promotion decisions, sales force in healthcare organizations- advertising in healthcare industry- sales promotion practices in healthcare organizations- publicity practices marketing mix strategy, marketing management: consumer analysis- consumer buying process- organization buyer behavior- consumer adoption process. Customer relationship management (CRM).

Unit 8 – Research in Marketing Management, Strategic Marketing Plan Development, Implementation and Evaluation

Setting the objectives of marketing research, defining the methodology, data collection plan and analyzing the data;

Development of Marketing plan - Situational Analysis, Marketing Strategy, Financial Projections and Implementation Controls

Unit 9 - Healthcare Marketing (Service sector Marketing)

Characteristics of services. Goods and services, service quality and delivery, expectations management. STP, pricing, services, SERVQUAL, Communication strategies, Customer experience. Designing and managing services. Application of marketing principles to other healthcare subsectors (health insurance, medical tourism, home healthcare, etc.)

Role of public relations, corporate networking, Ethics in Marketing

Unit 10 - Digital Marketing and Social Marketing

Role of digital marketing in healthcare, Importance of social marketing, its contribution in healthcare


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05. CO-PO PSO Mapping

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2			1					3		2	
CO-2	3			2				1			3	2	
CO-3		3	2						1		2	3	1
CO-4		2	3				1				3	2	
CO-5		1	2						3	1	2		3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

06. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		02
1. using Videos	02	
2. Demonstration using Physical		
3. Demonstration on a Computer		
Numeracy		03
1. Solving Numerical Problems	03	
Practical Work		10
1. Course Laboratory		
2. Computer Laboratory		
2. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		10
1. Case Study Presentation	04	
2. Guest Lecture		
3. Industry/Field Visit		
4. Brain Storming Sessions	02	
5. Group Discussions	04	
6. Discussing Possible Innovations		

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Written Examination	05
Total Duration in Hours	60

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the CO's. In either component (CE or SEE) or subcomponent of CE (SC1, SC2& SC3), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2	SC3	
Subcomponent Type ▶	Assignment	Mid-Term Test	Innovative Assignment	100 Marks
Maximum Marks ▶	20	20	20	
CO-1		X	X	X
CO-2		X	X	X
CO-3	X		X	X
CO-4	X		X	
CO-5				
The details of SC1, SC2& SC3 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

08. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion, Brainstorming sessions

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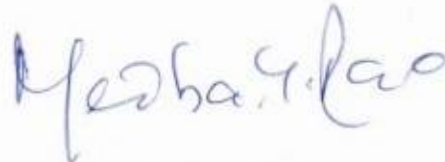
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	Case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
14.	Leadership Skills	Group discussions


9. Course Resources

Essential Reading

- Fred R David. And Forest R David. Strategic Management Concepts and Cases. 15th Edition. Pearson Education India
- George B Moseley III (2009). Managing Healthcare Business Strategy. Jones and Bartlett Publishers LLC
- Strategic Management. 2020 Kennedy B Reed. Virginia Tech Publishing
- Kotler Philip, Keller Kevin Lane and Chernev Alexander (2022): Marketing Management, 16th Edition Pearson Education
- Gunawardane Gamini (2020): Modern Health Care Marketing. World Scientific
- Eric N Berkowitz. Essentials of Healthcare Marketing 2nd Edition Jones and Bartlett Publishers
- V S Ramaswamy and S Namakumari (2013): Marketing Management: A Strategic Decision-Making Approach 5th Edition, McGraw Hill


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Recommended Reading

- Srinivasan, R. (2014). Strategic Management: The Indian Context. 5th Ed. PHI Learning.
- L M Prasad. Strategic management 2018. Sultan Chand and Sons
- Ginter Peter M, W Jack Duncan and Linda E Swayne. The Strategic Management of Health Care Organizations. 8th Edition, John Wiley and Sons Inc
- Kotler Philip, Keller Kevine Lane, Koshy Abraham and Jha Mithileshwar (2007): Marketing Management, 12th edition, Pearson Education
- V S Ramaswamy and S Namakumari (2007): Marketing Management: Planning, Implementation and Control, Global Perspective Indian Context. Macmillan India Ltd

Magazines and Journals

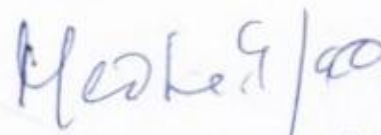
- Prabandhan: Indian Journal of Management

Websites

- <https://hbr.org/magazine>
- <https://www.businessinsider.com>



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Course Specifications: Project work

Course Title	Project Work
Course Code	HAP605C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this Course is to provide an opportunity for application of appropriate management practices and use of relevant University resources and Departments for definition and execution of the project through group effort. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	0:0:4
Total Hours of Interaction	6 Hours per day
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

03. Course Outcomes

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

CO 1- Work in a team and undertake a project in the area of hospital administration /Public health

CO 2- Apply the management principles for executing the project

CO 3- Apply appropriate research methodology while formulating a project

CO 4- Define Specifications, Synthesize, Analyze, Develop and evaluate a project

CO 5- Develop the project, make a presentation and document the work

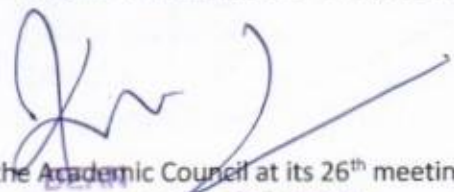

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04. Course Contents

Unit 1 - Project Proposal - Need for undertaking a project, project specifications, aim and objectives (approval by the mentor)

Unit 2 - Project Management – Project step by step plan / road map using Gantt chart

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Unit 3 - Develop Data Collection Plan – Primary/secondary with appropriate approvals and consents for the organization and tools / questionnaire / checklist based on the research question.

Unit 4 - Data Analysis and Interpretation - Analysis of the collected data with appropriate tools and techniques and Interpretation of the results and visual presentation of the results

Unit 5 - Results, Discussions and Implementation / Recommendations

Unit 6 - Conclusion and suggestions for further work

Unit 7 - Report writing and Submission

Unit 8 - Oral presentation of the results in front of the research panel

3. CO-PO PSO Mapping

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1			2	3					3		2	1
CO-2		2	3		1				1		3	2	2
CO-3		1	2		1					3	2	3	1
CO-4			3	2	1				1		3	2	1
CO-5				1	1		2			3	1	2	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Topics	Teaching methods
Critical Review, Problem Formulation and stating Objectives	Reading journal papers, books and other relevant materials and problem formulation Presentation to Reviewers
Project Management / Project roadmap	Group work with supervisors' guidance
Data Analysis and Interpretation	Group work with supervisors' guidance
Data Analysis and Interpretation, Result analysis and discussions, recommendations or implementation	Group work with supervisors' guidance
Conclusion and suggestions for further work	Group work with supervisors' guidance

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Report writing and Submission	Group work with supervisors' guidance
Presentation, Report Writing and Viva Voce	Presentation and Viva voce - Group
	Report writing - Group
	Project Exhibition and Video creation - Group

07. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

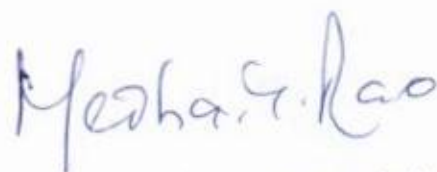
The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: PRESENTATION (60% Weightage)	Component 2: PROJECT REPORT (40% Weightage)
Subcomponent ►	SC1	40 Marks
Subcomponent Type ►	Presentation	
Maximum Marks ►	60	
CO-1	X	X
CO-2	X	X
CO-3	X	X
CO-4	X	X
CO-5	X	X
The details of SC1 is presented in the Programme Specifications Document.		

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

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Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Project work
2.	Understanding	Project work
3.	Critical Skills	Project work
4.	Analytical Skills	Project work
5.	Problem Solving Skills	Project work
6.	Practical Skills	Project work
7.	Group Work	Project work
8.	Self-Learning	Project work
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Project work
13.	Information Management	Project report
14.	Leadership Skills	Presentation

9. Course Resources

Assigned reading relevant to the Project work and relevant literature review.



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Course Specifications: Hospital / Practical Training-3

Course Title	Hospital / Practical Training-3
Course Code	HAL606C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this course is to provide an opportunity to seek, identify and further develop an appropriate level of professionalism as managers of hospital/department while learning to undertake projects in respective departments.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	0:4:0
Total Hours of Interaction	4 Hours per day
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment


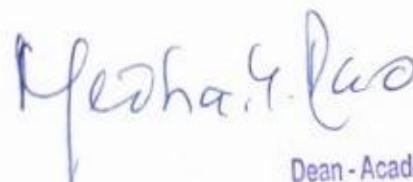
3. Course Outcomes

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

- CO - 1 Understand the operational aspects of hospital administration
- CO - 2 Assess the working of different committees, departments in compliance with accreditation and statutory norms
- CO - 3 Analyze the challenges in operational and quality improvement aspects
- CO - 4 Conduct mock audits and drills



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4. Course Contents

Unit 1: Manager on duty – Operations Clinical and Non – Clinical (including Night shifts for a week)

Unit 2: Attend Committee meetings, Understand Committee Terms of Reference, Members of the committee (Chairperson, Co - Chairperson & Convener), Frequency of meetings, Invitation to members of the committee, Call for committee meeting, Privileging of committee members, Committee Audit & Minutes of the meeting.

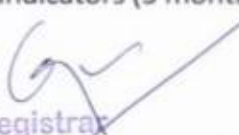
Unit 3: Mock drills – Different emergency codes in the hospital, Emergency codes policy, Response team, documentation of mock drills, mock drill training, conduct one mock drill – document and train the staff.

Unit 4: Hospital / Practical Training – Understand the different Hospital / Practical Trainings, conduct Hospital / Practical Trainings (as per the hospital requirement & NABH requirements), document the same, collect training attendance, training feedback, pre & post knowledge test.

Unit 5: Conduct one Clinical / Non-Clinical study based on retrospective available hospital data (as per the hospital requirements)

Unit 6: Understand the NABH quality Indicators, make a list of the indicators and its formulas, Collect the data and prepare an automated excel sheet to calculate this data, make benchmarks for each indicator and graphically present the Quality Indicators (3 months data)

05. CO-PO PSO Mapping

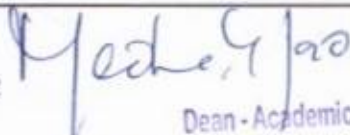

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	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2			1					3		1	
CO-2		1						2	3		1		3
CO-3					3		2	1		2		3	
CO-4					2		1	3				3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

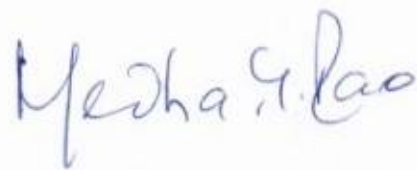
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06. Course Teaching and Learning Methods

Hospital websites, documents

07. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 & SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)		Component 2: Presentation (40% Weightage)
Subcomponent ►	SC1	SC2	
Subcomponent Type ►	Daily Log Book	Report	40 Marks
Maximum Marks ►	30 marks	30 marks	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
The details of SC1 & SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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08. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the Course
1	Knowledge	Posting
2	Understanding	Posting
3	Critical Skills	Posting
4	Analytical Skills	Posting
5	Problem Solving Skills	Posting
6	Practical Skills	Posting
7	Group Work	Posting
8	Self-Learning	Posting
9	Written Communication Skills	Report Writing
10	Verbal Communication Skills	Presentation
11	Presentation Skills	Presentation
12	Behavioral Skills	Posting
13	Information Management	Report
14	Leadership Skills	Posting



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9. Course Resources

Department resources



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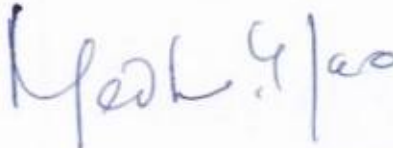
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Master of Hospital Administration

Course Specifications 2022


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SEMESTER 4



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Course Specifications: Internship

Course Title	Internship
Course Code	HAI608C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of the course is to make a student experience healthcare organization work environment. Internship provides students with opportunity to integrate theory with real life experience. Internship will provide advanced, specialized and supervised field operation and experience under the guidance of the mentor. In addition, the interns will work on tasks and projects relevant to their professional interests.

2. Course Size and Credits

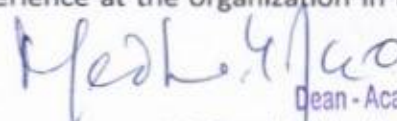
Number of Credits	8
Credit Structure (Lecture: Tutorial: Practical)	0:0:6
Total Weeks	12 weeks
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

03. Course Outcomes

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

- CO-1.** Assess and present the organization structure, various departments of the organization, their activities and responsibilities to meet the organization objectives
- CO-2.** Conduct SWOT analysis of the organization
- CO-3.** Undertake projects of relevance to healthcare management assigned by the organization
- CO-4.** Prepare a report of their learning/ experience at the organization in the prescribed format


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4. Course Contents

Unit 1 Objectives of the organization (Vision, mission, goals and objectives)

Unit 2 Organization structure, various departments of the organization, their operational activities

Unit 3 Roles and responsibilities of a health care administrator, attend relevant committee meetings, daily rounds

Unit 4 SWOT / PEST analysis of the hospital

Unit 5 Hands on project in the organization, data collection, analysis, report writing and disseminating the findings with the organization's heads

Unit 6 Exhibit Leadership skills, professional ethics and personal/ Professional integrity

Unit 7 Internships are individually tailored by students and their supervisors in consultation with the department faculty. A typical internship includes both observational and participatory activities. Students can participate in the following activities with necessary permission from the organization.

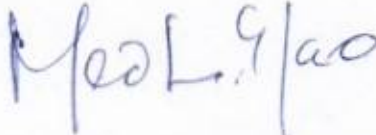
Observational Activities

- Attend department meetings
- Rotate through admin. and clinical departments Attend management seminars
- Shadow a physician
- Observe a surgical procedure
- Sit in on employment interviews
- Participate in community activities
- Interact with suppliers, etc.
- Observe NABH/JCI debrief

Participatory Activities

- Help prepare departments for accreditation
- Revise a policy manual and generate reports


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- Design a hospital brochure, participate in digital marketing
- Write a press release and set up photos
- Assist with budgeting and allocating expenses
- Design and conduct patient satisfaction surveys/feedback surveys
- Create a database from organizational records

5. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	3		1						3	2		1
CO-2		2	3				1				3	2	
CO-3		1	2			1			3	1		3	2
CO-4			2	3					1		1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		
Demonstrations		
1. Demonstration using Videos		
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
2. Engineering Workshop/Course Workshop/Kitchen		570
4. Clinical Laboratory		
Total Duration in Hours	576	576
5. Hospital		

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6. Model Studio	
Others	
1. Case Study Presentation	
2. Guest Lecture	
3. Industry/Field Visit	
4. Brain Storming Sessions	
5. Group Discussions	
6. Discussing Possible Innovations	
Presentations	06

7. Method of Assessment

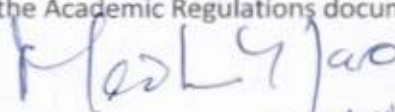
The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: PRESENTATION/ Internship Log (60% Weightage)	Component 2: PROJECT REPORT (40% Weightage)
Subcomponent ▶	SC1	
Subcomponent Type ▶	CE	SEE
Maximum Marks ▶	60 Marks	40 Marks
CO-1	X	X
CO-2	X	X
CO-3	X	X
CO-4	X	X
The details of SC1 is presented in the Programme Specifications Document.		

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship, Interaction with staff
7.	Group Work	Internship, Interaction with staff
8.	Self-Learning	Internship, Interaction with staff, Presentations
9.	Written Communication Skills	Report preparation
10.	Verbal Communication Skills	Internship, Interaction with staff
11.	Presentation Skills	Internship, Interaction with staff, Presentations
12.	Behavioral Skills	Internship, Interaction with staff
13.	Information Management	Internship, Interaction with staff, Presentations
14.	Leadership Skills	Internship, Interaction with staff, Presentations

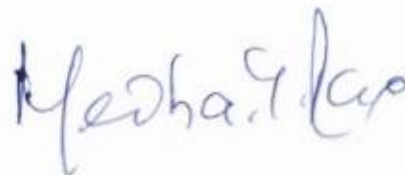
09. Course Resources

Essential reading

- Organization website
- Manuals
- Discussions with Managers/Mentor/Supervisor of different departments of the organization



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Course Specifications: Dissertation

Course Title	Dissertation
Course Code	HAP609C
Course Type	Core Theory Course
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary

The aim of this Course is to encourage and develop skills in identification of a research problem, application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation.

2. Course Size and Credits

Number of Credits	10
Credit Structure (Lecture: Tutorial: Practical)	0:0:10
Total weeks	14
Number of Weeks in a Semester	16
Department Responsible	Allied Health Sciences
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

Teaching, Learning and Assessment

3. Course Outcomes

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

CO-1 Prepare and present a research proposal

CO-2 Collect the relevant primary/secondary data to achieve research objectives as proposed

CO-3 Analysis of the data collection with relevant analytic tools/software and interpretation of results

CO-4 Create research document and write research papers for publications

CO-5 Defend the research findings in front of scholarly audience

CO-6 Write a research paper based on research and submit to internal research review

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4. Course Contents

Unit 1 Review scholarly literature collected from various sources critically for the project purpose and formulate a research problem, Problem formulation and definition

Unit 2 Develop data collection plan: tools/questionnaire/checklist based on the research question

Unit 3 Data collection –Primary/secondary with appropriate consents and ethical clearance of the organization

Unit 4 Analysis of the collected data with appropriate tools and techniques

Unit 5 Interpretation of the results and visual presentation of the results

Unit 6 Results and Discussions

Unit 7 Conclusion and suggestions for further work

Unit 8 Thesis writing and checking plagiarism

Unit 9 Oral presentation of the results in front of the research panel

Unit 10 Authoring Research paper and submitting to the internal research review committee, Capacity building to avoid plagiarism

5. CO-PO PSO Mapping:

	Programme Outcomes (POs)									Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2		3							2		3
CO-2		3		2	1					1		3	2
CO-3		1	2						3	1	2	3	
CO-4		2		3		1		1			1	2	3
CO-5	1	2		3		1			2		1	3	2
CO-6		1		3			2			1	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution													

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6. Course Teaching and Learning Methods:

Topics	Teaching methods
Literature review, Problem formulation and definition	Reading Journal papers, books and other relevant materials and problem formulation
Develop data collection plan: tools/questionnaire/checklist based on the research question and data collection	Individual work with supervisors' guidance Presentation to Reviewers (Interim presentation)
Analysis of the collected data with appropriate tools and techniques	Individual work with supervisor's guidance/attend seminars/workshop related to data analysis
Interpretation of the results and visual presentation of the results	Individual work with supervisors' guidance
Results and Discussions	Individual work with supervisors' guidance
Conclusion and suggestions for further work, thesis writing	Individual work with supervisors' guidance
Presentation, Thesis/Report Writing And Viva Voce, Authoring Research paper	Presentation and Viva voce Thesis/Report writing, Authoring research paper

07. Method of Assessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the MHA (Master of Hospital Administration) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1) COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: Interim presentation and Final Presentation with Viva-Voce (60% Weightage)	Component 2: PROJECT REPORT and submission of research paper to review committee (40% Weightage)
Subcomponent ▶	SC1	
Subcomponent Type ▶	CE	SEE

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Maximum Marks▶	60	40 Marks
CO-1	X	X
CO-2	X	X
CO-3	X	X
CO-4	X	X
CO-5	X	X
CO-6	X	X
The details of SC1 is presented in the Programme Specifications Document.		

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

Sl. No	Curriculum and Capabilities Skills	How imparted during the Course
1.	Knowledge	Dissertation
2.	Understanding	Dissertation
3.	Critical Skills	Dissertation
4.	Analytical Skills	Dissertation
5.	Problem Solving Skills	Dissertation
6.	Practical Skills	Dissertation
7.	Group Work	Dissertation
8.	Self-Learning	Dissertation
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Dissertation
13.	Information Management	Dissertation report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

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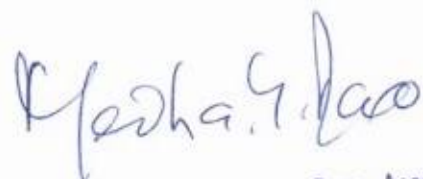
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09. Course Resources

Lecture Sessions on Dissertation, attending seminars/workshop related to research methodology and statistical analysis



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Faculty of Life & Allied Health Sciences

Approved by the Academic Council at its 26th meeting held on 14 July 2022

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