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Post Graduate Syllabus
in
MASTER IN HOSPITAL ADMINISTRATION
(M.H.A.)
[w.e.f.: 2018-2019]

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**SYLLABUS
FOR
MASTER IN HOSPITAL ADMINISTRATION (M.H.A.)
FIRST SEMESTER**

SL. NO	PAPER CODE	COURSE TITLE	CONDUCT HOURS PER WEEK				MARKS		
			L	T	P	CREDITS	Int Asst.	End Sem	Total
THEORY									
1.	MHA-101	English Language and Communication	2	1		2	10	40	50
2.	MHA-102	Concept of Health & Disease	2	1		2	10	40	50
3.	MHA-103	Foundation of Management	2	1		2	10	40	50
4.	MHA -104	Organization Behaviour	2	1		2	10	40	50
5.	MHA -105	Health Economics	2	1		2	10	40	50
6.	MHA -106	Quantitative Methods of Management	2	1		2	10	40	50
7.	MHA -107	Principles of Health Service Management	2	1		2	10	40	50
8.	MHA -108	Epidemiology and Analysis of Health	2	1		2	10	40	50
9.	MHA -109	Hospital and Health System	2	1		2	10	40	50
10.	MHA -110	Hospital Planning and Administration	2	1		2	10	40	50
Total Theory						20	500		
PRACTICAL									
11.	MHA -111	Language Lab			4	4		100	100
12.	MHA -112	Practical Training in Hospital			4	4		100	100
Total Practical						8	200		
Total of Semester						28	700		

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SECOND SEMESTER

SL. NO	PAPER CODE	COURSE TITLE	CONDUCT HOURS PER WEEK				MARKS		
			L	T	P	CREDITS	Int Asst.	End Sem	Total
THEORY									
1.	MHA-201	Biostatistics Related to Health	2	1		2	10	40	50
2.	MHA-202	Marketing Management	2	1		2	10	40	50
3.	MHA-203	Hospital Operational Management	2	1		2	10	40	50
4.	MHA -204	Human Resource Management	2	1		2	10	40	50
5.	MHA -205	Managerial Accounting and Financial Management	2	1		2	10	40	50
6.	MHA -206	Patient Behaviour and Care	2	1		2	10	40	50
7.	MHA -207	Disaster and Risk Management	2	1		2	10	40	50
8.	MHA -208	Hospital Organization	2	1		2	10	40	50
9.	MHA -209	Hospital Record Science	2	1		2	10	40	50
10.	MHA -210	Support and Utility Service	2	1		2	10	40	50
Total Theory						20	500		
PRACTICAL									
11.	MHA -211	Personality Development			4	4		100	100
12.	MHA -212	Practical Training in Hospital			4	4		100	100
Total Practical						8	200		
Total of Semester						28	700		

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THIRD SEMESTER

SL. NO	PAPER CODE	COURSE TITLE	CONDUCT HOURS PER WEEK				MARKS		
			L	T	P	CREDITS	Int Asst.	End Sem	Total
THEORY									
1.	MHA-301	Hospital Information System	2	1		2	10	40	50
2.	MHA-302	Legal and Ethical Issues for Hospitals	2	1		2	10	40	50
3.	MHA-303	Material Management	2	1		2	10	40	50
4.	MHA -304	Research Methodology	2	1		2	10	40	50
5.	MHA -305	Planning of Hospital & Supportive Service	2	1		2	10	40	50
6.	MHA -306	Operational Research	2	1		2	10	40	50
7.	MHA -307	Nutrition & Dietetics	2	1		2	10	40	50
8.	MHA -308	Drug Management	2	1		2	10	40	50
9.	MHA -309	Strategic Management	2	1		2	10	40	50
10.	MHA -310	Hospitals and Pharmaceutical Management	2	1		2	10	40	50
Total Theory						20	500		
PRACTICAL									
11.	MHA -311	Seminar on Assigned Topics			4	4		100	100
12.	MHA -312	Practical Training in Hospital			4	4		100	100
Total Practical						8	200		
Total of Semester						28	700		

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FOURTH SEMESTER

SL. NO	PAPER CODE	COURSE TITLE	CONDUCT HOURS PER WEEK				MARKS		
			L	T	P	CREDITS	Int Asst.	End Sem	Total
THEORY									
1.	MHA-401	Clinical, Diagnostic & Therapeutic Services	2	1		2	10	40	50
2.	MHA-402	Nursing Administration	2	1		2	10	40	50
3.	MHA-403	Medical Audit and its Administration	2	1		2	10	40	50
4.	MHA-404	Health Insurance	2	1		2	10	40	50
5.	MHA-405	Total Quality Management	2	1		2	10	40	50
6.	MHA-406	Hospital Waste Management	2	1		2	10	40	50
7.	MHA-407	OT, Ward and Floor Management	2	1		2	10	40	50
8.	MHA-408	Medical Equipments and Biomedical Engineering	2	1		2	10	40	50
Total Theory						16	400		
PRACTICAL									
11.	MHA-409	Major Project on Specialized Area			4	4		100	100
	MHA-410	Practical Training in Hospital			4	4		100	100
12.	MHA-411	Grand Viva			4	4		100	100
Total Practical						12	300		
Total of Semester						28	700		

ENGLISH LANGUAGE & COMMUNICATION

Code: MHA 101

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction to Communication

Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good Communication - Communication barriers - Overcoming communication barriers

2. Types of Communication

Written - Oral - Face-to-face - Silence - Merits and limitations of each type

3. Business Letters

Need and functions of business letters - Planning & layout of business letter - Kinds of business letters - Essentials of effective correspondence

4. Drafting of business letters

Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings - Memos

5. Oral Communication

Meaning, nature and scope - Principles of effective oral communication - Techniques of effective speech - Media of oral communication (Face-to-face Conversation - Teleconferences - Press Conference - Demonstration - Radio Recording - Dictaphone - Meetings - Rumor - Demonstration and Dramatization - Public address system Grapevine - Group Discussion - Oral report - Closed circuit TV). The art of listening - Principles of good listening.

6. Application of Communication Skills

Group Decision-Making - Conflict and Negotiations - Presentation and Interviews - Speeches - Customer Care/Customers Relations - Public Relations (Concept, Principles, Do's and Don't etc. to be studied for each type).

Recommended Reading

1. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
2. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
3. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
4. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
5. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.

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6. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw - Hill Publishing Company Limited, New Delhi.
7. Communicate to Win - Richard Denny - Kogan Page India Private Limited, New Delhi.
8. Modern Business Correspondence - L. Gartside - The English Language Book Society and Macdonald and Evans Ltd.
9. Business Communication - M. Balasubrahmanyam – Vani Educational Books.
10. Creating a Successful CV - Siman Howard – Dorling Kindersley.

CONCEPT OF HEALTH AND DISEASES

Code: MHA 102

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Concept of Health and Disease

- a. Concept of health & disease and well being.
- b. Natural history of disease and role of hospitals to offer various levels of care
- c. Prevention aspect of diseases
- d. Dynamics of disease transmission
- e. Changing pattern of diseases
- f. Concept of health indicators

2. Preliminary Human anatomy and Physiology

- a. Basic concepts of human anatomy
- b. Basic concepts of human physiology

3. Common Pathological Conditions

- a. Basic concepts of pathogenesis of common diseases
- b. Basic concepts of interpretation of investigations reports

4. Basic concepts of Pharmacology

- a. Commonly used Medicine in a hospital, Narcotic drugs, use and abuse of drugs. Dispensing of medicine, drugs store, drug stock / purchase of medicine, oxygen, I/V Fluid, Chemicals etc

Recommended Reading

1. Textbook of Preventive & Social Medicine- Dr. K. Park
2. Human Anatomy- Prof. Samar Mitra
3. Human Anatomy- Prof. A. K. Dutta
4. Text Book of Human Physiology- Dr. C. C. Chatterjee
5. Robbin's Textbook of Pathology – Robbin, Cotran, Kumar
6. Textbook of Microbiology – Ananantanarayan&Paniker
7. Textbook of Pharmacology: Dr. K. D. Tripathi

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FOUNDATION OF MANAGEMENT

Code: MHA 103

FULL MARKS - 50

2L+1T=3

CREDIT: 2

- 1. Introduction to Management:** The evolution of Management, Definition and importance of Management. Different schools of Management thought- classical school, Management Sciences School, Behavioral School, Human Relation School, Operational approach, system approach and contingency approach to Management. Management Process: An overview of Planning, Organizing, Staffing, Directing and Controlling.
- 2. Planning:** Meaning objective, nature and importance of planning, planning process, planning premises, types of plan.
- 3. Organizing:** Meaning and importance, organization structure / chart, responsibility and authority, span of control, delegation of authority, centralization-decentralization, line and staff relationships, types of organizations, formal and informal groups in organizations, Matrix organization.
- 4. Staffing:** Staffing function, manpower needs, manpower position, recruitment & selection, training & development, performance appraisal, human resource audit.
- 5. Directing:** Meaning of direction, nature of directing; Motivation; basis of motivation- fear, money, satisfaction; importance of behaviour; individual needs, needs of organization; factors influencing performance; work environment, group dynamics- formal & informal, Communication principles and practices. Leadership-nature, styles, attitudes, leader behaviour, leader effectiveness, leadership models.
- 6. Controlling:** Concept of managerial control, importance of control, control process, methods of control and essentials of effective control.
- 7. Social Responsibility of Management:** Professional Management as compared to traditional system of owner Management, Impact of political system, government Policy, national economic planning on managerial policy.
- 8. Managing Ethics:** Top Management, Codes of Ethics, Ethics Committees, Ethics Hotlines. Ethics and Law. Corporate Culture and Ethical Climate. Improving Ethical Decision Making- Difficulties in Decision-Making, Suggestions for making Ethical Decisions.

Recommended Reading

1. Principles of Management - L. M. Prasad - S. Chand
2. Essential Management - Koontz - Tata McGraw Hill
3. Management - Peter Drucker

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ORGANIZATION BEHAVIOR

Code: MHA 104

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Concept of Organizational Behaviour
2. Major Components of organizational behaviour – Personality development, Motivation, Group, Leadership, Cooperation and Conflict
3. Behavior of people of their work place and its relation in team building for achieving Organizational goals Sociology and Anthropology,
4. Basics of Psychology
5. Characteristics of workgroups
6. Dynamics of organizational behavior
7. Motivation and Leadership
8. Conflict management
9. Transactional analysis

Recommended Reading

1. Organization Behavior – S. P. Robbins – Prentice Hall
2. Organizational Behavior – Fred Luthans – McGraw Hill
3. Organizational Behavior – M. L. Prasad – S. Chand

HEALTH ECONOMICS

Code: MHA 105

FULL MARKS - 50

2L+1T = 3

CREDIT: 2

1. Basics of health economics
2. Nature & Scope of Managerial Economics
3. Micro- and macro-economics
4. Demand/Supply of Medical Care
5. Concept of Cost analysis, price elasticity
6. Theory of Production
7. Theory of pricing
8. Price & output decision under different market condition

Recommended Reading

1. Economics - Samuelson
2. Economics - Lipsey
3. Managerial Economics - S. Mukherjee

QUANTITATIVE METHODS OF MANAGEMENT

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Code: MHA 106

FULL MARKS - 50

2L+1T = 3

CREDIT: 2

1. Basic concepts – Introduction, Definitions
2. The role of statistics in the estimation of burden of disease and the methods applicable to calculate the same.
3. Basic Mathematics
4. Collection, Presentation of Data
5. Probability and Frequency of distribution
6. Estimation and testing of hypothesis
7. Index Number, time series
8. Measurements of central tendency
9. Measurement of dispersion
10. Sampling and Sampling error
11. Testing of hypothesis
12. Test of significance
13. Correlation Regression

Recommended Reading

1. Statistics for management – R. I. Levin and D. Rubin – Prentice Hall
2. Basic Statistics – Goon, Gupta and Dasgupta – World Press
3. Business Statistics – S. P. Gupta - S. Chand

PRINCIPLES OF HEALTH SERVICE MANAGEMENT

Code: MHA 107

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction to strategic management

Organizational mission: Philosophy, policy, vision, values.

Strategic management process, nature of strategic decisions, organizational Strategies, strategic business units. Strategic objectives, generic corporate strategy alternatives, porter's value chain: concept and applications.

2. Industry characteristics analysis:

nature and degree of competition, buyer power, supplier power, entry barriers, competitive power of substitutes

3. Organizational analysis:

Strength and weakness analysis, identification of opportunities and threats, critical environmental variable, critical success factor, environmental Scanning.

4. Corporate strategy analysis:

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BCG growth share matrix, GE business portfolio matrix. Introduction to Balance Score card. Strategies for low market share firms, for dominant firms, for firms in stagnant industries, contingency planning. Functional strategy analysis, internal and external considerations, product life cycle. Implementation: Corporate culture, structure, human resource, rewards. Control of strategies, strategic diagnosis, operational diagnosis.

Recommended Reading:

1. Oster Sharon M. Strategic Management for nonprofit organizations, Oxford publishers, New Delhi.
2. Lawrence R. Jauch and WF Glueck, Business Policy and strategic management, 6th edition, Frank brothers, New Delhi, 2003.
3. Srivastava; Management Policy ,1nd Strategic Management; Himalaya Publications, Mumbai. . Allio, Robert J; The practical Strategist - Business and corporate strategy for 1990s, Indus publications, 1994.
4. Kazhmi, Business Policy and strategic management, Tata Mc Graw Hill, New Delhi, 2002.

EPIDEMIOLOGY AND ANALYSIS OF HEALTH

Code: MHA 108

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Principles of Epidemiology
2. Natural History of disease
3. Methods of Epidemiological studies
4. Epidemiology of communicable & non-communicable diseases, disease transmission
5. Host defense immunizing agents, cold chain, immunization, disease monitoring and surveillance.
6. Screening and surveys
7. Investigation of an epidemic and role of hospital in its control.

Recommended Reading

1. Textbook of Preventive & Social Medicine- Dr. K. Park
2. Textbook of community medicine: V. K. Mahajan

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HOSPITAL AND HEALTH SYSTEM

Code: MHA 109

FULL MARKS - 50

2L+1T=3

CREDIT: 2

Introduction – Health Care Management – Evolution of Health Care Systems in India & Abroad – Evolution of Present Health Care Services in India. Health Care Management: Success in Team Work – In-service Training & Education. Law Related to Medical & Health Care – Consumer Protection Act, 1986, Right To Information Act, 2002. Development of Attitude & Motivation among Hospital Service Providers – Awareness of Health Insurance – Role of Hospital Administrator. Legal Medicine vis-à-vis Law Ethics

Recommended Reading:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2000.

HOSPITAL PLANNING AND ADMINISTRATION

Code: MHA 110

FULL MARKS - 50

2L+1T=3

CREDIT: 2

To understand all aspects of planning and commissioning of different types of hospital including specialty hospitals and project management

1. Changing health care concept in planning / designing.
2. Site surveys for planning a hospital (Techno-Commercial)
3. Hospital building, architectural patterns, landscaping
4. Internal arrangements, sanitation, lighting, ventilation and traffic control
5. Planning of 30, 100, 250 bedded hospital (general/specialty)
6. Planning of 500, 750 and above bedded hospital (teaching/super-specialty/non-teaching specialty hospitals)
7. Project cost and total budget : Feasibility and viability study of Hospital
8. Project conceptualization, functional requirements. Implementation.

Recommended Reading

1. Principles of Hospital Administration - Tabish
2. Principles of Hospital Administration - M C Gibony
3. NIHF Monographs – Govt. of India, New Delhi

LANGUAGE LAB

Code: MHA 111

FULL MARKS - 100

4P

CREDIT: 4

1. English Sound Pattern-Letters
2. Sounds of English
3. Pronunciation
4. Stress and Intonation

Speak well, the print as well as audio materials, is learner friendly and suitable for use in a multimedia language laboratory. These materials are developed to facilitate practice in improving the intelligibility and communication skills in English, for technical, students at the undergraduate level. The materials mainly aim at self-study, monitored by a teacher whenever essential. The teacher intervention is kept to a minimum, only to give right direction to the learners. Communication in any language depends on clarity of speech. This is true of English too. Articulation of the sounds, and Pronunciation of words form the basis for intelligibility. The few units focus on bringing home the importance of this aspect with copious examples and Opportunities for practice. Models of standard pronunciation are given. Explanations are kept short and simple. The IPA symbols, presenting the sound system in English, used in this book are the same as in Standard English dictionaries. These symbols are to be used at the recognition level to facilitate the learners' use of the dictionary for pronunciation. Problem areas are pointed out and, where necessary, deviation in the pronunciation of Indian speakers of English are brought to the notice of the learners. The units called 'Interactions' pay attention to natural conversational skills in different contexts with focus on various functions of the language. Model conversations are provided as samples. Notes on appropriate expressions used in different situations draw the learners' attention to the use of language in context. Exercises and activities reinforce the functions introduced.

Letters and Sounds

Worksheet-1

Interactions-1

Worksheet-2

The sounds of English

Worksheet-3

Interactions-2

Worksheet-4

Pronouncing words- some important patterns

Worksheet-5

Interactions-3

Worksheet-6

Stress and Intonation

Worksheet-7

Recommended reading

1. Cambridge English Pronouncing Dictionary, Cambridge University Press, India, 2012.
2. A Textbook of English Phonetics for Indian Students by T. Balasubramanian, Macmillan Publisher, 1981

PRACTICAL TRAINING IN HOSPITAL

Code: MHA 112

FULL MARKS - 100

4P

CREDIT: 4

1. EDP / IT

- a. Lay out of EDP / IT Department
Server Room, EDP Lab, Manager's Office, Hardware Engineer, Software Engineer / Programmer, Data Entry Operator
- b. Different sections for data entry
- c. Data collection
- d. Data analysis
- e. Dissemination of information
- f. Storing and preservation of information / record
- g. Optimum utilization of LAN / WAN / MAN system
- h. Different modules used in EDP through ERP system like;
 - Registration, OPD, Admission, Discharge, Billing, Emergency, Laboratory, Nursing Station, Operation Theatre, Stores, Pharmacy, Pay-roll, different modules of Oracle and Envision system, Management Information System.
- i. Maintenance of Computer including its accessories
- j. Updating of modules on need based
- k. Application of antivirus system

2. Reception

Participation in the process of:-

- a. Receiving patients and providing information
- b. Providing information of availability of doctors
- c. Fixing appointment with doctors
- d. Arrangement of direct admission for urgent cases
- e. Public Address System
- f. Supervising internal transportation system
- g. No. of Receptionist required to handle the Desk

3. Registration

Participation in the process of:-

- a. Infrastructure – Lay out, Physical facilities,
- b. Patient registration
- c. Assisting in collection of hospital charges
- d. Transmitting information to respective doctor
- e. Assisting in sending patient to the respective departments
- f. Computer based functional activity by Receptionist

4. Admission

Involvement in the process of:-

- a. Documentation of registration for Admission of patients
- b. Preparation of files with relevant papers
- c. Observing the process of receiving advance payment during admission either by cash or credit card

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- d. Formalities of procedures for ensuring availability of payee's fund
- e. Distribution of visiting card, literatures, brochure etc. to the client
- f. Transfer of Patient to ward
- g. Ambulance management and billing
- h. Deployment of no. of Receptionist-cum-Office Assistant
- i. Foreign Exchange facilities

5. Billing & Discharge

Involvement in the process of:-

- a. Assimilation of information through LAN from the different departments
- b. Checking of data in the computer
- c. Observation of different billing system like;
 - i. Cash Billing – As per hospital's prevailing rate schedule
 - ii. TPA Billing – As per hospital's prevailing rate schedule
 - iii. Copt. Billing – Tailor-made billing as per agreement
- d. Handing over the bill to the patient party
- e. Providing Birth Certificate, Amputated Certificate, Death Certificate, Referral Letter, as and when required
- f. Providing discharge certificate in original along with all relevant documents for cash payee patient and photo copy of discharge certificate to the corporate and TPA patients
- g. Deployment of no. of Receptionist-cum-Office Assistant
- h. Facilities – Computer, Swapping Machine, Note Counting Machine, Communication facility

6. OPD Services

Involvement in:-

- a. Layout of Reception Desk in OPD
- b. Registration and department wise OPD Card segregation
- c. Location of the concerned Department
- d. Reception of patients
- e. Physical facilities in OPDs
- f. Close supervision of Doctor's Chamber for the followings:-Availability of
 - i. Prescription Pad,
 - ii. Stethoscope
 - iii. View Box,
 - iv. Bed Trolley
 - v. Weigh Machine
 - vi. Torch Light
 - vii. Gloves
 - viii. Liquid soap and towel
- g. Records maintenance of OPD
- h. Supervision of patient waiting area and its seating arrangement
- i. Adequate communication with other departments / units / wards etc.
- j. Public Addressing System
- k. Deployment of Staff like Jr. Doctor, Para Medical Staff, Receptionist, Assistant etc.

7. Public Relations Office

(a) General

Helping patients regarding the followings:

- a. Information – Over phone / e-mail / letter / fax / across the table
- b. Dispatch reports for outstation patients
- c. Providing different types of brochure
- d. Liaison between doctor and patient
- e. Appointment for doctors
- f. Estimation of treatment expenditure
- g. Billing status of IPD patient
- h. Visiting indoor patients to enquire about their facilities
- i. Availability of Public Relations Officer everyday including Sundays and holidays

(b) Corporate

- a. Coordination of admission of company patients and patient having medical insurance for cashless treatment.
- b. Ensuring validity of ID card and referral letter
- c. Filling up the pre-authorization letter and facsimile the patient case history, investigation report, clinical notes etc. to the concerned TPA for verification and approval.
- d. Provide different additional queries regarding the health status and treatment procedure of the patients to concerned TPA.
- e. Informing the admission counter about the status of the patient awaiting admission.
- f. Close liaison with concerned department or doctor of Corporate Houses
- g. Coordination with Billing and other Depts. for collection of paper documentation

8. Pharmacy Services

Involvement in:-

- a. Space requirement as per act
- b. Lay out
- c. Storage facility – different set up for different type of drugs
- d. Equipments
- e. Organizational structure (role and function)
 - i. In-charge
 - ii. Pharmacist and Chemist
 - iii. Sales Technician
 - iv. Cash Counter
 - v. Computer Operator / Office Assistant
 - vi. Attendant
- f. Purchase of drugs – disposables, consumables etc.
- g. Purchase of food items
- h. Quality control
- i. Proper storage of drugs
- j. Sales policy
- k. Record maintenance
- l. Preparation of Accounts
- m. Pharmacy Audit

9. Stores

Observation and participation in:-

Different stores like Medical Stores, Linen Stores, Housekeeping Store, Maintenance Store, Printing & Stationary Store etc.

- a. Space requirement
- b. Lay out (as per category of store)
- c. Storage facility, proper set up for particular type of medical and non-medical items
- d. Issuance policy
- e. Safety measure
- f. Practical application of E O Q
- g. Minimum stock level
- h. Deployment of staff like;
 - i. In-charge
 - ii. Store keeper
 - iii. Record maintenance clerk
 - iv. Attendant / Delivery person
 - v. Security etc.
- i. Proper storage procedures
- j. Indents
- k. Issue of item as per indent
- l. Record keeping of issued materials as well as balance stock
- m. Delivery system
- n. Physical verification of stored items periodically

10. House Keeping

Observation of:-

- a. All departments, wards and adjacent areas within the hospital premises
- b. Cleaning process – Moping, Sweeping, Washing, Shampooing (Carpet), Brooming
- c. Process of selection of detergents and disinfectants
- d. Disposal of waste materials
- e. Sources of waste in different areas of hospital
- f. Categories of waste identification in the hospital
- g. Waste segregation according to Biomedical Waste Management & Handling Rules
- h. Application of colour code, including poly pack, bin etc.
- i. Waste transportation process
- j. Internal waste storage system
- k. Disposal process of biomedical waste (solid & liquid)
- l. Management of infected healthcare worker
- m. Use of Personnel Protective Equipment (PPE)
- n. Supervision / leadership style
- o. Staff training for precaution taken
- p. Pest control system
- q. Record maintenance
- r. Waste Tracking
- s. Equipment for wet and dry scrubbing machine
- t. Usage of vacuum cleaner

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- u. Garbage Trolley
- v. Roll of
 - i. Operation Manager,
 - ii. Housekeeping Manager,
 - iii. Supervisor (round the clock) in different shift
 - iv. Sweeper
 - v. Ward boy

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SECOND SEMESTER

BIOSTATISTICS RELATED TO HEALTH

Code: MHA 201

2L+1T=3

CREDIT: 2

FULL MARKS - 50

1. **Statistics & Samples:**

Handling & Presenting Numerical Information. Pie-Diagram, Bar Diagram, Histogram, Frequency Polygon. Scatter Diagram.

Measures of Central tendency- mean, median & mode.

Measures of Dispersion or variability- range, standard deviation

The Normal Distribution-its characteristics.

Best Fitting Normal Distribution. Student's 't' distribution.

Data Collection for Vital Statistics:- a) Birth b) Deaths c) Fetal Deaths

2. **Health Information:**

Data & Information,

Health Information System- components, uses, source

Basic Descriptive methods,

3. **Probability:**

Introduction, Measurement of Probability, Frequency Probability, Laws of probability for independent events, Conditional events, Bayes' Theorem and its application in community screening programme Decision analysis, method of sampling, sampling & non sampling errors. Test of significance, Standard errors, Chi- Square test, Correlation & Regression.

Recommended Reading

1. Park's textbook of Preventive & Social medicine
2. Statistical Methods in the Biological & Health Science: J. Susan Milton (McGraw- Hill)
3. An Introduction to Biostatistics, a manual for students in health sciences: P.S.S. Sunder Rao: J. Richard
4. An introduction to Probability & Statistics, N. G. Das, Vol.1 & II

MARKETING MANAGEMENT

Code: MHA 202

2L+1T=3

CREDIT: 2

FULL MARKS - 50

1. Basic concept of Marketing Management – Consumer Behaviour Marketing research & information
2. Pricing of various services
3. Marketing strategy, evaluation and control Promotion of Business in Hospital

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4. Service Marketing – Patient care and communication
5. Advertisement and Branding
6. Marketing promotional activities Corporate marketing
7. Marketing for TPA and Cash Patients Marketing and medical ethics
8. Social aspect of marketing

Recommended Reading

1. Marketing Management - Kotler
2. Service Marketing Management - Kotler & Keller
3. Services Marketing – Kotler
4. Advertisement Management - Geeta Pandey

HOSPITAL OPERATIONAL MANAGEMENT

Code: MHA 203

FULL MARKS - 50

2L+1T = 3

CREDIT: 2

1. Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead.Maintenance and Repairs Bio Medical Equipment-
2. Clinical Services- Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination.;Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.
3. Supporting Services – House Keeping –Linen and Laundry, - Food Services -Central Sterile Supply Department (CSSD)-
4. Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of lay outs – product, process, service facility layout; Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment.
5. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital
6. Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

Recommended Reading

1. Madhuri Sharma, Essentials for hospital support services and physical infrastructure, Jaypee Brothers Publications.
2. Sakharkar BM, Principles of hospitals administration and planning, Jaypee Brothers publications.
3. Francis CM, Mario C de Souza: Hospital Administration, New Delhi, 2000.

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4. Reaction of patients towards evening OP services in Delhi Hospitals, Hospital Administration, 14 (13), 1977.
5. Chakravarthy S: Planning of Surgical Suites, National workshop on hospital planning and Design, AIIMS, New Delhi, 1987.
6. Prabhu KM, Sood SK: Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration, 2(@) 1990.
7. S.L.GOEL, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd., New Delhi.
8. Srinivasan, A.V.(ed), Managing a Modern Hospital, Chapters 12, Response Books, New Delhi,2000.
9. Schroedev, Roger G., Operations Management – Decision Making in Operations Function, McGrawHill, New Delhi.
10. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, John Wiley & Sons, Singapore, 1987

HUMAN RESOURCE MANAGEMENT

Code: MHA 204
2L+1T=3
CREDIT: 2

FULL MARKS - 50

1. Nature and Scope of Human Resource Management – Meaning and Definition – Functions – Objectives – Organisation of HRM Department - Policy Evolution of Personnel / HRM in General and with reference to HR department in hospital.
2. Acquisition of Human Resources / Planning – Forecasting and determination of current and Future Human Resource Requirements – Job Analysis and Job Design Recruitment - Selection, Orientation (Socialisation) and Placement.
3. Development of Human Resources / - Employment Training and Management Development - Motivation – Performance Appraisal, Performance Counselling, Maintenance of Human Resource – Employee Compensation – Job evaluation – Incentive Payments – Promotion and Transfer – Policies – Methods.
4. Career Planning and Development – Process – Steps in Career Planning and Development system – Actions – Prerequisites for success – key issues in career development.
5. Industrial Relations – Framework for employer – Employee relations – Grievance Procedure – Guidelines for handling grievance – Work ethics – Work culture and quality of work life.

Recommended Reading

1. David A. DeCenzo & Stephen P. Robbins. Personnel / Human Resource Management, Prentice Hall of India Private Limited.
2. Flipppo, Edwin B. Principles of Personal Management – International Students Edition McGraw Hill Book Company.

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3. Human Resource and Personal Management, Tata McGraw Hill Publishing Company.
4. Garry Dessler. Human Resource Management.
5. Goyal. R.C., *Hospital Administration and Human Resource Management*, Prentice Hal, Of India Private Limited, New Delhi, 2005.
6. V. P. Michael, Human Resource Management and Human relations, Himalaya
7. Publishing House.
8. Arun Monappa – Managing Human Resource - Tata McGraw Hill Publishing Company.
9. Arun Monappa and Mirza Saiyadan, Personnel Management and Human Resource.
10. T. N. Bhagoriwala, Personnel Management and Industrial Relations, Sahitya Bhavan, Agra.
11. Akhilesh & Nagaraj.HRM 2000 Indian
12. K. N. Subrahmanian – Perspective Wages
13. Government of India – Report on National Commission on Labour.
14. Journals: Indian Journal of Labour Economics – Manpower Journal – Productivity.

MANAGERIAL ACCOUNTING AND FINANCIAL MANAGEMENT

Code: MHA 205

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Nature and Scope of Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Financial Accounting System-Generally Accepted Accounting Principles - Elements of Profit and Loss Account – Balance Sheet (Theory only)
2. Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.
3. Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing During Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Partial Fulfilment of Special Order Vs Outsourcing Decisions – Make or Buy Decisions.
4. Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.
5. Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting. Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Flow Analysis – Cash Flow Analysis.

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6. Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.
7. Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.
8. Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.
9. Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

Recommended Reading

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. HorngrenSundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Delhi.
11. Pandey IM - Financial Management, Oxford University Press.
12. Prasanna Chandra - Financial Management, Tata McGraw Hill.
13. MacMillan, Jim - Financial Management, Oxford University Press.
14. Paresh P.Shah, Financial Management, Wiley India New Delhi.
15. Khan & Jain - Financial Management, Tata McGraw Hill.
16. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
17. Ravi M Kishore - Financial Management, Taxman Publications.
18. Keown, Martin, Petty & Scott, Jr., - Financial Management, Prentice Hall of India.

PATIENT BEHAVIOUR AND CARE

Code: MHA 206
2L+1T = 3
CREDIT: 2

FULL MARKS - 50

1. **Introduction** – Patient Rights -Patient Behaviour– Models of Patient Behaviour-Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient

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Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making-

2. **Policies and procedures of the hospitals** for patients and personnel. Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria-Audit of Patient Behaviour.
3. **Patient care:** Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counselling: for surgical procedures, for treatment, grief counselling; protocols, medicare standards.
4. **Hospital Administration:** Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night duty Executive; Public and guest relation: importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.
5. **Legal responsibilities:** Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board act, safe collection, segregation, disposal, dumping, incineration and training.

Recommended Reading

1. Llewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, J.P.Brothers, New Delhi, 2001.
2. S.G.Kabra, Medical Audit.
3. Arun Kumar, (ed) Encyclopedia of Hospital Administration and development, Anmol Publications, New Delhi, 2000.
4. Srinivasan A.V.(ed) Managing a Modern Hospitals, Response Books, New Delhi, 2000.
5. Environment Management Systems, ISO 14000 Documents.
6. Syed Amin Tabish, Hospital and Health services Administration Principles and Practice, Oxford Publishers, New Delhi, 2001.

DISASTER& RISK MANAGEMENT

Code: MHA 207

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Security Organization and Management:

Security Threats and Vulnerabilities of Hospitals – Threat Groups – Security Sensitive Areas – Strategic Security System – Functions of Hospital Security Department – Non – Traditional “Service” Functions – Security Organization and Physical Security Measures – The Staff Complement – Perimeter Protection System – Implementing Physical Controls – Access Control Concepts – Definition – Means and Components – Need for Security Technology – Security Technology Plan – Computer and Information Security – Selection and Management of Departmental Security Staff/Contract Security Agency and Security Training – System Choice – Verification of Security Personal – Security Staff

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Discipline – Effective security Management in Hospitals – Central Security Control Room – Patrols and Post Procedures / Techniques – Control of Visitors / OPD Patients/ Attendants – Standing Instructions for Security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and Updating of Security Procedures – Bomb Threat / Response.

2. Hospital Acquired Infection (HAI):

Objectives – Control and Prevention – Housekeeping - Dietary Services – Linen and Laundry – Central Sterile Supply Department (CSSD) – Security – Engineering Aspects – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control Committee Composition – Role and Functions – Surveillance – Processing of Information Collected – Mode of transmission – Interruption of Transmission – High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

3. Fire Hazards:

Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Harness Communication Zone Building Services – Central Air – Conditioning Facilities – Electric Installations – Special Hazards – Fixed Installations – Hazards Associated with Furnishing Material, Curtains Upholstery, Dresses, Bed and Bedding Materials – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

4. Radiation Hazards:

Introduction – Biological Effects of Radiation – Diagnostic Imaging – Radiation Protection and Safety – Radiation Safety Monitoring – Principles in the Layout of a Diagnostic X-Ray Room – Vedeo Imaging, Modalities – Contrast Media – Laser Imaging – Magnetic Resonance Imaging – Planning Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Facility Planning – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.

5. Disaster Management:

Objectives – Basic Concepts – Disaster Classification – Disaster Process – Spectrum of Disaster Management – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

Recommended Reading:

1. ShailendraK.Singh : Safety & Risk Management, Mittal Publishers.
2. J.H.Diwan : Safety, Security & Risk Management,APH.
3. Stephen Ayers &Garmvik : Text Book of Critical Care, Holbook and Shoemaker

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HOSPITAL ORGANIZATION

Code: MHA 208

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Concept of Management and Business – Various approaches to Management – Universality of Management Principles – Functions of Management – Social Responsibilities of business . Planning – Nature, purpose, steps, types – objectives, purpose – Management by objectives – Decision – making process.
2. **Organizing:** Nature and purpose, principles: Departmentalization importance, methods of Departmentalization. Span of control Decentralization and delegation – Delegation, concept uses, process, preconditions – Line and staff Relationships - Organizational conflict – Types – Management of conflict – (Organizational change – Resistance Measures.) – Management of change
3. **Directing,** Nature, Managing the human factor, Motivation, techniques, theories of Vroom, Maslow, Herzberg. Leadership – Definition functions and nature –Theories of leadership: Trait theory, Situational theory, and managerial gird.
4. Group Dynamics – Formation and Development of Groups – Group cohesiveness – Stress Management. Leadership Styles – Motivation – Communication.
5. Organizational Development – Interventions Techniques - Assessment – Organizational culture Creating and sustaining organizational culture – Organizational climate - Developing sound organizational climate – Organizational effectiveness.

Recommended Reading:

1. Koontz ‘O’ Donnel and Weirch: Management (Tokyo,McGraw Hill).
2. Last and Tenscnzing: Organisation and Mangement(New York: McGraw Hill 1980).
3. Peter F.Drucker: The Practice of Management (Bombay:Allied Publishing Co., 1989).
4. Fred Luthans. Organisational behaviour, McGraw Hill Co., Tokyo.
5. Keith Davis. Human Behaviour at Work, Tata McGraw Hill, New Delhi.
6. Abraham K.Karmam. Organizational Behaviour, Prentice Hall, New Delhi.
7. StephinP.Robbins. Organisational Behaviour, Prentice Hall New Delhi.

HOSPITAL RECORD SCIENCE

Code: MHA 209

FULL MARKS - 50

2L+1T=3

CREDIT: 2

Definition and Types of medical record, Importance of medical record, Flow chart of function, Statutory requirements of maintenance, coding, indexing and filing,

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Computerization of record, Report and returns by the record department, Statistical information and ICD.

Utility & functions of Medical Records in Health care delivery System. Organizations & management of Medical Records Department. Role of Hospital managers & MRD personnel in Medical record keeping. Reports & returns in Medical Record System. Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen Compensation Act & Consumer Protection Act. Procedures of Medical Auditing & its importance. Government Regulations & requirements.

Recommended reading

1. Principles of Hospital Administration & Planning: B. M. Sakharkar (Jaypee)
2. Hospital Administration: C. M. Francis (Jaypee)
3. Principles of Hospital Administration & Planning: B. M. Sakharkar (Jaypee)
4. Hospital Administration: C. M. Francis (Jaypee)

SUPPORT AND UTILITY SERVICE

Code: MHA 210

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Methods of Sterilization CSSD
2. Nosocomial infection and hospital acquired infection control committee Laundry services
3. Security Services (General & Others like fire, gas etc.) Transportation Services (External & Internal)
4. Ambulatory Care Hospital Stores
5. Mortuary (Preservation, transportation & religious formalities) Kitchen services
6. House Keeping Maintenance

Recommended Reading

1. Principles of Hospital Administration - S. A. Tabish Hospital Administration - S. L. Goel
2. Hospital Administration - Francis
3. Hospital Administration - McGibony

PERSONALITY DEVELOPMENT

Code: MHA 211

FULL MARKS - 100

4P

CREDIT: 4

1. Concepts & Evolution of personnel Management in Hospital Public Relation
2. Methodology & tools of Personnel Management Office rules & regulation & discipline
3. Performance appraisal.

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4. Stress Management- Causes of Stress, Impact of Stress, Managing Stress
5. Communication In Organisations- Communication as a process – Communication as a concept – Importance of Communication – Types of Communication – Effective Communication - The ABCs of Communication – Model for Communication process – Communication categories – Barriers to effective Communication
6. Leadership- importance and significance, the concept, leader vs. manager, Are all leaders managers?, Are all managers leaders?, categories of leaders : entrepreneurial administrative, political. Leadership styles: autocratic (authoritarian and paternalistic), democratic, laissez faire. Leadership style, the concept of situational leadership, identification of individual leadership styles and construction of personal leadership style profiles.
7. Conflict Management- What is Conflict, Goal Conflict, Cognitive Conflict and Emotional Conflict (affection). Levels of conflict, Intrapersonal Conflict, Interpersonal Conflict, Intragroup Conflict, Inter-group Conflict, Intra- Organisational Conflict. Managing Conflict and Conflict Resolution Styles.

Recommended Reading

1. Human Resources Management - L. M. Prasad
2. Personnel Management - P. C. Tripathy
3. Personnel Management-Mamoria

PRACTICAL TRAINING IN HOSPITAL

Code: MHA 212

FULL MARKS - 100

4P

CREDIT: 4

1. Laboratory Services

Observation of

- a. Location
- b. Structural facility
- c. Administrative Area
- d. Laboratory equipment
- e. Lighting in laboratory
- f. Laboratory furniture
- g. Special mechanical and electrical equipments
- h. Various functional units
 - i. Clinical pathology
 - ii. Hematology
 - iii. Bio Chemistry
 - iv. Histology
 - v. Bacteriology and Serology
- i. Auxiliary service area
- j. Collection of samples and delivery of reports
- k. Requirements for various quality accreditation systems

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1. Organization
 - i. Sr. Microbiologist
 - ii. Microbiologist
 - iii. Lab. In-charge
 - iv. Technician
 - v. Research Fellow
 - vi. Computer Operator
 - vii. Attendant

2. Imaging Services

Observation of

- a. Layout of X-ray rooms
- b. Various types of imaging machines and its usages
- c. Maintenance of imaging machines
- d. Protective gears
- e. Precaution taken for Hazardous radio activity
- f. Licenses required
- g. General and special investigations
- h. Layout of Reception area
- i. Dress changing area of patient
- j. Film processing room
- k. Analysis of developed film and preparation of report
- l. Storing of developed film
- m. Delivery of film to patient / ward
- n. Roll of Radiologist, Technicians, and Office Assistant of Radiology Dept.

3. Personnel / H. R. Department

Observation of

- a. Present employee status
- b. Selection and recruitment procedure
- c. Employee appraisal system
- d. Employee training and development system
- e. Retirement and retirement benefit system
- f. H. R. Audit
- g. Wage Administration

4. Laundry & Linen Services

Observation of

- a. Location
- b. Work flow
- c. Physical facilities of Laundry
 - i. Receiving, Storing, Sorting, washing area
 - ii. Central Disinfection Area
 - iii. Cleaned Linen processing room
 - iv. Laundry Manager's Office
 - v. Staff Room
 - vi. Sewing and inspection area
 - vii. Supply storage room
 - viii. Solution Preparation area
 - ix. Cleaned Linen issue area
 - x. Natural ventilation and light

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- xi. Free Linen movement area
- d. Other facilities
 - i. Adequate Water supply
 - ii. Drainage system
 - iii. Adjacent power supply
 - iv. Steam
 - v. Compressed air
- e. Arrangement of equipments
- f. Soiled linen receiving from ward, OT, other areas
- g. Process of sorting and cleaning, washing, drying, ironing
- h. Collection and storing process of cleaned linen
- i. Sorting of discarded linen and sending them to the Store
- j. Process of linen distribution
- k. Maintenance of hygiene
- l. Infection control process
- m. Process of staff training
- n. Process of co-ordination among the related departments
- o. Manpower for Laundry
 - i. Laundry Manager
 - ii. Supervisor
 - iii. Supporting staff

5. Kitchen & Dietary Services

- a. Overview of kitchen lay out and its adjacent areas
 - b. Physical facilities
 - i. Receiving area
 - ii. Washing area
 - iii. Preparation area
 - iv. Cooking area
 - v. Storing area
 - vi. Food Distribution area
 - vii. Garbage disposal area
 - viii. Office of Kitchen Manager
 - ix. Office Kitchen Staff
- c. Work Flow
- d. Patient visit and observation of the diet chart preparation
- e. Observation and process of
 - i. Coordination with Dietitian before preparing process of food for patient
 - ii. Receiving and storage of perishable and non-perishable food
 - iii. Process of calculation the quantity of perishable & non-perishable items to be cooked
 - iv. Washing, cutting, preparation and cooking process
 - v. Storage of cooked food and precaution to be taken
 - vi. Delivery process of hot food (Hot Trolley) to patient according to diet chart
 - vii. Process of distribution of food in the cafeteria and dining hall
 - viii. Maintenance of hygiene by kitchen staff
 - ix. Safety measure
 - x. Receiving of soiled utensils and left over food
 - xi. Collection of utensils and washing process

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- xii. Garbage disposal system
 - xiii. Maintenance of Accounts
 - xiv. Pest control system
 - xv. Process of supervision and leadership style
 - xvi. Educational programme, research, dietary counseling etc.
 - xvii. Periodical audit
- f. Organization
- i. Qualified Kitchen Manager
 - ii. Dietitian
 - iii. Head Cook, Cook, Stuart, Masalchi, Helping Staff

6. Marketing

Observation / involvement in:-

- a. Office Lay out
- b. Different types of advertisement for projection
- c. Fixture required for marketing
 - i. Banner
 - ii. Leaflet
 - iii. Hoarding
 - iv. CD / VCD / DVD
- a. Media Management (Print, Electronic)
- b. Event Management (Camp, Seminar, CME)
- c. Institutional / Corporate marketing
- d. Direct marketing
- e. Channel / Franchise marketing
- f. Data analysis
- g. Patient feed back
- h. Organization
 - i. Head of Marketing
 - ii. Departmental Manager
 - iii. Regional and Territory Manager
 - iv. Marketing Executive
 - v. Office Assistant

7. Computerization of Medical Record

Observation / involvement in

All elements of physical records maintenance plus

- a. Alphanumerical data
- b. Machine generated data
- c. Image data
- d. Interpretation of data
- e. Derived data
- f. Storage process of electronic data
- g. Data classification
- h. ICD – 10 System and its use in electronic records maintenance system.

8. Security Service

Observation of

- a. Security room and posts
- b. Security services in the hospital
- c. Role of Security during patient visiting hours

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- d. Traffic control inside the hospital
- e. Maintenance of fire precautions
- f. Process of medico legal activities

9. Transportation Services

Observation of:

- a. Different internal and external transport
- b. Different ambulances
- c. Ambulances enmarked for communicable disease
- d. Facilities given in the emergency ambulance
- e. Maintenance of ambulance
- f. Maintenance of internal transportation

10. Wards

Observation of

- a. Ward Composition - Beds Patient Ratio
- b. Lay out
- c. Types of ward
- d. Physical facilities
 - 1. Nursing Station
 - 2. Doctor's room
 - 3. Dirty utility room
 - 4. Dress Changing room
 - 5. Sanitary facilities
 - 6. Dressing room for minor treatment
 - 7. Isolation room
 - 8. Ward Pantry
 - 9. Day room
 - 10. Barrier Nursing
 - 11. Other facilities
 - i) Ward side Laboratory
 - ii) Linen Store
 - iii) Drug Store etc.
- e. Other Equipment facilities
 - 1. Electronic Monitoring Devices
 - 2. Ventilation Devices – Natural & Mechanical
 - 3. Ward Lighting
 - 4. Calling Bell
 - 5. Fire Alarm System
- f. Organization
 - 1. Resident Medical Officer
 - 2. Nursing Superintendent
 - 3. Floor Co-coordinator
 - 4. Nursing In-charge
 - 5. Nursing Personnel
 - 6. Nursing Trainee
 - 7. Ward Boy

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8. Communication facilities
 9. Methods of patients' record keeping in wards / technical / medical details
- g. Admission and Discharge procedures
 - h. Billing system / generation of bills based on bed head ticket entry
 - i. Cleanliness
 - j. Duty arrangement of various medical and para medical staff

THIRD SEMESTER

HOSPITAL INFORMATION SYSTEM

Code: MHA 301

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction to Management Information Systems

Decision theory - Managerial Decision Making Process Techniques – Major Trends in Technology in Decision Making - Computerized data processing – Decision Support Systems – Expert System – Executive Information System – Health Management Information System.

2. Health Records

The world of Informatics The future of healthcare technology-Functions of the health record –Changing functions of the patients record – Privacy and confidentiality and Law - Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation.

3. Telemedicine

Tele health - Historical perspectives – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information. Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

4. Software Applications in Health Care

Awareness on the application of computer software packages in Various functions of Hospital. Internet and Intranet and their application in healthcare.

5. Practicals of Software Applications -

Suggested Practicals: Mail Merge using Ms Word-Profit Analysis using Excel- Vendor Analysis using Excel-Lead Time Analysis using Excel-Electricity billing using Excel-Grade Analysis using Excel-Budget Consumption using Excel-Correlation using Statistical Software- Regression using Statistical Software-Chi-square using Statistical Software-One sample t test using Statistical Software- Two sample t test using Statistical

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Software Test of significant difference - independent samples Test of significant difference - Related samples- One Way ANOVA using Statistical Software.

Recommended readings

1. Green. E. Paul. Danald S. Tull, Gerald Albaum, Research far Marketing Decisions, Prentice Hall, New Delhi, 1996.
2. Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi. 1969
3. Plane DR and Kochenberger GA, Operations Research for Managerial Decisions, Richard D Irwin Inc. Homewood, Ill.1972
4. Gordon B.Davis and M.H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing, 1984.
5. EridMuford. Effective Systems design and requirements analysis, McGraw Hill 1995.
6. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005.
7. Rajesh Narang, Data Base Management System, Prentice – Hall India Private Limited. New Delhi. 2004.
8. Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi 2004.
9. Kenneth .C.Laudon& Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi, 2006.
10. Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi, 2004, 4th Edition.
11. Internet: An Introduction – CIS Series, Tata McGraw Hill.
12. Informatics for Healthcare professional - Kathleen M,
13. Management Information system - James O'Brien, Tate McGraw Hill

LEGAL AND ETHICAL ISSUES FOR HOSPITALS

Code: MHA 302

FULL MARKS - 50

2L+1T = 3

CREDIT: 2

1. Establishment, Registration and Regulation of Health care organization

Registration and regulation of health care organization under Andhra Pradesh Private medical Care Establishment Act 2002; formation of Health care organization under partnerships and corporate basis (private and public) and compliance with Medical Council of India act.

2. Hospitals and Labour enactments

Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism Arbitration, conciliations and adjudication of disputes; Role of trade unions, unfair labor practices and victimization – disciplinary actions – requisitions of a valid disciplinary enquiry – Service conditions – Retrial benefits – Social security and Insurance.

3. Hospital Services and Law

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Contractual obligations in hospital services – requisites of a valid contract – Hospital as a “bailee” – Physicians – patient relations – duties towards patients by medical and Para – medical staff – medical ethics and code of conduct to be observed in rendering hospital services.

- 4. Medico Legal Issues:** Police Investigation – Giving evidence – court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment services – Anesthesia, Surgery and sale of drugs.

5. Liability of Hospitals

Contractual liability: Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection Act.

Recommended readings

1. Consumer Protection Act., 1986.
2. Francis D., Government and Business, Himalaya Publishing House, 1988.
3. Gupta D and Gupta, S. Government and business, Vikas Publishing House 1987
4. Varma, D.P.S Monopolies, Trade Regulations and Consumer Protection, Tata McGraw Hill, New Delhi, 1985.
5. R.K. Chaube, Consumer Protection and the Medical Profession, Jaypee Publishing, New Delhi, 2000.
6. Steven D. Edwards, Nursing Ethics, A Principle Based Approach, Macmillan Press Ltd., London, 1996.
7. Indian Penal code, Indian Evidence Act, Criminal Procedure Code
8. Industrial Disputes Act, Indian Companies Act
9. Indian Medical Council Act.
10. Andhra Pradesh Private Medical care (Establishment, registration and regulation Act, 2002

MATERIAL MANAGEMENT

Code: MHA 303

FULL MARKS - 50

2L+1T=3

CREDIT: 2

Definition, scope and importance of materials management. Objectives of materials management. Analysis of materials costs. Value Analysis, Integrated approach to materials management. Functional areas of materials management. Parameters for judging the efficiency of materials function Documents used in materials function. Material identification codes. Role of computers in the materials function. techniques in the materials function. Responsibilities and functioning of stores. Types of stores in hospitals. Stock verification techniques. Material Planning, Purchase, Hospital Stores, Records, Indenting, Issue, Disposal, Inventory Management, Control of stocks, Control of Theft and Pilferage. International Purchasing. Equipment Planning, Specification, Equipment Procurement, Installation, Maintenance; Plant and Machinery Maintenance, Maintenance Contracts, Inventory control of spares. Disposal of Waste and Scrap.

Recommended readings

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1. Materials Management - Gopalakrishnan
2. Materials Management- Sundaram
3. Inventory Control - A. C. Dutta

RESEARCH METHODOLOGY

Code: MHA 304

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction to Research:

Nature of Research – meaning, Purpose, Characteristics - types of research – Process of research – Selection and specification of research problem – Preparation of research design – Types of designs – difficulties in health care research

2. Methods of Research :

Survey, experimental, case study, observational, historical and comparative methods – their nature, merits and limitations.

3. Data Collection and Presentation :

Nature of data, kinds of data and limitations of data. Methods of collecting data – census vs sampling. Methods of sampling and sampling designs.

Techniques of data collection: Questionnaire, schedule, interview – Measurement and scaling techniques – rating scales – attitude scales.

Presentation of data – Editing, coding, classification, Tabulation, graphic and diagrammatic presentation of data.

4. Interpretation and Report Writing :

Interpretation – essentials for interpretation – Precautions in interpretation – conclusions and generalization – statistical fallacies – objectivity in interpretation

5. Report Writing :

Meaning and types of reports – stages in preparation of report – characteristics of a good report – structure of a report – documentation – foot notes – bibliography – style and literary presentation.

Recommended readings:

1. Hair J F, Bush R P & Ortina D J. Marketing Research: with a change of information environment. 3rd Ed. Tata McGraw Hill, New Delhi: 2006.
2. Cooper D & Schinder P. Business Research Methods. 8th Ed. Tata McGraw-Hill Publishing Company Ltd. New Delhi: 2003
3. Newman W L. Social Research Methods: Qualitative and Quantitative Approaches. 5th edition. Allyn and Bacon. Boston; London: 2006
4. Trochim W M K. Research Methods. 2nd Ed. Biztantra. New Delhi; 2003
5. Paul G E, Tull D S & Albaum G. Research for Marketing Decisions Prentice Hall. New Delhi: 1996
6. David L J & Wales H G. Market Research. Prentice Hall of India. New Delhi: 1999
7. Beri G C. Marketing Research. 3rd Ed. Tata McGraw Hill Publishing Company Ltd. New Delhi: 2000

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8. Das.lal Practise of Social Research. Rawat Publication, Jaipur:2000
9. Das,Lal Designs of Social Research, RawatPubliction, Jaipur 2005
10. Kothari C R. Research Methodology Methods & Techniques. New Age International Private Ltd., New Delhi:2000

PLANNING OF HOSPITAL & SUPPORTIVE SERVICE

Code: MHA 305

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Changing health care concept in planning / designing.
2. Site surveys for planning a hospital (Techno-Commercial) Hospital building, architectural patterns, landscaping
3. Internal arrangements, sanitation, lighting, ventilation and traffic control Planning of 30,100,250 bedded hospital(general/specialty)
4. Planning of 500, 750 and above bedded hospital(teaching/super-specialty/non-teaching specialty hospitals) Project cost and total budget : Feasibility and viability study of Hospital
5. Project conceptualization, functional requirements. Implementation.

Recommended readings:

1. Principles of Hospital Administration - Tabish
2. Principles of Hospital Administration - M C Gibony
3. NIHFV Monographs – Govt. of India, New Delhi

OPERATIONAL RESEARCH

Code: MHA 306

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Importance and scope of Operations Research - Linear Programming – graphic method – simplex method – Big-M Method – Post optimality analysis - Dual L.P. and its applications. Transportation problem – Assignment problem – Non Linear Programming model formulation Graphical method of solving simple problem – Goal Programming.
2. Dynamic programming – applications of D.P. (Capital Budgeting, production planning, solving linear programming problem) – Integer programming – Branch and Bound method – Cutting Plane method.
3. Game theory – Two person zero sum games – Pure strategies – Mixed strategies – dominance principle – Graphic and algebraic method – Linear Programming approach - Queuing theory – M/M/I and M/M/C Models
4. Project Management – PERT and CPM – crash time – crash cost trade off – resource leveling and resource allocation – Simulation Techniques - Simulation of inventory and waiting line – Case Studies.

Recommended readings:

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1. R. Pannerselvan, Operations Research, Prentice Hall India Ltd., N.D.
2. Sarma S.D, Operations Research.
3. K. Rangarajan, Project Management, New Age International Pvt. Ltd.
4. S. Kalavathy, Operations Research, Vikas Publishers
5. Mustafi, Operations Research, New Age International.
6. K. Nagarajan, Project Management, New Age International.
7. P. Gopalakrishnan and V.E. Rama Moorthy, Project Management, Macmillan India Limited.
8. J.K. Sharma, Operations Research – Problems and Solutions, Macmillan India Ltd.
9. G.V. Shenoy, U.K. Srivastava, S.C.Sharma, Operations Research for Management, New Age International.
10. N.D.Vohar, Quantitative Techniques in Management.

NUTRITION & DIETETICS

Code: MHA 307

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Food & Nutrition. Role of Antioxidants
2. Overview of Metabolism & Balance Diet for patients
3. Diet for Patient – Selection of food, Cooking methods, Tasty Food, Food to be avoid / Added in diet, Need of complementary food.
4. Steps to prevent food adulteration and Food Adulteration Act
5. Overview of Clinical Dietetics. Quality control of Food Hygiene and special precautions in Hospital Kitchen Management of Hospital diet/Catering service
6. Role of dietitian in hospital diet service
7. **Introduction to Clinical Nutrition and Dietetics**; Definition and history of dietetics. Dietetics in contemporary medical management. Interrelationship between food, nutrition and health. Factors affecting food choices.
8. **Basic principles of planning a normal diet**: Characteristics of a normal diet, meeting nutrient requirements of individuals and family. Use of dietary guidelines for Indians.
9. **Objectives of diet therapy**- Regular diet and rationale for modifications in energy and other nutrients, texture, fluid, soft diets. Principles of enteral and parenteral nutrition
10. **Assessment of nutritional status in clinical situations and development of nutrition care plan**: Assessment nutritional status in hospital setup-dietary, clinical, biological, somatic, Behavioural methods. Psychological factors affecting food intake. Data analysis and interpretation. Medical records-types, uses. Factors to be considered for counseling, Nutritional and health conditions including body care- skin, hair, face, hands, feet etc. Aging, gender related and other problems.

Recommended readings

1. Text Book of Social and Preventive Medicine – K Park
2. Preventive and Social Medicine – Prabhakar Rao
3. Dietetics- B. Shrilakshmi
4. Diet Therapy- F. P Antia

DRUG MANAGEMENT

Code: MHA 308

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Drug Management ; Present scenario
2. Hospital Pharmacy Licenses, Drug Licenses, Narcotics drugs
3. Purchase of drugs and other consumable materials. Drug Storage Pharmacy Billing. Computerized drug management system
4. Rational use of drugs and Prescription Audit Spurious drugs, Banned drugs
5. Procedure of Drug Indenting, On time Drug dispensing Inventory Control – ABC, VED, SDE, FSN Analysis Methods of ordering –
 - a. Two bin system (Lead Time, Buffer stock, Reorder Level)
 - b. Cyclic System

Recommended readings:

1. Materials Management - Gopalakrishnan
2. Matgerials Management - A. C. Dutta

STRATEGIC MANAGEMENT

Code: MHA 309

FULL MARKS - 50

2L+1T=3

CREDIT: 2

Introduction to strategic management:

Organizational mission: Philosophy, policy, vision, values.

Strategic management process, nature of strategic decisions, organizational Strategies, strategic business units.

Strategic objectives, generic corporate strategy alternatives, porter's value chain: concept and applications.

Industry characteristics analysis:

nature and degree of competition, buyer

power, supplier power, entry barriers, competitive power of substitutes

Organizational analysis:

Strength and weakness analysis, identification of opportunities and threats, critical environmental variable, critical success factor, environmental Scanning.

Corporate strategy analysis:

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BCG growth share matrix, GE business portfolio matrix.

Introduction to Balance Score card.

Strategies for low market share firms, for dominant firms, for firms in stagnant industries, contingency planning.

Functional strategy analysis, internal and external considerations, product life cycle.

Implementation: Corporate culture, structure, human resource, rewards. Control of strategies, strategic diagnosis, operational diagnosis.

Recommended readings:

1. Principles of Management - L. M. Prasad
2. Essential Management in Global Perspective – Koontz
3. Textbook. Grant, R. and Jordan, J. 2012. Foundations of Strategy. NY: John Wiley & Sons, Ltd.
4. Lawrence R. Jauch and WF Glueck, Business Policy and strategic management, 6th edition, Frank brothers, New Delhi, 2003.
5. Srivastava; Management Policy and Strategic Management; Himalaya Publications, Mumbai. . Allio, Robert J; The practical Strategist - Business and corporate strategy for 1990s, Indus publications, 1994.
6. Kazhmi, Business Policy and strategic management, Tata Mc Graw Hill, New Delhi, 2002.

HOSPITALS AND PHARMACEUTICAL MANAGEMENT

Code: MHA 310

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Drug Development :

Economics of New Drug Development - Need – In vention Methods: Chemical, Natural, Microbial, Biotechnological etc, Including Devices, Toxicity, Activity Screening Methods, pre – Chemical Development Stages : Acute, Sub Acute and Chronic Toxicity Stidies, Special Tests and their Significance, Investigational New Drugs (IND) Status Clinical Development Phase, I ,II & III Studies and their Significance, New Drug Application (NDA) Product Launch.

2. Pharmaceutical development Process:

Pre – Formulation Studies, Importance of Pharmacokinetics, Pharma –Co Dynamics, Understanding of oral Dosage Forms : Powders , Tablets : Costing Syrups, Elixirs, Suspensions, Capsules, Topical Preparations, Radio Diagnostic and Therapeutic Agents, Vaccines, Hormones, Cosmetics, Biotechnological and surgical Products Concepts of

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Sustained Release, Modified Release Dosage Forms, Herbal Drug, Prosthetic Material Neutralceuticals.

3. **Pharmacy Law:**

Pharmaceutical Legislations, Drugs and Pharmaceutical Industry, Drugs and Cosmetics Act 1940 & Rules 1945 and its Amendments, Pharmacy Act 1948, Drugs Price Control Order, Drugs & Magic Remedies (Objectionable Advertisements) Act, 1954 national Health Policy.

4. **Concepts & Issues Related to Health care Technology:**

Introduction – Problems and Constraints Associated with health care Technology - Present Trends in Health care Technology – Hospitals and Technology – Dealing with Technological Problems. Planning and Adopting Appropriate Technology in Health care – Mechanism to Ensure Appropriate use of health care Technologies – Developing Sources of Information on Hospital Technology – Medical Communications to Doctors – Evaluation methods of Health Technology.

5. **Application in Diagnostic Service Areas (Radiology, Lab Services Etc):**

Clinical Services Areas (Nephrology, Urology, CardiologyEtc) – Therapeutic Services - Patient Support Areas - Telemedicine – PACS – RFID – paperless Hospitals -Biomedical Informatics – Artificial Intelligence and Robotics in Health care – Factors Affecting the Growth of New Medical Technology.

Recommended readings:

1. A.R.Gennero : Remington Pharmaceutical Science, Mark Publishing co.P.A
2. Miltal : Text book of Pharmaceutical Jurisprudence, MiraliPrakasan. New Delhi.
3. Vijay Malik : Drug laws, Law book House

SEMINAR ON ASSIGNED TOPICS

Code: MHA 311

FULL MARKS - 100

4P

CREDIT: 4

First Policy Speech

- Time--6-8 Minutes
- Value: 10% of final grade
- Required--Typed outline with bib page, mini-dvd r, feedback sheet.
- Sources--Minimum of ten (ask me about appropriate evidence).
- Approval--by me, the Friday before the speech.
- Note--if you use note cards, they can only contain key words or quotations.

Assignment

For your first speech, I would like you to choose a topic (one that you care about) and persuade this audience to support a public policy--a policy you will delineate in detail showing *how*, and *that*, it will work. Topics can vary widely, but the thesis must be a **policy** statement.

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Evaluation:

- --did the speaker provide a clear and obvious thesis statement?
- --did the speaker establish ethos, reveal the topic, gain the audience's attention and preview the route of the speech?
- --were the forms of evidence and resources varied and plentiful?
- --did the speaker cite sources in the spoken effort and the outline, and were these citations non-obtrusive?
- --was need clearly understood by the audience?
- --did the speaker adequately satisfy the problem presented?
- --were transitions clear and abundant?
- --did the speaker summarize the main points and come to a clear close?
- --did the speaker "know" the audience to the degree that examples, wording, and arguments were "fitted" to this particular audience/occasion?
- --did the speaker reasonably meet time limits?
- --did the speaker sound like an "automaton" or did s/he appear to be in conversation with the audience?
- --was the outline clear and adequate?

Second Policy Speech

- Time--6-8 Minutes
- Value: 15% of final grade
- Required--Typed outline with bib page (if you had problems with your first outline, see me), mini-dvd r, feedback sheet.
- Sources--Minimum of ten, four different forms (ask me about appropriate evidence).
- Approval--by me, the Friday before the speech.
- Note--if you use note cards, they can only contain key words or quotations.

Assignment--Again, I would like you to choose a topic (again, one that you care about) and persuade this audience to support a public policy--a policy you will delineate in detail showing *how*, and *that*, it will work. Topics can vary widely, but the thesis must be a **policy** statement.

Evaluation:

- --organization: is the speech organized well in the outline? Does the speech appear organized as delivered? Was the audience confused or did they understand the effort?
- --outline: does it fit the requirements? Does it show evidence of a well thought out plan of action?
- --delivery: Simply put, does the delivery detract from the message or add to it? (Did you create a climate in which conversation with the audience would be possible?)
- --style: Were relevant words chosen? Did the speaker utilize discourse that detracted from, or added to, the message?
- --policy: Did the speaker clearly point out the problems (need), note the way in which the policy satisfies the need (and refute opposition to it), show that it will indeed work, and clearly explain the policy?

Hints:

- --Be sure to choose a topic you feel some degree of passion about.
- --Spend time researching, researching, researching.
- --Try different approaches out on friends, getting honest and descriptive feedback.

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- --Make sure you are not "reading" the effort by utilizing only key word outlines. Remember, the same speech should never be given twice.
- --Be willing to pay attention to your audience, to emphasize points that need extra emphasis, to slow down when the audience is confused. Let the audience dictate how the speech works "in practice."
- --Reflect on the audience's reactions to your last speech and work those into this one.
- --Talk to me about this one as often as necessary.

PRACTICAL TRAINING IN HOSPITAL

Code: MHA 312

FULL MARKS - 100

4P

CREDIT: 4

1. Central Sterile Supply Department (CSSD)

Observation of

- a. Location
- b. Name and function of equipments
- c. Items processed by Central Sterile Supply Department
- d. Sterilization technique
 - i. Heat
 - ii. Gas
 - iii. Liquid
 - iv. Ionizing radiation
 - v. Others
- e. Work flow
- f. Clean zone, dirty zone
- g. Pooling of materials, equipments
- h. Function of different equipments used for sterilization
- i. Process of receiving and distribution of materials
- j. Technique of Gauge folding
- k. Cleaning, drying and packing of sterilized materials
- l. Segregation of Dirty zone and clean zone
- m. Process of receiving and distribution of materials
- n. Quality control checking of sterilization in collaboration with Micro-biology Lab.
- o. Organization
 - i. CSSD Supervisor
 - ii. Technologist
 - iii. Technical Assistant
 - iv. Para medical staff
 - v. Attendant
- p. CSSD Committee

2. Library in Hospital

Observation the functioning of:-

- a. Library work flow
- b. Physical facilities

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- c. Procurement of books and journals as per Good Office Committee (GOC) norms
- d. Receiving the purchased books / periodicals, audio visual journals etc.
- e. Preservation of books in the Shelves
- f. Catalogue preparation
- g. process of issue and collection of books
- h. Updating of catalogue annually
- i. Library rules and regulations
- j. Preparation of Membership Card
- k. Repair of damaged books
- l. Ascertaining of lost books and journals
- m. Arrangement of educational programme through Video Satellite system
- n. Stock verification of Library items periodically

3. Emergency

Observation of:-

- a. Location of Emergency in hospital
- b. Basic lay out of Emergency
 - i. Receiving patients
 - ii. Patient examination zone
 - iii. Patient investigation zone
 - iv. Procedure room
 - v. Cardio Pulmonary Resuscitation Unit
 - vi. Dead patient barrier
 - vii. EMO's Office
 - viii. Nursing Station
- c. Infrastructural facilities
 - i. Office of EMO
 - ii. Nursing Office
- d. Equipments
- e. Legal procedure system
- f. Emergency Operation Theatre
 - i. Arrangement of instruments and oxygen for minor Operation
 - ii. Sterilization and fumigation of O.T. Room
- g. Admission procedure
- h. Billing for day care procedure in Emergency Dept.
- i. Staffing
 - i. Medical
 - ii. Para Medical
- j. Security

4. Critical Care Unit

Observation / involvement in:-

Physical structure and facilities

- a. Organizational structure
- b. Bed orientation pattern
- c. Lighting system
- d. Monitoring system including connection to centralized monitoring system
 1. Invasive
 - i. Central Venous Pressure (CVP)
 - ii. Arterial Blood Pressure monitoring

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- iii. Cardiac output monitoring
 - iv. Pulmonary Arterial monitoring
2. Non-invasive
- i. Heart bit rate
 - ii. Blood Pressure
 - iii. Respiratory rate
 - iv. Intake & output monitoring

Maintenance of sterility and general cleanliness

- a. Maintenance of sterility of the ward
- b. Maintenance of sterility of clothing used in CCU
- c. General sterilizing procedures before examination of the patient

Administration of CCU

- a. Qualified doctor having experience in CCU (as per WHO ratio)
- b. Qualified nurse having experience in CCU (as per WHO ratio)
- c. Deployment of qualified paramedical staff as per WHO ratio)

Workflow

- a. In flow of patient
- b. Type of patients commonly admitted in CCU
- c. Pattern of treatment patient receive in CCU
- d. Type of patient actually needs life saving support
- e. Out flow of patient
- f. Counselling with outside visitors / patient

Party Equipment maintained in CCU

- a. Monitor
- b. Ventilator
- c. Defibrillator
- d. ECG and other equipments used in CCU

Equipment maintained in specialized CCU

- a. Intra Aortic Balloon Pump
- b. Photo Therapy Machine

Maintenance of uninterrupted gas and power supply system and their utilization

- a. Continuous wall flow oxygen
- b. Compressed air
- c. Suction Apparatus (Vacuum Pump)
- d. Uninterrupted Power Supply (UPS) line

5. Medical Records

Observation / involvement in:-

- a. Assembly of records
- b. Quantitative and qualitative analysis
- c. Different classification of records
- d. Methods of deficiency check
- e. Completion of incomplete records
- f. Retrieval of medical records
- g. Coding system
- h. Indexing system

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- i. Generation of statistics and analysis
- j. Reporting to various statutory authorities
- k. Methods of numbering
 - i. Serial number
 - ii. Unit number system
 - iii. Serial unit numbering
- l. Filing System
 - i. Decentralized system
 - ii. Centralized system
 - iii. Various other methods
- m. Types of forms

6. Operation Theatre

Observation / involvement in:-

- a. Location
- b. Zoning of Operation Theatre
- c. Infrastructural facilities
- d. Centralized and decentralized Operation Theatres
- e. Equipment requirement
- f. Procurement and maintenance including annual maintenance contract
- g. Functions and policies of Operation Theatres
- h. Manpower requirement
 - i. Medical Superintendent
 - ii. In-charge
 - iii. Anaesthetist
 - iv. Nursing personnel
 - v. Technician
 - vi. Ward Boy
- i. Duties and responsibilities including standard operation procedures
- j. Safety procedures
- k. Methods of checking operating rooms for readiness to receive patient
- l. Periodical sterilization / fumigation
- m. Sterile supply
- n. Equipments procurement and maintenance

FOURTH SEMESTER

CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES

Code: MHA 401

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Common Terms of Healthcare Management: Terms related to levels of healthcare; Primary; Secondary and Tertiary – Systems of Medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc. – Preventive and Curative Medical Care – General and Specialty Hospitals – Pharmacopia (in patient and out patient)

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2. Speciality-wise terminology – Pathology terms of Common Use – Clinical, diagnostic and therapeutic terms – Pediatric services – Dental – Psychiatric.
3. Casualty and Emergency – Neurology – Obstetric and Gynecology – Dermatology intensive care – Coronary care services.
4. Medical Records – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Intensive Care Units Records.
5. Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records.

Recommended readings:

1. Rajiv Mishra, Rachel Chatterjee, Sujatha Rao, India Health Report, Oxford University Press, New Delhi, 2005.

NURSING ADMINISTRATION

Code: MHA 402

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. **Introduction:** Noble Nursing Profession Nursing organization structure
2. **Nurses:** Doctors and Nurses – Patients’ relationship Nurses : A dedicated social and professional entity, Staffing norms in various types of hospitals and departments Recent trends in nursing profession and education
3. **Specialization in nursing practices**
4. **Meaning and philosophy of administration and management and their significance:** Elements and principles of administration.
5. **Planning:** Aims, Principle, methods and types
6. **Organization:** Command, Co-ordination and Control, Delegation, Staffing and Budgeting - Definition, aims principles and techniques. Preparation of organizational chart of a hospital ward primary health centre, sub centre, Policies of the hospital and of the various departments of the hospital.
7. **Administration of a hospital unit and ward:** Administration of ward/unit/health center, physical layout, safety measures, prevention of accident and infections, legal responsibilities of a nurse.
8. **Personal Management:** Job description, job specification, Job analysis, and job satisfaction. - Staff development and staff welfare. - Leadership styles, Democratic leadership.
9. **Management of Equipment and supplies:** Maintenance of supplies and equipment. Handling over and taking over of inventory. Indent and ordering of supplies and equipment.

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10. **Problem solving:** Process and approach, steps and methods of dealing with complaints of patients and other health team members. Record and reports: meaning, type of records and reports maintained in the ward, importance and use of records and reports. Records and reports maintained in Primary Health Center and Sub-Center.

Recommended readings:

1. TNAI. Nursing Administration and Management, 1st edn, Academic Press: New Delhi, 2000.
2. Shakharkar, B M. Principles of Hospital Administration and Planning, Jaypee Brothers: Bangalore, 1998.
3. Pai, Pragna. Effective Hospital Management, 1st edn, The National Book Depot: Mumbai, 2002.
4. Srinivasan, A V. Managing a Modern Hospital, 1st edn, Sage Publications: New Delhi, 2002.
5. Basavanthappa, B T. Nursing Administration, 1st edn, J P Brothers Medical Publishers: New Delhi, 2000.
6. Goel, s & Kumar, R. Hospital Administration and Management, 1st edn, Deep and Deep Publications: New Delhi, 2000. 7. Park K. Park's Textbook of Preventive and Social Medicine, 17th edn, M/S Banarsidas Bhanot Publishers: Jabalpur, 2003.
7. Russels, C S. Management & Leadership for Nurse Managers, 3rd edn, Jones Bartlett Publishers: London, 2002.

MEDICAL AUDIT AND ITS ADMINISTRATION

Code: MHA 403

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction – Definition – Origins & Development in Medical Audit – Medical Audit Policy – Concept of Medical Audit – Medical Record, Medical Audit Relationship – Medical Audit related to Diagnosis, Investigations and therapy.
2. Use of Computers in Audit Process – Medical Audit – Global Perspective – Types of Medical Audit – Appraisal of Medical Audit – Methods of Medical Audit.

Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals – Prerequisites of Quality Management in Hospitals – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

3. Quality Management in Hospital : Front Office – OPD – Casualty – Labs – OT – CSSD – IP – Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM team work – Employee involvement – Key result areas – leadership – TQM Tools – Quality function deployment – Concurrent engineering – FEMA – Demings – P.C.D.A. Cycle – JIT (Just in Time) – Kaizan – 'O' defect programme – Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals.

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4. Accreditation – Introduction – Concept of Hospital Accreditation – Accreditation Scenario in India and abroad – Organisations, authorities for accreditations in India – Accreditation process- Role of the government in developing an accreditation system.

Recommended readings:

1. Hospital Administration' by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011
3. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010

HEALTH INSURANCE

Code: MHA 404

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Introduction – Economics of Life and Health Insurance – Importance, sociopolitical realities Insurance terminology
2. Health Policy vis-à-vis Health Insurance Policies.- Indian scenario – different products – demand and scope - limitations
3. Administration of health Insurance Schemes like CGHS & ESI and Social Security Measures. TPAs, Governing mechanisms including IRDA
4. Health Insurance Taxation. Standardization and grading of hospital services Role of vigilance and real-time information about the services
5. Health Insurance Providers – Government and Private - Microinsurance, The role and responsibilities of provider-insurer-patient and the regulatory agencies

Recommended readings:

Gupta, P.K., *Insurance and Risk Management*, Himalaya Publishing House, 2004.

TOTAL QUALITY MANAGEMENT

Code: MHA 405

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Aspects of quality

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Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

2. Quality Management concepts

Definition, underlying concepts, implementation and measurement of TQM, internal customer- supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

3. Quality Management Processes

Management of process I

Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality

Management of process II

SQC; control charts for variables- X, Xbar, and R charts and control charts for attributes- p, Np, and c charts. Acceptance sampling plan and occurrence.

4. Approaches to Quality Management

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL

5. Systems approach to Quality

Introduction to ISO2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis

6. Current trends in TQM

Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation

Recommended readings:

1. Bester field H.Dale, Total Quality Management, Pearson New Delhi, 2005.
2. Sridhar Bhat, Total Quality Management, Himalaya House publications, Mumbai, 2002
Sundara Raju, S.M., Total Quality Management: A Primer, Tata McGraw Hill, 1995.
Srinivasan, N.S. and V. Narayana, Managing Quali- concepts and Tasks, New Age International, 1996.
3. Kume, H., Management of Quality, Productivity Press, 1996
4. Dennis, Lock., Handbook of Quality Management, 1992
5. Hammer, M. and Spect. Business Process Reengineering, 1995. ISQUA Journal

HOSPITAL WASTE MANAGEMENT

Code: MHA 406

2L+1T=3

CREDIT: 2

FULL MARKS - 50

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1. Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures.
2. Hospital Hazards Management: Meaning – Need – Principles – Purpose.
Control of Hospital Acquired Infection: Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control or Cross-Infection- Staff Health.
3. Biomedical Waste Management: Meaning – Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Standards for Waste Autoclaving, Micro Waving and Deep Burial – Segregation – Packaging – Transportation – Storage.
4. Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier- Methods of Excreta disposal – Sewage wastes: Meaning – Composition – Aims of Sewage disposal – Decomposition of Organic Matter – Modern

Recommended readings:

1. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.

OT, WARD AND FLOOR MANAGEMENT

Code: MHA 407

FULL MARKS - 50

2L+1T=3

CREDIT: 2

1. Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, NABL, NABH, JCI, BIS
2. Performance review – Assessment / Methods Quality Management of diagnostic facilities
3. Quality of assurance procedures, Deming's Principles, Juran Trilogy, Kaizen, Philip Crosby's Principles Management of Social Services. Assessment of Client satisfaction
4. Quality Circle of India

Recommended readings:

1. Total Quality Management – Aswathappa – Himalaya Books House
2. Quality Management Barnett – Pitman Publishing
3. Quality Management – P. C. Tripathy

MEDICAL EQUIPMENTS AND BIOMEDICAL ENGINEERING

Code: MHA 408

FULL MARKS - 50

2L+1T=3

CREDIT: 2

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1. List of common Medical Equipments used in Hospital
2. Justification of purchase proposal, Hospital Need Assessment
3. Equipment selection guideline, Estimation of cost and Q.C. Planning Purchase / Installation / Commissioning of Medical Equipments Replacement of old equipments and Buyback Policy
4. Estimation of Breakeven point and Profit – Projection in hospital budget Medical Equipment Maintenance (In-house and AMC)
5. Local, National and International availability of Medical Equipments

Recommended readings:

1. Materials Management - Gopalakrishnan
2. NIHFV Monograph - Govt. of India

MAJOR PROJECT ON SPECIALIZED AREA

Code: MHA 409

FULL MARKS - 100

4P

CREDIT: 4

At this academic Level, the Project is of some great significance in the testing of a candidate's virtuosity in Health Administration and judges his or her ability to independently take charge of Project/System development. All candidates are required to get the synopsis of the Project approved from the Society. The Project is to be taken up only after obtaining the approval of the Society.

Authenticity of the Project Work

It should be an original work, of real life value and not copied from existing material from any source and certificate to the effect will be provided with Project duly countersigned by the Supervisor/Guide.

How to submit Final Project

The student will submit his/her Project Report in the prescribed format along with the requisite fee. The Project Report should include:

- a. Two Hardcopy of Project Report.
- b. Softcopy of Project Report.
- c. The Project Report may be about 100 pages

The following suggested guidelines may be followed in preparing the Final Project Report:

1. Good quality white executive bond paper A4 size should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.
2. Page specification (written paper and source code)

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Left margin – 1.2 inch.

Right margin – 1 inch.

Top margin – 1 inch..

Bottom margin –1 inch.

3. Page numbers – all text pages as well as program source code listing should be numbered at the bottom center of the pages.

Guidelines for submission of Project Report

a) Supervisor/Guide for Final Project

A supervisor/Guide should be a person of eminence in the area in which the student has chosen the Project. In the case of a Candidate from an institute conducting the accredited course, all help including the nomination of the supervisor/guide will be rendered by the institute concerned. The Candidate should ensure that the facilities are available in the organization (where the Project is taken up) and also the same are extended to them. The guide of Final Project would be a person having Ph D / MD with 5 years of experience in the field of Hospital Operation and Management.

b) Format of Final Project

1. Project Cover page in the prescribed format
2. Acknowledgement from the Organization where the Candidate has undergone training or the Organization where the Candidate has made the Project.
3. Project Completion Certificate duly signed by the Project Guide/ Principal and Head of the Department
4. Approved copy of the Project synopsis, along with the copy of the synopsis approval letter.
5. Main report should contain:
 - a) Objective & scope of the Project.
 - b) Theoretical background
 - c) Definition of problem
 - d) Formulation of research Hypothesis
 - e) System planning (PERT Chart)
 - f) Methodology adopted
 - g) Results and Statistical analysis
 - h) Discussion
 - i) Summary and Conclusion
 - k) References or Bibliography.
6. List of abbreviations, figures, tables
7. Reference
 - Bibliography
 - Website
8. Soft Copy of the Project on CD/DVD

PRACTICAL LABORATORY TRAINING IN HOSPITAL

Code: MHA 410

FULL MARKS - 100

4P

CREDIT: 4

1. Maintenance Department

Observation of

- a. Location of different maintenance department
- b. Lay out
- c. Power Generation and supply
- d. Water Treatment Plant and distribution system
- e. Demineralization Plant with R.O. facility for Dialysis unit
- f. Oxygen Plant
- g. Effluent Treatment Plant
- h. Air Condition Plant and distribution system
- i. Maintenance of the medical equipments, calibration
- j. Maintenance of total hospital building – civil, electrical and mechanical
- k. Organization
 - i. Chief Engineer
 - ii. Engineer (Civil, Electrical, Mechanical)
 - iii. Supervisor (Electrical, Mechanical, Civil)
 - iv. Technician
 - v. Helper
 - vi. Office Assistant

2. Bio-Medical Department

- a. Bio Medical equipment and their function
- b. Observation of Bio-Medical Equipments
- c. Knowing the name of the Bio-Medical Equipments
- d. Importance and fundamental functions of Bio-Medical Equipments
- e. Maintenance procedures of Bio-Medical Equipments
- f. Need assessment and procurement procedure
- g. Periodical audit of Bio Medical Equipment
- h. AMC of Bio Medical Equipments

3. Diagnostic Imaging

Observation / involvement in:-

- a. Various types of machines like;
 - i. CT
 - ii. MRI
 - iii. PET
 - iv. USG with color Doppler
- b. Advantages / disadvantages of different types of machine
- c. Basic functioning and maintenance

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- d. Special licensing requirement
- e. Special structural requirements
- f. Staffing and manpower planning
- g. Cost analysis and profitability
- h. Operation and maintenance

4. Dental Services

Observation / involvement in:-

- a. Location
- b. Laboratory
- c. Recovery Room
- d. Waiting Room
- e. Storage
- f. Administrative Office
- g. Floors / Walls / Ceiling
- h. Lighting
- i. Plumbing
- j. Ventilation
- k. Equipment and maintenance of equipments

5. Dialysis Unit

Observation / involvement in:-

- a. Location
- b. Infrastructural facility
- i. Infrastructure for day care dialysis or out patient dialysis
 - ii. Infrastructure for inpatient dialysis
- c. Various types of dialysis units
- d. Special arrangement for maintaining sterility
- e. Ambulatory dialysis system
- f. Procurement, installation and maintenance of various types of dialysis machines
- g. Arrangement for stand-by unit

6. Burn Unit

Observation / involvement in :-

- a. Location
- b. Infrastructural facility
- c. Special equipment requirement for Burn Unit
- d. Attached Laboratory facility
- e. Communication facility
- f. Maintenance of Asepsis
- g. Manpower requirement of
 - i. Medical
 - ii. Para Medical
 - iii. General Staff
- h. Mechanism for specialized training need assessment

7. Blood Bank

Observation / involvement in :

- a. Location

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- b. Reception
- c. Special arrangements for voluntary donors
- d. Administrative Office
- e. Record Keeping
- f. Servicing rooms
- g. Bleeding Room
- h. Storage Room
- i. Storage equipment
- j. Regulatory requirement
- k. Blood safety procedures
- l. Receive and delivery of blood
- m. Triple screening and check method
- n. Record keeping
- o. Medico-legal aspects
- p. Physical facilities
- q. Waiting facilities
- r. Laboratory facilities
- s. Other facilities
- t. Issuance of Blood Donor Card
- u. Safety devices
- v. Liquid waste management
- w. Procedure for discarding
- x. Staffing
 - i. Medical Officer
 - ii. Paramedical Staff
 - iii. Non-medical Staff

8. Mortuary

Observation / involvement in

- a. Location
- b. Physical facilities
- c. Body refrigerator
- d. Walk in refrigerator
- e. Capacity decision of Mortuary
- f. Autopsy facility
- g. Requirement for autopsy room
- h. Preservation / identification/leveling of viscera / body fluids and other materials for medicolegal purposes
- i. Embalming procedures
- j. Methods of long distance transport of dead bodies
- k. Arrangements for religious rides
- l. Mortuary traffic control
 - i. Internal
 - ii. External
- m. Identification of bodies using triple check system
- n. Maintenance of records
- o. Various legal requirements
- p. Disposal of unclaimed bodies

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q. various religious rites

9. Telemedicine

- a. Infrastructure – both end – (1) Hospital end (2) Nodal Centre
- b. Requirement
 - i. Computer Monitors
 - ii. Cameras
 - iii. Internet connection
- c. Observation of telemedicine techniques and taking part in the process
- d. Manpower requirement
 - i. Medical Officer
 - ii. Technician

10. Medical Transcription

- a. Observation of techniques and taking part in the process
- b. Infrastructural requirement
- c. Trained manpower
- d. Transmission modes

GRAND VIVA

Code: MHA 411
2P
CREDIT: 2

FULL MARKS - 100

It is a common Compulsory Paper for all Final Semester Students. Grand Viva will be conducted from first semester to fourth semester papers by a Board of Examiners to be decided by the Board of Studies. Board of Examiners will consist of all the internal teachers and three external teachers chosen from different specialization areas.