विद्या विमुक्तिदायिनी
Bhaikaka University

Instilling Purpose in Healthcare

MASTER OF HOSPITAL ADMINISTRATION (MHA)

CURRICULUM

ACADEMIC YEAR 2026-27
AMRITA PATEL CENTRE FOR PUBLIC HEALTH
BHAIKAKA UNIVERSITY

INDEX

Executive summary/Overview of the Master of Hospital Administration (MHA) - Program Curriculum

Effective From: Academic Year 2026-27

1. Program Profile

- ➢ **Degree:** Master of Hospital Administration (MHA)
- ➢ **Target Audience:** Graduates of various disciplines (As per eligibility on Pg.No. 10)
- ➢ **Duration:** 2 Years (Divided into 4 Semesters)
- ➢ **Mode of Instruction:** Regular Classes (Monday - Friday : 9 AM - 5 PM; Saturday : 9 AM - 1 PM).
- ➢ **Medium:** English

2. Objectives

To equip professionals with the ability to lead, innovate, and organize medical services, bridging the gap between clinical services, hospitality, finance and leadership.

3. Semester-wise Curriculum Breakdown

Semester I: Foundations of Health Systems

- ★ *Focus: Understanding the healthcare landscape, basic medical concepts for administrators and management theories*
- ★ **Courses:**
  - ○ Concept of Health (Basic)
  - ○ Health Management Information System (HMIS)
  - ○ Principles of Management
  - ○ Organizational Behaviour
  - ○ Healthcare at Hospitals
  - ○ Basic Statistics
- ★ **Practical**

Semester II: Operational & Financial Management

- ★ *Focus: The Operations and Law of hospitals-managing resources, money and risks.*
- ★ **Courses:**
  - ○ Management of Hospital Services

- ○ Material Management
- ○ Biomedical Waste Management
- ○ Financial Management
- ○ Medico-legal Aspects & Ethics
- ○ Research Methodology
★ **Practical**

Semester III: Strategic Leadership & Specialization

★ *Focus: Understanding strategy, quality assurance and specialized functional areas.*
★ **Courses:**
- ○ Strategic Management
- ○ Human Resource Management (HRM)
- ○ Drug Management
- ○ OT, Ward & Floor Management
- ○ Elective (Choose 1) - *(Of advance level in addition to inclusion in the courses)*:
  - ■ Hospital Planning
  - ■ Hospitality Management
  - ■ Bio-medical Equipments
- ○ Quality Management
★ **Practical**

Semester IV: Research & Application

★ *Focus: Synthesis of learning through research and practical field application.*
★ **Courses:**
- ○ Internship
- ○ Thesis (Research Project)

4. Assessment & Evaluation Framework

The program follows a strict 40:60 weightage system (Internal:External) to ensure continuous learning.

A. Theory Assessment

Component	Weightage	Details
Internal Assessment	**40%**	**Terminal Exam:** *Format:* MCQs (5), Short Answer Question (10), Short Note (5)
University Exam	**60%**	**Final Exam:** *Format:* MCQs (10), Modified Long Answer (10), Short Answers (20), Short Notes (20)

B. Practical Assessment

- **Internal (40%):** Evaluated via Terminal Exams (Includes subject specific topics ,exercises, OSPE and Viva).

- **University (60%):** Includes subject specific topics,exercises, OSPE and Viva.

C. Grading & Passing Criteria

- **Passing Marks:** Minimum **40%** required individually in theory and practical.

- **Grading System:** UGC recommends a 10-point grading system (O to F).

- **Attendance:** Minimum 75% required in lectures and practical to appear for exams.

5. Eligibility & Career Prospects

- **Eligibility:** Graduates (Medical/Allied Health/Science/General) with min 55%* marks.
  (* Details of relaxation is mentioned below)
- **Career Opportunities:** Roles in Hospital Operations, Healthcare Consulting, Public Health Agencies, Health Insurance and Quality Accreditation bodies.

Program Profile

➢ Introduction & Scope
➢ Duration & Mode of Delivery

1. Introduction

Master of Hospital Administration (MHA) is essentially a degree where the fields of health care services, hospitality, management, finances, leadership, and administration coordinate accordingly. This program grants an interested candidate an ability to lead, innovate, organize medical services and drive healthcare forward.

MHA is a two year program pursued after the basic under-graduation degree. The professionals in this sector usually manage finances, physical resources, security provisions, material management and community relations. The MHA personnel are usually responsible for both patients and other health professionals working in the hospital.

This document outlines the syllabus, eligibility criteria, admission process, and examination scheme for the Master of Hospital Administration (MHA) program by Amrita Patel Centre for Public Health (APCPH), Bhaikaka University.

2. Scope / Job Opportunities

Master of Hospital Administration graduates are fit for job enhancements in the following industry/ies:

➢ Hospitals and Healthcare Systems
➢ Clinics and Outpatient Care Centers
➢ Healthcare Consulting Firms
➢ Pharmaceutical and Biotechnology Companies
➢ Health Insurance Companies
➢ Government Health Agencies (at state and central levels)
➢ Academic and Research Institutions
➢ Other Healthcare-related Organizations

3. Duration

The duration of the 04 - four semesters will be covered in 02 (Two) years.

4. Mode of Delivery

All classes/contact sessions will be done offline(in-person) on Monday - Friday : 9 AM - 5 PM;
Saturday : 9 AM - 1 PM).

Admission & Eligibility

➢ Educational Qualifications

➢ Work Experience Requirements

5. Eligibility Criteria*

➢ **Educational Qualification:** Graduates from recognized universities in India and abroad with a minimum of 55% aggregate marks in their final year are eligible to apply.

➢ **Reserved Categories (SC/ST/OBC-NCL/PwD):** A relaxation of 5% is allowed; candidates must have secured at least 50% marks aggregate marks in their final year are eligible to apply.

Preferred Backgrounds:

➢ **Medical and Allied Health Sciences:** MBBS, BDS, AYUSH, Nursing, Veterinary Sciences, Physiotherapy, Pharmacy and Occupational Therapy

6. Admission Process - A scrutiny committee shall review the below mentioned points and share the final list of students admitted to the program:

A. Educational Qualifications
B. Personal Interview

Curriculum Structure (Semester-wise)

Spread across fours (04) semesters over Two years (02) seven (07) months

- ➢ **Semester I:** Foundation of Health & Management
- ➢ **Semester II:** Core Hospital Operations & Finance
- ➢ **Semester III:** Strategy, HR & Specialized Management
- ➢ **Semester IV:** Basic Research & Thesis

Semester 1	Semester 2
➢ CONCEPT OF HEALTH (BASIC) ➢ HEALTH MANAGEMENT INFORMATION SYSTEM ➢ PRINCIPLES OF MANAGEMENT ➢ ORGANIZATIONAL BEHAVIOUR ➢ HEALTHCARE AT HOSPITALS ➢ BASIC STATISTICS ➢ PRACTICAL (Concurrent Hospital Postings (Rotatory Practical)	➢ MANAGEMENT OF HOSPITAL SERVICES ➢ MATERIAL MANAGEMENT ➢ BIOMEDICAL WASTE MANAGEMENT ➢ FINANCIAL MANAGEMENT ➢ HEALTH - MEDICOLEGAL ASPECTS ➢ RESEARCH METHODOLOGY ➢ PRACTICAL (Concurrent Hospital Postings (Rotatory Practical)
Semester 3	Semester 4

➢ STRATEGIC MANAGEMENT
 	
 ➢ HUMAN RESOURCE MANAGEMENT
 	
 ➢ DRUG MANAGEMENT & ITS RULES
 	
 ➢ OT & WARD MANAGEMENT / FLOOR MANAGEMENT
 ➢ ELECTIVE (n=1)
    ➢ Hospital Planning
    ➢ Hospitality Management
    ➢ Bio-medical Equipments
 ➢ QUALITY MANAGEMENT
 ➢ PRACTICAL Concurrent Hospital Postings (Rotatory Practical)
	➢ INTERNSHIP
	 ➢ THESIS (RESEARCH PROJECT)

Internship

The candidate will be posted for a period of two months in any private/government healthcare with a minimum operations in a 100 bedded hospital/healthcare setting. During this period, his or her performance will be evaluated by the host administrator in a standard format under well defined parameters.

After completion of 2 (two) months of internship, a brief report on the topic chosen in the hospital/challenges dealt with and solution proposed/implemented by the candidate should be submitted.

The Master of Hospital Administration internship program aims to develop graduates who can:

- **Analyze and address operational challenges** within healthcare organizations to enhance service delivery and efficiency.
- **Implement effective surveillance and quality assurance protocols** to monitor and improve patient safety and care outcomes within healthcare facilities.
- **Evaluate the effectiveness and efficiency of healthcare services and programs** delivered within a hospital or healthcare system.
- **Formulate and execute strategic plans and operational policies** that align with organizational goals, regulatory requirements, and patient needs within healthcare settings.
- **Cultivate robust managerial and leadership competencies** essential for navigating the complexities of modern healthcare administration and driving organizational success.

Thesis (Research project)

Candidates have to select an appropriate topic for the thesis and get it approved by the Institutional Ethics Committee (IEC) by the end of second semester; such that from the third semester they are able to work for their research project (thesis). They should submit the final thesis before two months of fourth (final) semester examination of the University.

Logbook

The candidate has to maintain a logbook showing records of participation in academic events and completion of assignments including internship and thesis.

Faculty advisor

A faculty will be assigned to each candidate to facilitate planning and implementing academic program. The candidate will work under the guidance of this faculty advisor till the completion of the MHA program including internship and thesis.

Program Examination and Progression Policy

1. The program shall include four end-of-semester examinations.
2. To be eligible for program completion, each candidate must:
   - Appear in all scheduled end-of-semester examinations (University).
   - Achieve a minimum passing score of 40% in each individual subject
3. If a student fails in the University Examination, he shall be promoted to the next semester. However, he/she has to appear for the supplementary examination with the ongoing semester examination.
4. The examination fees (supplementary) shall be applicable per subject/course
5. The final submission and evaluation of the thesis, as well as the overall program completion, are contingent upon successfully clearing all courses from the fourth semester.
6. For candidates who fail to clear any course(s) in the fourth semester's regular examination, a supplementary examination shall be conducted at the end of the fourth semester.
7. Successful completion of all the prescribed course(s), is mandatory for program completion.

Eligibility for Semester Exams:

75% attendance in theory

75% attendance in practical

Submission of a brief internship report duly approved from respective department heads

Submission of a final copy of thesis in the fourth semester

Grading System

The program will follow the UGC-recommended 10-point grading system:

Marks (%)	Letter Grade	Grade Point
91-100	O	10
81-90	A$^+$	9
71-80	A	8
61-70	B$^+$	7
51-60	B	6
45-50	C	5
40-44	P	4
Below 40	F	0
Absent	Ab	0

Explanations:

1. Marks Obtained: First, a student's raw marks are obtained in each subject or course through examinations and internal assessments.

2. Percentage Calculation: These marks are converted into a percentage for each subject.

3. Grade Assignment: Based on the percentage obtained in a subject, a corresponding letter grade is awarded according to the pre-defined ranges (as shown in the table above).

4. Grade Point Assignment: Each letter grade has a specific grade point associated with it.

Further Calculations (for GPA/CGPA): The grade points are then used to calculate the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA). This involves considering the credits associated with each course:

• SGPA (Semester Grade Point Average): This is calculated for each semester and is the weighted average of the grade points obtained in all courses of that semester. The formula is: SGPA (Si) = Σ (Ci x Gi) / Σ Ci

Where:

o Ci = Number of credits for the ith course

o Gi = Grade point scored by the student in the ith course

o Σ represents the sum across all courses in the semester.

• CGPA (Cumulative Grade Point Average): This is the overall grade point average across all semesters. The formula is: CGPA = Σ (Ci x Si) / Σ Ci

Where:

o Ci = Number of credits for the ith semester

o Si = SGPA of the ith semester

o Σ represents the sum across all semesters.

• Minimum Passing Percentage: 40%, corresponding to the 'D' (Pass) grade. The candidate has to obtain at least 40% marks in each semester examinations (theory and practical separately) to be considered for passing the examination.

• A supplementary examination shall be held for these candidates; separate examination fees shall be applicable as per university norms.

• Certificates are awarded only after successful completion of all semesters.

Semester I: Examination & Evaluation Scheme

Course Code	Course Title	Credits			Teaching Hours			Theory			Practical		
		Theory (T)	Practical (P)	Total	Theory (T)	Practical (P)	Total	Internal	External	Total	Internal	External	Total
MHA-C101	Concept of Health (Basic)	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C102	Health Management Information System	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C103	Principles of Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C104	Organizational Behaviour	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C105	Healthcare at Hospitals	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C106	Basis Statistics	3	-	3	45	-	45	40	60	100	-	-	-
MHA-P101	Practical	-	3	3	-	90	90	-	-	-	40	60	100
Total		**18**	**3**	**21**	**270**	**90**	**360**	**240**	**360**	**600**	**40**	**60**	**100**
Theory Total – 600, Practical Total – 100, Grand Total – Semester – I = 700													

Minimum passing of 40 marks is 16 marks & minimum passing of 60 marks is 24 marks and out of 100 marks, the minimum passing is 40 marks. Practical includes field visits, but the calculations are kept and considered as for practical

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Concept of Health (Basic)
Course Code	MHA-C101

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Concept of Health and Disease - Concept of health & disease and well being. - Natural history of disease and role of hospitals offering levels of care - Prevention aspect of diseases - Dynamics of disease transmission - Changing pattern of diseases - Concept of health indicators	10
2	Preliminary Human Anatomy and Physiology - Basic concepts of human anatomy - Basic concepts of human physiology	9
3	Common Pathological Conditions - Basic concepts of pathogenesis of common diseases - Basic concepts of interpretation of investigations reports	9
4	Basic concepts of Pharmacology: - 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.	9
5	Health Education - Aims & Principles of Health education - Methods of Health Education	8

Reference Materials

1. K. Park, *Park's Textbook of Preventive and Social Medicine*, 28th Edition, Banarsidas Bhanot Publishers, 2025, ISBN: 9789382219262
2. Krishna Garg (Ed.), *B.D. Chaurasia's Human Anatomy*, 10th Edition (Set of 4 Vols), CBS Publishers & Distributors, 2025, ISBN: 9789354669798
3. A.K. Jain, *Textbook of Physiology* (Volumes 1 & 2), 10th Edition, Arya Publishing Company, 2023, ISBN: 9788119336050
4. K.D. Tripathi, *Essentials of Medical Pharmacology*, 8th Edition, Jaypee Brothers Medical Publishers, 2018, ISBN: 9789352704996 (Note: 9th Edition is anticipated but 8th is currently the standard widely available).
5. Harsh Mohan, *Textbook of Pathology*, 9th Edition, Jaypee Brothers Medical Publishers, 2026, ISBN: 9789356968530

Course Outcomes (CO)

MHA-C101: Concept of Health (Basic)

- ○ **CO1 (Remember):** Utilize medical terminology to communicate with clinical staff regarding patient diagnosis and treatment.
- ○ **CO2 (Understand):** Explain the etiology and prevention of common communicable and non-communicable diseases.
- ○ **CO3 (Apply):** Interpret basic anatomy and physiology concepts to understand resource requirements for different specialties.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C101	1	1	1	3	1

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Health Management Information System
Course Code	MHA-C102

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Why to have HMIS in Hospital set up - Health Information System - Hospital Information System - Computer programme and operating system	25
2	Management Information System - MIS as a tool to managerial control - Importance of effective Health Information system	20

Reference Materials

1. Gordon B. Davis and Margrethe H. Olson, *Management Information Systems: Conceptual Foundations, Structure, and Development*, 2nd Edition, McGraw-Hill, 1985, ISBN: 9780070158284 (Classic text, rarely updated).
2. Enid Mumford, *Effective Systems Design and Requirements Analysis: The ETHICS Approach*, Macmillan, 1995, ISBN: 9780333639085
3. A.V. Srinivasan, *Managing a Modern Hospital*, 2nd Edition, Response Books (Sage), 2008, ISBN: 9788178297934
4. Sue Biedermann and Diane Dolezel, *Introduction to Healthcare Informatics*, 3rd Edition, AHIMA Press, 2022, ISBN: 9781584268307

Course Outcomes (CO)

MHA-C102: Health Management Information System (HMIS)

- ○ **CO1 (Apply):** Operate standard HMIS modules (Registration, Billing, EMR) for daily administrative tasks.
- ○ **CO2 (Analyze):** Analyze data security protocols to ensure patient privacy and compliance with Digital Health Mission standards.
- ○ **CO3 (Understand):** Able to develop sample managerial dashboards from HMIS data to monitor Key Performance Indicators (KPIs) like Bed Occupancy.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C102	1	1	2	3	3

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Principles of Management
Course Code	MHA-C103

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	History and growth of management science - Traditional management vs. modern health care management - Evolution of management theory - Healthcare management as a profession	25
2	Evaluation of Management Concepts - Management components i.e. Planning, Organizing, Staffing, Motivating, Leading - Co-ordination and Controlling. - Modern Management concept and its implication in health sector	20

Reference Materials

1. James A.F. Stoner, R. Edward Freeman, and Daniel R. Gilbert, *Management*, 6th Edition, Pearson Education, 2018, ISBN: 9789332586857
2. Callie Daum, *Principles of Management Essentials You Always Wanted To Know*, 3rd Edition, Vibrant Publishers, 2019, ISBN: 9781636511948
3. L.M. Prasad, *Principles and Practice of Management*, 11th Edition, Sultan Chand & Sons, 2025, ISBN: 9789391820879
4. R.M. Srivastava, *Management Policy and Strategic Management*, 3rd Edition, Himalaya Publishing House, 2014, ISBN: 9788184884548

Course Outcomes (CO)

- ○ **CO1 (Apply):** Apply POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting) functions to organize a specific hospital unit (e.g., Nursing Station).
- ○ **CO2 (Understand):** Understand different management styles and their effectiveness in a high-stress hospital environment.
- ○ **CO3 (Analyze):** Develop a departmental plan with clear objectives Management by Objectives (MBO) and resource requirements.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C103	3	3	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Organizational Behaviour
Course Code	MHA-C104

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Concept of Organizational Behaviour - Major Components of organizational behaviour – Personality development, Motivation, Group, Leadership, Co-operation and Conflict	11
2	Behavior of people of their work place and its relation in team building for achieving organizational goals - Sociology and Anthropology	12
3	Basics of Psychology - Characteristics of workgroups - Dynamics of organizational behavior	11
4	Motivation and Leadership - Conflict management - Transactional analysis	11

Reference Materials

1. Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra, *Organizational Behavior*, 19th Edition, Pearson, 2023, ISBN: 9789356064270
2. L.M. Prasad, *Organizational Behaviour*, 6th Edition, Sultan Chand & Sons, 2019, ISBN: 9789351611462
3. Robert A. Baron and Girishwar Misra, *Psychology*, 5th Edition, Pearson India, 2015, ISBN: 9789332558540

Course Outcomes (CO)

MHA-C104: Organizational Behaviour

- ○ **CO1 (Understand):** Understand team dynamics to resolve inter-professional conflicts (e.g., Doctor-Nurse friction).
- ○ **CO2 (Apply):** Apply motivation theories to design non-monetary incentive programs for hospital staff.
- ○ **CO3 (Analyze):** Assess organizational culture and its impact on patient safety and staff turnover.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C104	3	3	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Healthcare at Hospitals
Course Code	MHA-C105

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Overview of Hospital - Concept of Modern Hospital & Privatization in Health Sector - Public Sector Hospitals and Level of care / offered facilities	11
2	Overview of Hospital Administration - What is a hospital? - What is hospital Administration? - Introduction to basic terminologies used in a hospital - Types of Hospitals - Hospital Services: OPD, IPD, Supportive services, Administrative Services	12
3	Role of Hospitals in Healthcare - History of hospitals - Hospitals in India- Ancient Period, Colonial Period, post-independence. - Changing role of Hospitals - Health Insurances – Types, challenges, and major players. - Legal issues in Hospitals	11
4	Scope of hospital administration in healthcare industry - Role of hospital administrator (HA), Chief Executive Officer (CEO), Chief Operating Officer (COO) - Tasks performed by other executives (Manager (HR, Finance, etc), Head of department/s (nursing, emergency, store etc), Chief Medical Officer, Medical Officer, Head Nurse, Patient coordinator, floor coordinator, - Job description of HA or manager - Role of HA in legal matters	11

Reference Materials

1. B.M. Sakharkar, *Principles of Hospital Administration and Planning*, 2nd Edition, Jaypee Brothers Medical Publishers, 2024, ISBN: 9788184486322
2. K. Park, *Park's Textbook of Preventive and Social Medicine*, 28th Edition, Banarsidas Bhanot Publishers, 2025, ISBN: 9789382219262
3. Joydeep Das Gupta, *Hospital Administration and Management: A Comprehensive Guide*, 4th Edition, Jaypee Brothers Medical Publishers, 2026, ISBN: 9789372023886

Course Outcomes (CO)

MHA-C105: Healthcare at Hospitals

- **CO1 (Understand):** Classify hospitals by ownership/level of care and map the ideal patient flow for OPD and IPD.
- **CO2 (Apply):** Design a patient plan that integrates hospitality principles into clinical workflows.
- **CO3 (Analyze):** Analyze the structural differences between public, corporate, and trust hospitals in India.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C105	1	1	3	3	1

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Basic Statistics
Course Code	MHA-C106

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

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

Reference Materials

1. Bratati Banerjee, *Mahajan's Methods in Biostatistics for Medical Students and Research Workers*, 11th Edition, Jaypee Brothers Medical Publishers, 2026, ISBN: 9789366166971

Course Outcomes (CO)

MHA-C106: Basic Statistics

- **CO1 (Apply):** Calculate measures of central tendency and dispersion for hospital data (e.g., Average Length of Stay).
- **CO2 (Analyze):** Select appropriate sampling techniques for patient satisfaction surveys.
- **CO3 (Apply):** Interpret statistical significance in clinical research papers to aid evidence-based management.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C106	1	1	1	3	2

Programme Name	Master of Hospital Administration
Semester	Semester I
Course Title	Practical
Course Code	MHA-P101

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
-	-	06	03	-	-	40/16	60/24	40/100

Unit	Description
1	Biostatistical & Epidemiological Exercises - Define, calculate and interpret morbidity and mortality indicators based on given set of data - Causation & Association - Measure of Association - Types of Variables - Scales of Measurement - Perform descriptive statistics for given set of data - Measure of Central Tendency - Measures of dispersion - Probability and Frequency of distribution
2	Concurrent Hospital Postings (Rotatory Practical) (As mentioned in Appendix 6) Operational & Skill-Based Practical Core Administrative Assignments
3	Field Visits (As mentioned in Appendix 5)

Reference Materials

1. Shakti Gupta and Sunil Kant, *Hospital Stores Management: An Integrated Approach*, 1st Edition, Jaypee Brothers Medical Publishers, 2004, ISBN: 9788171797400

Semester II: Examination & Evaluation Scheme

Course Code	Course Title	Credits			Teaching Hours			Theory			Practical		
		Theory (T)	Practical (P)	Total	Theory (T)	Practical (P)	Total	Internal	External	Total	Internal	External	Total
MHA-C201	Management of Hospital Services	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C202	Material Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C203	Biomedical Waste Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C204	Financial Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C206	Health - Medicolegal aspects & Ethics	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C207	Research Methodology	3	-	3	45	-	45	40	60	100	-	-	-
MHA-P201		-	3	3	-	90	90	-	-	-	40	60	100
Total		**18**	**3**	**21**	**270**	**90**	**360**	**240**	**360**	**600**	**40**	**60**	**100**
Theory Total – 600, Practical Total – 100, Grand Total – Semester – I = 700													

Minimum passing of 40 marks is 16 marks & minimum passing of 60 marks is 24 marks and out of 100 marks, the minimum passing is 40 marks.

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Management of Hospital Services
Course Code	MHA-C201

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Overview of the Out Patient & In Patient Services - Day care - Accident and emergency services - Physical medicine and rehabilitation - Occupational therapy unit - Physiotherapy - Nursing service and ward management - Critical care services – ICU, CCU, NICU, - Surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration	11
2	Speciality Services - Paediatrics - OBG & GYN, - ENT - Ophthalmology - Orthopedic -Psychiatry - Anaesthesia - Dental - Super-speciality Services- Cardiology, Thoracic Surgery, Neurology,Neurosurgery, Nephrology, Dialysis Unit, Transplantation Services	12
3	Overview of Support Services - Diagnostic-Radiology & Imaging Services - Hospital Laboratory, Blood Bank & Transfusion Services - Ambulance Services, Pharmacy - CSSD, Oxygen Manifold/ Concentrator - Dietary Service - Hospital Laundry and Linen - Marketing and Public Relations - Finance and Administrative Departments	11
4	Overview of Utility Services - Housekeeping, Hospital Engineering and Maintenance - Biomedical Department - Central Stores and Purchase Department	11

| | - Medical Records-confidentiality of records, enquiry, registration & admission
- Central billing and accounts
- Cafeteria/canteen
- Mortuary | |

Reference Materials

1. Madhuri Sharma, *Essentials for Hospital Support Services and Physical Infrastructure*, 1st Edition, Jaypee Brothers Medical Publishers, 2003, ISBN: 9788180610783
2. S.L. Goel, *Health Care System and Management* (Set of 4 Vols), Deep & Deep Publications, 2001, ISBN: 9788176292863
3. A.V. Srinivasan, *Managing a Modern Hospital*, 2nd Edition, Response Books (Sage), 2008, ISBN: 9788178297934

Course Outcomes (CO)

MHA-C201: Management of Hospital Services

- ○ **CO1 (Understand):** Detail the workflow and equipment requirements for CSSD, Laundry, and Dietary services.
- ○ **CO2 (Apply):** Implement quality control checklists for housekeeping and sanitation in high-risk areas (ICU/OT).
- ○ **CO3 (Analyze):** Analyze the cost-benefit of outsourcing vs. in-house management for security and transport.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C201	3	3	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Materials Management
Course Code	MHA-C202

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Importance of material management - Principles of material management, material forecasting - Inventory management and analysis	15
2	Import formalities relating to Medical Equipments - Letter of credit, service contracts. - Purchase style, need assessment	15
3	Tender system - Condemnation and disposal - Economic order quantity, safety stock, lead time	15

Reference Materials

2. Shakti Gupta and Sunil Kant, *Hospital Stores Management: An Integrated Approach*, 1st Edition, Jaypee Brothers Medical Publishers, 2004, ISBN: 9788171797400
3. P. Gopalakrishnan, *Purchasing and Materials Management*, 1st Edition, McGraw Hill Education, 2001, ISBN: 9780074622118

Course Outcomes (CO)

MHA-C202: Material Management

- ○ **CO1 (Apply):** Apply ABC and VED analysis to optimize inventory levels for the central medical store.
- ○ **CO2 (Analyze):** Draft a tender document for medical equipment procurement including technical and financial bids.
- ○ **CO3 (Understand):** Understanding the concepts of audit storage conditions to prevent pilferage, expiry, and obsolescence of stock.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C202	3	1	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Biomedical Waste Management
Course Code	MHA-C203

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Definition of Biomedical Waste - BMW – Segregation, collection, transportation, disposal - Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste	15
2	- BMW Management & methods of disinfection - Modern technology for handling BMW	15
3	- Monitoring & controlling of cross infection (Protective devices) - BMW from Administrative point (Budget, Health check-up, Insurance)	15

Reference Materials

1. Madhuri Sharma, *Essentials for Hospital Support Services and Physical Infrastructure*, 1st Edition, Jaypee Brothers Medical Publishers, 2003, ISBN: 9788180610783
2. A.V. Srinivasan, *Managing a Modern Hospital*, 2nd Edition, Response Books (Sage), 2008, ISBN: 9788178297934

Course Outcomes (CO)

- ○ **CO1 (Apply):** Strictly enforce color-coded segregation protocols across all hospital departments.
- ○ **CO2 (Analyze):** Analyze gaps in waste handling training among nursing and housekeeping staff.
- ○ **CO3 (Understand):** Understand the compliance with Pollution Control Board norms and maintain mandatory legal records.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C203	1	1	3	1	1

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Financial Management
Course Code	MHA-C204

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Basics of financial management - Cash flow and fund flow - Issues and scope of financial management - Recording Business transactions - Financial Statement & its analysis - Fund allocation & department performance reports - Budgeting – Revenue and Capital Budgeting, Cash Budgeting & Productivity	12
2	Basic concept of Marketing Management – Consumer Behaviour - Marketing research & information - Pricing of various services	11
3	Concept of business plan, project plan - Elements of cost and costing methods - Hospital Rate setting – Managerial cost and Break-even analysis - Cost control and cost reduction	12
4	Marketing strategy, evaluation and control - Promotion of Business in Hospital - Service Marketing – Patient care and communication	10

Reference Materials

1. Michael R. Czinkota and Masaaki Kotabe, *Marketing Management*, 3rd Edition, South-Western College Pub, 2004, ISBN: 9780324022032
2. William D. Perreault Jr., Joseph P. Cannon, and E. Jerome McCarthy, *Basic Marketing: A Marketing Strategy Planning Approach*, 20th Edition, McGraw Hill, 2021, ISBN: 9781260260373
3. V.S. Ramaswamy and S. Namakumari, *Marketing Management: Indian Context, Global Perspective*, 6th Edition, Sage Publications, 2018, ISBN: 9789352806744
4. M.Y. Khan and P.K. Jain, *Financial Management: Text, Problems and Cases*, 8th Edition, McGraw Hill Education, 2023, ISBN: 9789353162184
5. I.M. Pandey, *Financial Management*, 12th Edition, Pearson India, 2021, ISBN: 9789390577231 (Best match for case-based learning by this author)
6. William N. Zelman, Michael J. McCue, Noah D. Glick, and Marci S. Thomas, *Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts and Applications*, 5th Edition, Wiley, 2020, ISBN: 9781119553847
7. James C. Van Horne and John M. Wachowicz, *Fundamentals of Financial Management*, 13th Edition, Pearson, 2008, ISBN: 9780273713630

8. Philip Kotler and Kevin Lane Keller, *Marketing Management*, 16th Edition, Pearson, 2021, ISBN: 9780135887158
9. Rajan Saxena, *Marketing Management*, 6th Edition, McGraw Hill Education, 2019, ISBN: 9789389538335

Course Outcomes (CO)

MHA-C204: Financial Management

- ○ **CO1 (Understand):** Interpret Balance Sheets, Profit & Loss accounts, and Cash Flow statements.
- ○ **CO2 (Apply):** Calculate the unit cost of hospital services (e.g., cost per bed day, cost per surgery) and apply the 7Ps of services marketing to promote hospital facilities
- ○ **CO3 (Analyze):** Drafting a sample departmental budget incorporating capital and operational expenditures along with an ethical marketing campaign for the department.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C204	3	3	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Health - Medicolegal aspects & Ethics
Course Code	MHA-C205

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Medico-legal issues - Definition & Types of medico-legal issues - Role of administrator in preventing and managing medico-legal cases - Case studies on medico-legal issues - Broad introduction to medical jurisprudence and its application in hospitals	11
2	Code of medical ethics - Hippocrates oath and declaration of Geneva - Introduction to Legal framework - Patient's rights & provider's responsibility - Medical Malpractice	12
3	Difference between laws, acts and policies - Drug & Cosmetic Act - Organ Transplantation Act - Medical Termination of Pregnancy Act - Prenatal Diagnostics Act - ESI Act - Clinical Establishment Act	11
4	- Laws Relating to toxicology - Consumer Protection Act and its application in hospitals - Law of Tort - Other relevant Laws and Acts & Medico- Legal Problems in relation to health administration	11

Reference Materials

1. Omprakash V. Nandimath, Alexander Thomas, and Arpitha H.C., *Health Law and Ethics: Critical Reflections*, 1st Edition, Thomson Reuters, 2022, ISBN: 9789391340537
2. Yatindra Singhal and Niraj Singhal, *Doctors and Law*, 3rd Edition, Universal Law Publishing, 2015, ISBN: 9789350355480
3. V.V. Pillay, *Textbook of Forensic Medicine and Toxicology*, 20th Edition, Paras Medical Publisher, 2023, ISBN: 9788181915603

Course Outcomes (CO)

MHA-C205: Health - Medicolegal Aspects & Ethics

- ○ **CO1 (Remember):** List key provisions of CPA, PNDT, MTP, and Organ Transplant Acts.
- ○ **CO2 (Apply):** Ensure valid informed consent and proper documentation for all medico-legal cases (MLC).
- ○ **CO3 (Analyze):** Analyze situations of medical negligence to mitigate liability risks for hospital

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C205	1	1	3	3	1

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Research Methodology
Course Code	MHA-C206

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Characteristics of scientific research - Types of research - Understanding and Formulating the Research Question - Choosing research topic - Formulating research questions and hypotheses	11
2	- Writing Introduction - Types of literature review - Literature review process - Critical review of the existing evidence - Methods of synthesizing evidence from literature	12
3	- Writing literature review - Overview of research designs - Qualitative research, quantitative and mixed method research Design - Study variables - Sampling and sampling techniques	11
4	- Writing study design - Overview of data collection procedure - Tool development and use of digital platforms for data collection and use of Google forms	11

Reference Materials

1. C.R. Kothari and Gaurav Garg, *Research Methodology: Methods and Techniques*, 4th Edition, New Age International, 2019, ISBN: 9789386649225
2. John W. Creswell and J. David Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 6th Edition, Sage Publications, 2023, ISBN: 9781071817940
3. Bratati Banerjee, *Mahajan's Methods in Biostatistics for Medical Students and Research Workers*, 11th Edition, Jaypee Brothers Medical Publishers, 2026, ISBN: 9789366166971

Course Outcomes (CO)

MHA-C206: Research Methodology

- ○ **CO1 (Understand):** Understand and describe different research designs.
- ○ **CO2 (Apply):** Develop skills to write research proposals/protocols.
- ○ **CO3 (Analyze):** Select and apply appropriate research methods to address public health problem

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C206	1	1	1	1	3

Programme Name	Master of Hospital Administration
Semester	Semester II
Course Title	Practical
Course Code	MHA-P201

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
-	-	06	03	-	-	40/16	60/24	40/100

Unit	Description
I	Concurrent Hospital Postings (Rotatory Practical) (As mentioned in Appendix 6 &7)
	Operational & Skill-Based Practical
	Core Administrative Assignments

Reference Materials

1. Poornima M. Charantimath, *Total Quality Management*, 4th Edition, Pearson Education, 2022, ISBN: 9789354491207
2. Brajkishore Rajoriya, *Hospital and Healthcare Accreditation*, 1st Edition, Jaypee Brothers Medical Publishers, 2017, ISBN: 9789352703661
3. Arun K. Agarwal, *Standard Operating Procedures (SOP) for Hospitals in India*, Atlantic Publishers, 2007, ISBN: 9788126907762

Semester III: Examination & Evaluation Scheme

Course Code	Course Title	Credits			Teaching Hours			Theory			Practical		
		Theory (T)	Practical (P)	Total	Theory (T)	Practical (P)	Total	Internal	External	Total	Internal	External	Total
MHA-C301	Strategic Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C302	Human Resource Management (HRM)	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C303	Drug Management & its Rules	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C304	OT, Ward Management & Floor Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-C305	Quality Management	3	-	3	45	-	45	40	60	100	-	-	-
MHA-E306	Elective - 1 - a. Hospital Planning b. Hospitality Management c. Bio-medical Equipments	3	-	3	45	-	45	40	60	100	-	-	-
MHA-P301	Practical	-	3	3	-	90	90	-	-	-	40	60	100
Total		**18**	**3**	**21**	**270**	**90**	**360**	**240**	**360**	**600**	**40**	**60**	**100**
Theory Total – 600, Practical Total – 100, Grand Total – Semester – I = 700													

*Note: The title of the Elective course will depend on the stream chosen by the student.

Minimum passing of 40 marks is 16 marks & minimum passing of 60 marks is 24 marks and out of 100 marks, the minimum passing is 40 marks. Practical includes field visits, but the calculations are kept and considered as for practical

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Strategic Management
Course Code	MHA-C301

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Introduction to strategic management - Organizational mission: Philosophy, policy, Strategic Intent, vision, mission, values - Defining strategic management process - Strategic objectives, Porter's value chain: concept and Applications - Strengths, Weakness, Opportunities, and Threat Analysis	15
2	Corporate Level Strategy - Grand Strategy, Portfolio analysis: BCG Matrix, Blue Ocean strategy - Business level Strategy: Generic Business Strategy - Functional strategy analysis: Plans and policies, financial, marketing, operational, personnel, IT, and Integration - Implementation of Strategic Management	15
3	- Corporate culture, structure, human resource, rewards. - Control of strategies: strategic diagnosis, & operational diagnosis. - Corporate Social Responsibility as strategy for hospital - Management and society, culture and management, management ethics - CSR Act and responsibilities of hospital/healthcare organizations	15

Reference Materials

1. Sharon M. Oster, *Strategic Management for Nonprofit Organizations: Theory and Cases*, 1st Edition, Oxford University Press, 1995, ISBN: 9780195085037
2. R.M. Srivastava, *Management Policy and Strategic Management*, 3rd Edition, Himalaya Publishing House, 2011, ISBN: 9788184884548
3. Lawrence R. Jauch and William F. Glueck, *Business Policy and Strategic Management*, 6th Edition, Frank Brothers (McGraw Hill), 2003, ISBN: 9780070235312
4. Robert J. Allio, *The Practical Strategist: Business and Corporate Strategy for the 1990s*, Indus Publications, 1994, ISBN: 9780887303999
5. Azhar Kazmi and Adela Kazmi, *Strategic Management*, 5th Edition, McGraw Hill, 2020, ISBN: 9788194740049

Course Outcomes (CO)

MHA-C301: Strategic Management

- ○ **CO1 (Apply):** Perform SWOT and PESTLE analysis to assess the hospital's competitive position.
- ○ **CO2 (Understand):** Formulate a strategic plan for hospital expansion or service diversification.
- ○ **CO3 (Analyze):** Monitor strategic implementation using the Balanced Scorecard approach, Johari Window.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C301	1	3	1	1	1

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Human Resource Management (HRM)
Course Code	MHA-C302

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Human Resource Planning (HRP) Definition, Importance, - Demand Forecasting (Delphi Technique, Ratio-trend analysis) - Supply Forecasting (Skill inventories, Replacement Charts)	9
2	Human Resource Development (HRD) - Recruitment, Selection, Placement, sources of recruitment, methods of selection, promotion and transfer, implementation of selection methods in Hospital	9
3	Training and Development Training concepts, differences, importance, organizing training programmes and evaluation, systems of training and development in Hospitals, methods of training	9
4	Performance Appraisal (PA) and Wages and Salary Meaning, objectives, different theories of PA, techniques of PA, wages and salary administration, concepts, principles in determining enrolment techniques.	9
5	Disputes and Grievance handling Framework for employer-employee relations, grievance procedure, principles and guidelines for grievance handling. Impact of trade unions on industrial relations.	9

Reference Materials

1. S. Sadri, S. Jayashree, and M. Ajgaonkar, *Geometry of HR*, 1st Edition, Himalaya Publishing House, 2002, ISBN: 9788178662695
2. Arun Monappa, *Managing Human Resources*, 1st Edition, Laxmi Publications (formerly Tata McGraw Hill), 1997, ISBN: 9780333929896
3. Stephen P. Robbins and David A. DeCenzo, *Personnel/Human Resource Management*, 3rd Edition, Prentice Hall, 1996, ISBN: 9788120310797
4. P. Subba Rao, *Essentials of Human Resource Management and Industrial Relations*, 6th Edition, Himalaya Publishing House, 2024, ISBN: 9789354339134
5. Gary Dessler, *Human Resource Management*, 17th Edition, Pearson, 2023, ISBN: 9780137927388
6. Debi S. Saini, *Human Resources Management: Perspectives for the New Era*, 1st Edition, Response Books (Sage), 2000, ISBN: 9780761994336
7. R.C. Goyal, *Hospital Administration and Human Resource Management*, 6th Edition, PHI Learning, 2017, ISBN: 9788120353657

Course Outcomes (CO)

MHA-C302: Human Resource Management

- ○ **CO1 (Analyze):** Design job descriptions and competency frameworks for hospital staff.
- ○ **CO2 (Apply):** Conduct effective performance appraisals and training needs assessments.
- ○ **CO3 (Understand):** Describe manpower planning data to prevent understaffing or overstaffing.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C302	1	1	1	3	3

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Drug Management & its rules
Course Code	MHA-C303

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Drug Management ; Present scenario - Hospital Pharmacy Licenses, Drug Licenses, Narcotics drugs - Purchase of drugs and other consumable materials. Drug Storage	15
2	Pharmacy Billing. Computerized drug management system - Rational use of drugs and Prescription Audit - Spurious drugs, Banned drugs	15
3	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	15

Reference Materials

1. S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep & Deep Publications, 2010, ISBN: 9788176292726
2. John R. McGibony, *Principles of Hospital Administration*, 2nd Edition, G.P. Putnam's Sons, 1969, ISBN: 9780399400339

Course Outcomes (CO)

MHA-C304: Drug Management & its Rules

- ○ **CO1 (Apply):** Manage the procurement and storage of drugs, including Narcotics and Cold Chain items.
- ○ **CO2 (Analyze):** Monitor antibiotic usage patterns to support the hospital's stewardship program.
- ○ **CO3 (Apply):** Audit pharmacy dispensing processes to minimize medication errors.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C303	1	1	3	1	1

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	OT, Ward Management & Floor Management
Course Code	MHA-C304

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	- Different types of ward - Position of Nursing Station - Ward facilities - Duties and responsibilities of ward staff - Manpower Need Assessment in Hospital Ward	30
2	- General concept on OT design and function of OT - Advantages and importance of zoning of OT	15

Reference Materials

1. S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep & Deep Publications, 2010, ISBN: 9788176292726
2. John R. McGibony, *Principles of Hospital Administration*, 2nd Edition, G.P. Putnam's Sons, 1969, ISBN: 9780399400339
3. Arun K. Agarwal, *Standard Operating Procedures (SOP) for Hospitals in India*, Atlantic Publishers, 2007, ISBN: 9788126907762

Course Outcomes (CO)

MHA-C304: OT, Ward Management & Floor Management

- ○ **CO1 (Apply):** Enforce zoning and sterilization protocols in the Operation Theatre.
- ○ **CO2 (Evaluate):** Develop nursing rosters and floor management protocols for inpatient wards.
- ○ **CO3 (Analyse):** Analyze bed utilization and discharge turnaround times to improve floor efficiency.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C304	3	3	3	1	1

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Quality Management
Course Code	MHA-C305

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	Quality management philosophies - Contributions of Deming, Jurran and Crosly - Planning for quality - Creating quality culture - Patient centered quality - Training for quality - Quality management in Hospital Department – Front office, OPD, Casualty, Laboratory, OT, ICU , MRD, Dietary, Laundry, Housekeeping, CSSD, IP and Nursing - Patient safety management - Hospital acquired infection control - Patient satisfaction survey - Clinical audit & Nursing audit	12
2	Total Quality Management (TQM)- Concept - Team work / Employee involvement - Key result areas & TQM tools - Quality function Deployment (QFD) - Deming's P- C- D- A- Cycle - Just In Time (JIT) - Kaizen - Zero defect program & Six Sigma - Flow diagram for TQM - Pareto Analysis - Cause and effect diagram - Control charts	12
3	- Introduction to ISO 2000, ISO 14000, and ISO 18000 - Documentation of quality systems and manuals - Accreditation & Quality Improvements and parameters - NABH, JCI, NABL guidelines	9
4	- Basics of disaster management and Mass casualties - Components of disaster plan : pre-hospital and hospital - Disaster alertness in Hospital	12

- Disaster management planning and implementation - Severity of illness amongst disaster victims and risk assessment	

Reference Materials

1. Poornima M. Charantimath, *Total Quality Management*, 4th Edition, Pearson Education, 2022, ISBN: 9789354491207
2. Brajkishore Rajoriya, *Hospital and Healthcare Accreditation*, 1st Edition, Jaypee Brothers Medical Publishers, 2017, ISBN: 9789352703661
3. Arun K. Agarwal, *Standard Operating Procedures (SOP) for Hospitals in India*, Atlantic Publishers, 2007, ISBN: 9788126907762

Course Outcomes (CO)

MHA-C305: Quality Management

- **CO1 (Apply):** Implement TQM tools (Fishbone, Pareto) to solve quality issues.
- **CO2 (Understand):** Prepare the hospital for NABH/NABL accreditation assessments.
- **CO3 (Analyze):** Analyze clinical indicators and patient safety incidents (sentinel events).

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-C305	3	3	3	1	1

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Elective - 1 [Hospital Planning OR Hospitality Management OR Bio-medical Equipments]
Course Code	MHA-E306

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
03	-	-	03	40/16	60/24	-	-	40/100

Unit	Description	Hours
1	**Hospital Planning** - Changing health care concept in planning / designing. - Site surveys for planning a hospital (Techno-Commercial) - Hospital building, architectural patterns, landscaping - Internal arrangements, sanitation, lighting, ventilation and traffic control - Planning of 30,100,250 bedded hospital(general/specialty) - 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 - Project conceptualization, functional requirements. Implementation	45
2	**Hospitality Management** - Treat your patients and treat also like your guest - Changing mind set of patients necessitate Hospitality Management - Aims and objectives of Hospitality Management (Commercial point) - Methods of Hospitality Management in a Hospital set-up - Attractive look, Effective conversation, Multi lingual, Smart dress. - Role of Hospitality Management in a Hospital set-up - Etiquette and manners	45
3	**Biomedical Equipment** - List of common Medical Equipments used in Hospital - Justification of purchase proposal, Hospital Need Assessment - Equipment selection guideline, Estimation of cost and Q.C. Planning - Purchase / Installation / Commissioning of Medical Equipments - Replacement of old equipments and Buyback Policy - Estimation of Breakeven point and Profit – Projection in hospital budget - Medical Equipment Maintenance (In-house and AMC)	45

Reference Materials

1. S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep & Deep Publications, 2010, ISBN: 9788176292726
2. John R. McGibony, *Principles of Hospital Administration*, 2nd Edition, G.P. Putnam's Sons, 1969, ISBN: 9780399400339
3. Poornima M. Charantimath, *Total Quality Management*, 4th Edition, Pearson Education, 2022, ISBN: 9789354491207

Course Outcomes (CO)

MHA-E306: Elective (Select One)

Option A: Hospital Planning

- **CO [Understand]:** Design functional layouts for hospital departments ensuring regulatory compliance.

Option B: Hospitality Management

- **CO [Analyze]:** Implement soft-skills training and guest-relation protocols.

Option C: Bio-medical Equipments

- **CO [Apply]:** Manage the lifecycle of medical equipment (Purchase to Condemnation).

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-E306	3	3	2	2	2

Programme Name	Master of Hospital Administration
Semester	Semester III
Course Title	Practical
Course Code	MHA-P301

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
				Theory		Practical		
Lecture	Tutorial	Practical		Internal	External	Internal	External	Total
-	-	06	03	-	-	40/16	60/24	40/100

Unit	Description
1	Concurrent Hospital Postings (Rotatory Practical) (As mentioned in Appendix 6 &7) Operational & Skill-Based Practical Core Administrative Assignments

Reference Materials

1. Poornima M. Charantimath, *Total Quality Management*, 4th Edition, Pearson Education, 2022, ISBN: 9789354491207
2. Brajkishore Rajoriya, *Hospital and Healthcare Accreditation*, 1st Edition, Jaypee Brothers Medical Publishers, 2017, ISBN: 9789352703661
3. Arun K. Agarwal, *Standard Operating Procedures (SOP) for Hospitals in India*, Atlantic Publishers, 2007, ISBN: 9788126907762

Semester IV: Examination & Evaluation Scheme

Course Code	Course Title	Credits			Teaching Hours			Theory			Practical		
		Theory (T)	Practical (P)	Total	Theory (T)	Practical (P)	Total	Internal	External	Total	Internal	External	Total
MHA-I401	Internship	-	8	8	-	360	360	-	-	-	100	150	250
MHA-R402	Thesis (Research Project)	-	12	12	-	540	540	-	-	-	160	240	400
Total		**-**	**20**	**20**	**-**	**900**	**900**	**-**	**-**	**-**	**260**	**390**	**650**
Practical Total – 650, Grand Total – Semester – IV= 650													

Minimum passing of 250 marks is 100 marks & minimum passing of 400 marks is 160

Programme Name	Master of Hospital Administration
Semester	Semester IV
Course Title	Internship
Course Code	MHA-I401

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
Lecture	Tutorial	Practical		Theory		Practical		Total
				Internal	External	Internal	External	
-	-	-	08	-	-	100	150	100/250

Sr. No.	Description	Hours
I	Details of all attended teaching Learning activities to be recorded by the students with signature from faculty/mentor - A duly signed report from the host organization where the student underwent two-month (eight week) internship - Viva voce of the entire internship & the topics covered in the previous semesters	360

Course Outcomes (CO)

MHA-I401: Internship

○ **CO1 (Apply):** Apply classroom theory to solve real-world operational problems in the internship hospital.

○ **CO2 (Analyze):** Analyze the host organization's structure, culture, and challenges.

○ **CO3 (Create):** Develop a project report detailing a specific intervention and its outcomes.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-I401	3	3	3	3	3

Programme Name	Master of Hospital Administration
Semester	Semester IV
Course Title	Thesis (Research Project)
Course Code	MHA-R402

Teaching & Examination Scheme

Contact hours per week			Course Credits	Examination Marks (Maximum / Passing)				
Lecture	Tutorial	Practical		Theory		Practical		Total
				Internal	External	Internal	External	
-	-	-	12	-	-	160	240	160/400

Sr. No.	Description	Hours
1	- A duly completed and signed research thesis submitted to the University before two months of the completion of fourth semester. - Viva voce of the Thesis (research project) done by the students and its evaluation - Viva voce of the topics covered in the previous semesters	540

Course Outcomes (CO)

MHA-R402: Thesis (Research Project)

- **CO1 (Create):** Formulate a research question and hypothesis relevant to hospital administration.
- **CO2 (Apply):** Execute a research study using appropriate methodology and statistical tools.
- **CO3 (Evaluate):** Defend research findings and their implications for healthcare policy or practice.

Level of Correlation of CO's with PO's -Scale: 3-High, 2-Medium, 1-Low

CO-PO Mapping Matrix

PO Mapping	PO1	PO2	PO3	PO4	PO5
MHA-R402	3	3	3	3	3

Appendices

Amrita Patel Centre for Public Health

Appendix - I

Teaching Learning Methods

- The program shall include teaching through didactic and interactive lectures, practical, demonstrations, group discussions, self-directed learning, use of kinesthetics & Information & communications technological (ICT) tools
- Structured problem-solving exercises
- Case based Learnings
- Simulation Exercises
- Field & Hospital Based Learnings

Appendix - 2

Program Outcomes (PO) for MHA

PO Code	Program Outcome	Description	Key Competencies Covered
PO1	Operational & Financial Stewardship	Ability to manage hospital operations (clinical & non-clinical), optimize resource allocation and ensure financial viability through budgeting and cost-containment strategies.	Healthcare Administration including Operations Management, Finance, Supply Chain, Facility Management,
PO2	Strategic Leadership & Stakeholder Engagement	Ability to lead diverse teams, resolve organizational conflicts, and communicate effectively with patients, medical staff and the community.	Leadership, Human Resource Management, Communication Skills, Organizational Behaviour,Critical Thinking
PO3	Regulatory Compliance, Quality & Ethics	Ability to ensure the hospital upholds all legal mandates (CPA, PNDT), achieves accreditation standards (NABH/NABL) and practices ethical patient care.	Law, Ethics, Quality Management, Patient Safety, Environment Sustainability
PO4	Public Health Integration & Evidence-Based Innovation	Ability to align hospital services with national health programs and use epidemiological data/research to drive institutional innovation.	Public Health, Epidemiology,HMIS, Teamwork and individual work
PO5	Data Analytics, Innovation, Resource Development & Lifelong	Ability to evaluate and apply quantitative data to inform organizational strategies, optimize decision-making, and enhance overall performance,	Lifelong Learning, Bio statistics, Research

	Learning	while also identifying, designing, and implementing innovative solutions, services, and funding strategies that strengthen organizational capacity and advance public health initiatives.	

Appendix - 3 - Courses Per Semester in MHA

Semester	Courses Name	Code	Credits	University Exam Name of the Course/semester	Code
I	Concept of Health (Basics)	MHA-C101	3	Concept of Health (Basics)	MHA-C101
	Health Management Information Systems	MHA-C102	3	Health Management Information Systems	MHA-C102
	Principles of Management	MHA-C103	3	Principles of Management	MHA-C103
	Organizational Behaviour	MHA-C104	3	Organizational Behaviour	MHA-C104
	Healthcare at Hospitals	MHA-C105	3	Healthcare at Hospitals	MHA-C105
	Basic Statistics	MHA-C106	3	Basic Statistics	MHA-C106
	Practical	MHA-P101	3	Practical	MHA-P101
	Total Credits		**21**		
II	Management of Hospital Services	MHA-C201	3	Management of Hospital Services	MHA-C201
	Material Management	MHA-C202	3	Material Management	MHA-C202
	Biomedical Waste Management	MHA-C203	3	Biomedical Waste Management	MHA-C203
	Financial Management	MHA-C204	3	Financial Management	MHA-C204
	Health - Medicolegal aspects & Ethics	MHA-C205	3	Health - Medicolegal aspects & Ethics	MHA-C206
	Research Methodology	MHA-C206	3	Research Methodology	MHA-C207
	Practical	MHA-P201	3	Practical	MHA-P201
	Total Credits		**21**		
III	Strategic Management	MHA-C301	3	Strategic Management	MHA-C301

		Human Resource Management	MHA-C302	3	Human Resource Management	MHA-C302
		Drug Management & its Rules	MHA C303	3	Drug Management & its Rules	MHA-C303
		OT, Ward Management & Floor Management	MHA-C304	3	OT, Ward Management & Floor Management	MHA-C304
		Quality Management	MHA-C305	3	Quality Management	MHA-C305
		Elective - I* a. Hospital Planning b. Hospitality Management c. Bio-medical Equipments	MHA-E306	3	Elective - I* a. Hospital Planning b. Hospitality Management c. Bio-medical Equipments	MHA-E306
		Practical	MHA-P301	3	Practical	MHA-P301
		Total Credits		**21**		
IV		Internship	MHA-I401	8	Internship	MHA-I401
		Thesis (Research Project)	MHA-R402	12	Thesis (Research Project)	MHA-R402
		Total Credits		**20**		
		Total Credits of the program		**83**		

Appendix 4 - Scheme of Assessment for Master of Hospital Administration (MHA)

1. Written Assessment -Schedule

Semester	Subject	Terminal Exam (1st) - 3rd Month	Terminal Exam (2nd)- 5th Month	Total Marks	Weightage for internal Out of 100
First	MHA- C101 to MHA- C107	20	20	40	40% collectively in all individual (1/2/3) semesters
Second	MHA- C201 to MHA- C207	20	20	40	
Third	MHA- C301 to MHA- C307	20	20	40	
Fourth	MHA- I401 & MHA- R402	-	-	-	-

2. Practical Assessment -Schedule

Semester	Subject	Terminal Exam (1st) - 3rd Month	Terminal Exam (2nd)- 5th Month	Total	Weightage for internal Out of 100 %
First	MHA- P101	20	20	40	40% collectively in all individual (1/2/3/4) semesters
Second	MHA- P201	20	20	40	
Third	MHA- P301	20	20	40	
Fourth	MHA- I401 & MHA- R402	130	130	260	

3.Pattern of Question paper:

Semester	Exam	Type of questions and Marks	Total exams
I **Total courses/subjects - 06** A total of 06 theory papers and 01 practical will be conducted	**Terminal Examination**	**Paper of 20 marks / ½ hr** 1. MCQs 1 mark x 5= 5 2. Short Answer Question (SAQ): 2 marks x 5 (no option) =10 3. Short Note (SN): 5 marks x 1 (with 1 option) =5	02
	University Examination	**Paper of 60 marks /2 hr** 1. MCQs 1 mark x 10= 10 2. Modified Long answer Question 10 marks x1=10 (With 1 option) 3. Short Answer Question (SAQ): 2 marks x 10 (no option) =20 4. Short Note (SN): 5 marks x 4 (with 1 option) =20	01

Semester	Exam	Type of questions and Marks	Total exams
II **Total courses/subjects - 06** A total of 06 theory papers and 01 practical will be conducted	**Terminal Examination**	**Paper of 20 marks / ½ hr** 1. MCQs 1 mark x 5= 5 2. Short Answer Question (SAQ): 2 marks x 5 (no option) =10 3. Short Note (SN): 5 marks x 1 (with 1 option) =5	02
	University Examination	**Paper of 60 marks /2 hr** 1. MCQs 1 mark x 10= 10 2. Modified Long answer Question 10 marks x1=10 (With 1 option) 3. Short Answer Question (SAQ): 2 marks x 10 (no option) =20 4. Short Note (SN): 5 marks x 4 (with 1 option) =20	01

Semester	Exam	Type of questions and Marks	Total exams
III **Total courses/subjects - 06** A total of 06 theory papers and 01 practical will be conducted	**Terminal Examination**	**Paper of 20 marks / ½ hr** 1. MCQs 1 mark x 5= 5 2. Short Answer Question (SAQ): 2 marks x 5 (no option) =10 3. Short Note (SN): 5 marks x 1 (with 1 option) =5	**02**
	University Examination	**Paper of 60 marks /2 hr** 1. MCQs 1 mark x 10= 10 2. Modified Long answer Question 10 marks x1=10 (With 1 option) 3. Short Answer Question (SAQ): 2 marks x 10 (no option) =20 4. Short Note (SN): 5 marks x 4 (with 1 option) =20	**01**

Semester	Exam	Type of questions and Marks	Total exams
IV **Total courses/subjects - 02**	**Terminal Examination**	**NA**	**NA**
	University Examination	**NA**	**NA**

Weightage & Mark Distribution for Assessments (Practical)

Each Semester	Assessment methods	Marks	Weightage Minimum Passing
Terminal Examination (n=02) (For Semester 1/2/3)	Simulation/case based exercises	5	**Collectively 40%**
	OSPE	5	
	Table Viva	10	
	Total	**20**	
	Total Internals	**40**	**16/40**
University Examination (For Semester 1/2/3)	Simulation/case based exercises	15	**60%**
	OSPE	15	
	Table Viva	30	
	Total	**60**	
	Grand Total	**100**	**40/100**
Internal Practical exam (For Semester 4) - Internship	Simulation/case based exercises	40	**40%**
	Logbook	30	
	Internship (Interim Progress Report)	30	
	Total	**100**	
University Examination (For Semester 4) - Internship	Simulation/case based exercises	15	**60%**
	OSPE	15	
	Table Viva	120	
	Total	**150**	
Internal Practical exam (For Semester 4) - Thesis	Simulation/case based exercises	40	**40%**
	Thesis (Interim Thesis Progress Report)	120	
	Total	**160**	
University Examination (For Semester 4) - Thesis	Simulation/case based exercises	15	**60%**
	OSPE	15	
	Table Viva	210	
	Total	**240**	
	Grand Total (Internship)	**250**	**100/250**
	Grand Total (Thesis)	**400**	**160/400**

Weightage for internal assessment :

Performance in Internal Assessment and eligibility to appear in University examination:

Learners must secure a _**minimum 40%**_ marks of the total marks - combined in theory and practical; not less than 40 % marks in theory and practical individually in internal assessment in a subject in order to be considered as passed in that subject - applicable both for Internals & University. Marks of Internal assessment will be reflected under a separate head in the mark sheet at the summative (University) examination. The results of internal assessment will be displayed on the notice board within 02 days of completion of the assessment.

Students who fail to achieve qualifying marks in internal examination:

Remedial examination will be provided to the students who are not able to score qualifying marks. Remedial examination will be conducted separately for the component of theory or practical within one week of declaration of internal assessment marks. The remedial written examination will be in the form of an objective [MCQ] test of 20 marks. Remedial practical examination will be in the form of practical exercises and viva-voce of 20 marks. The students are required to secure a minimum 40% marks in each remedial examination to be considered as pass in examinations. The students will be provided only a single opportunity for remedial examination.

Appendix - 5

Field visit Plan- Semester I

Health Systems & Service Delivery

Sr.No.	Visit / Activity	Specific Learning Objectives (SLOs)
1	Subcenter / Health & Wellness Center (HWC)	• Observe and understand the staffing pattern and infrastructure • Get insights on the roles and responsibilities of the staff at the HWC • Elaborate on the services provided at HWCs under the Ayushman Bharat Program
2	PHC (Primary Health Center)	• Describe the infrastructure and staff pattern of PHC • Describe role and responsibility of the staff at PHC • Observe and understand the administrative aspects of running a PHC from the perspective of a Medical Officer
3	Urban Health Center	• Describe Indian healthcare system for urban area • Describe infrastructure and staff at UHC • Describe the various outreach activities conducted by health care providers in the field practice area of UHTC
4	CHC	• To understand the infrastructure and staffing pattern of CHC. • To observe and participate in various activities conducted at CHC. • To have in sights on the implementation of the schemes like Janani Suraksha Yojana, Chiranjivi Yojana and other schemes for ensuring child survival and safe motherhood. • To interact with the concerned Authority/service providers/functionaries and beneficiaries on site and to get first-hand knowledge.

Evaluation & Reflection Method

To ensure public health students are learning maximum, we will utilize the Reflection Writing system

DIEP Model: A simple four-stage model for quick application

a. Describe the situation
b. Interpret what happened
c. Evaluate how useful it was.
d. Plan how to apply the learning in the future

Appendix - 6

Hospital Postings/Practical (Rotatory Practical ; Skill Based Practical & Core Assignments)

(Duration – Five days a week)

Semester I	Postings at
MHA- P101	**Information Technology (IT) Department** Participation in the process of Lay out of IT Department a) Server Room b) Manager's Office, c) Hardware Engineer, d) Software Engineer / Programmer, e) Data Entry Operator 2. Different sections for data entry 3. Data collection 4. Data analysis 5. Dissemination of information 6. Storing and preservation of information / record 7. Optimum utilization of LAN / WAN / MAN system 8. Different modules used in; - Registration, OPD, Admission, Discharge, Billing, Emergency, Laboratory, Nursing Station, Operation Theatre, Stores, Pharmacy, Pay-roll, Management Information System. 9. Maintenance of Computer including its accessories 10. Updating of modules on need based 11. Application of antivirus system **Reception** Participation in the process of:- 1. Receiving patients and providing information 2. Providing information of availability of doctors 3. Fixing appointment with doctors 4. Arrangement of direct admission for urgent cases 5. Public Address System 6. Supervising internal transportation system 7. No. of Receptionist required to handle the Desk **Admission** Involvement in the process of:- 1. Documentation of registration for Admission of patients 2. Preparation of files with relevant papers

3. Observing the process of receiving advance payment during admission either by cash or credit card

4. Formalities of procedures for ensuring availability of payee's fund

5. Distribution of visiting card, literatures, brochure etc. to the client

6. Transfer of Patient to ward

7. Ambulance management and billing

8. Deployment of no. of Receptionist-cum-Office Assistant

9. Foreign Exchange facilities

Billing & Discharge

Involvement in the process of:-

1. Assimilation of information through LAN from the different departments

2. Checking of data in the computer

3. Observation of different billing system like;

   a) Cash Billing – As per hospital's prevailing rate schedule
   b) Third Party Administrator (TPA) Billing – As per hospital's prevailing rate schedule

4. Handing over the bill to the patient party

5. Providing Birth Certificate, Amputee Certificate, Death Certificate, Referral Letter, as and when required

6. Providing discharge certificate in original along with all relevant documents for cash payee patient and photo copy of discharge certificate to the corporate and stroke patients

7. Deployment of no. of Receptionist-cum-Office Assistant

8. Facilities – Computer, Swapping Machine, Note Counting Machine, Communication facility

OPD Services

Involvement in :-

1. Layout of Reception Desk in OPD

2. Registration and department wise OPD Card segregation

3. Location of the concerned Department

4. Reception of patients

5. Physical facilities in OPDs

6. Close supervision of Doctor's Chamber for the followings:-

Availability of

   a) Prescription pad
   b) Stethoscope
   c) Bed Trolley
   d) Weigh Machine

e) Torch Light

f) Gloves

g) Liquid soap and towel

7. Records maintenance of OPD

8. Supervision of patient waiting area and its seating arrangement

9. Adequate communication with other departments / units / wards etc.

10. Public Addressing System

Public Relations Office

(a) General

1. Helping patients regarding the followings:

2. Information – Over phone / e-mail / letter / /whatsapp/fax / across the table

3. Dispatch reports for outstation patients

4. Providing different types of brochure

5. Liaison between doctor and patient

6. Estimation of treatment expenditure

7. Billing status of IPD patient

8. Visiting indoor patients to enquire about their facilities

9. Availability of Public Relations Officer everyday including Sundays and holidays

(b) Corporate

1. Coordination of admission of company patients and patient having medical insurance for cashless treatment.

2. Ensuring validity of ID card and referral letter

3. 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.

4. Provide different additional queries regarding the health status and treatment procedure of the patients to concerned TPA.

5. Informing the admission counter about the status of the patient awaiting admission.

6. Close liaison with concerned department or doctor of Corporate Houses

7. Coordination with Billing and other Depts. for collection of paper documentation

Pharmacy Services

Involvement in:-

1. Space requirement as per act

2. Lay out

3. Storage facility – different set up for different type of drugs

4. Equipments

5. Organizational structure (role and function)

    a)   In-charge
    b)   Pharmacist and Chemist
    c)   Sales Technician
    d)   Cash Counter
    e)   Computer Operator / Office Assistant
    f)   Attendant

6. Purchase of drugs – disposables, consumables etc.

7. Purchase of food items

8. Quality control

9. Proper storage of drugs

10. Sales policy

11. Record maintenance

12. Preparation of Accounts

13. Pharmacy Audit

Stores

Observation and participation in:-

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

1. Space requirement

2. Lay out (as per category of store)

3. Storage facility, proper setup for particular type of medical and non-medical items

4. Issuance policy

5. Safety measure

6. Minimum stock level

7. Deployment of staff like;

    a.   In-charge
    b.   Store keeper
    c.   Record maintenance clerk
    d.   Attendant / Delivery person
    e.   Security etc.

8. Proper storage procedures

9. Indents

10. Issue of item as per indent

11. Record keeping of issued materials as well as balance stock

12. Physical verification of stored items periodically

House Keeping

	Observation of:-
	1. All departments, wards and adjacent areas within the hospital premises
	2. Cleaning process – Moping, Sweeping, Washing, Shampooing (Carpet), Brooming
	3. Process of selection of detergents and disinfectants
	4. Disposal of waste materials
	5. Sources of waste in different areas of hospital
	6. Categories of waste identification in the hospital
	7. Waste segregation according to Biomedical Waste Management & Handling Rules
	8. Application of colour code, including poly pack, bin etc.
	9. Waste transportation process
	10. Internal waste storage system
	11. Disposal process of biomedical waste (solid & liquid)
	12. Management of infected healthcare worker
	13. Use of Personnel Protective Equipment (PPE)
	14. Supervision / leadership style
	15. Staff training for precaution taken
	16. Pest control system
	17. Record maintenance
	18. Waste Tracking
	19. Equipment for wet and dry scrubbing machine
	20. Usage of vacuum cleaner
	21. Garbage Trolley
	22. Role of (a) Operation Manager, (b) Housekeeping Manager, (c) Supervisor (round the clock) in different shift (d) Sweeper (e) Ward boy

Semester II	Postings at
MHA- P201	**Practical** **Laboratory Services** Observation of:- 1. Location 2. Structural facility 3. Administrative Area 4. Laboratory equipment

5. Lighting in laboratory

6. Laboratory furniture

7. Special mechanical and electrical equipments

8. Various functional units

a) Clinical pathology b) Hematology c) Bio Chemistry d) Histology e) Bacteriology and Serology

9. Auxiliary service area

10. Collection of samples and delivery of reports

11. Requirements for various quality accreditation systems

12. Organization

a) Sr. Microbiologist b) Microbiologist c) Lab. In-charge d) Technician e) Research Fellow f) Computer Operator g) Attendant

Imaging Services

Observation of:-

1. Layout of X-ray rooms

2. Various types of imaging machines and its usages

3. Maintenance of imaging machines

4. Protective gears

5. Precaution taken for Hazardous radio activity

6. Licenses required

7. General and special investigations

8. Layout of Reception area

9. Dress changing area of patient

10. Film processing room

11. Analysis of developed film and preparation of report

12. Storing of developed film

13. Delivery of film to patient / ward

14. Role of Radiologist, Technicians, and Office Assistant of Radiology Dept.

Personnel / H. R.Department

Observation of:-

1. Present employee status

2. Selection and recruitment procedure

3. Employee appraisal system

4. Employee training and development system

5. Retirement and retirement benefit system

6. H. R. Audit

7. Wage Administration

<u>Laundry & Linen Services</u>

Observation of

1. Location

2. Work flow

3. Physical facilities of Laundry

a. Receiving, Storing, Sorting, washing area, b. Central Disinfection Area, c. Cleaned Linen processing room, d. Laundry Manager's Office, e. Staff Room, f. Sewing and inspection area, g. Supply storage room, h. Solution Preparation area, i. Cleaned Linen issue area, j. Natural ventilation and light, k. Free Linen movement area

4. Other facilities

a. Adequate Water supply, b) Drainage system, c) Adjacent power supply, d) Steam, e) Compressed air

5. Arrangement of equipments

6. Soiled linen receiving from ward, OT, other areas

7. Process of sorting and cleaning, washing, drying, ironing

8. Collection and storing process of cleaned linen

9. Sorting of discarded linen and sending them to the Store

10. Process of linen distribution

11. Maintenance of hygiene

12. Infection control process

13. Process of staff training

14. Process of co-ordination among the related departments

15. Manpower for Laundry

a. Laundry Manager, b. Supervisor, c. Supporting staff

<u>Marketing</u>

Observation / involvement in:-

1. Office Layout

2. Different types of advertisement for projection

3. Fixture required for marketing (a) Banner, (b) Leaflet, (c) Hoarding,(d) CD / VCD / DVD

4. Media Management (Print, Electronic)

5. Event Management (Camp, Seminar, CME)

6. Institutional / Corporate marketing

7. Direct marketing

8. Channel / Franchise marketing

9. Data analysis

10. Patient feedback

11. Organization

a) Head of Marketing, b) Departmental Manager, c) Regional and Territory Manager ,d) Marketing Executive, e) Office Assistant

Computerization of Medical Record

Observation / involvement in

All elements of physical records maintenance plus

1. Alphanumeric data

2. Machine generated data

3. Image data

4. Interpretation of data

5. Derived data

6. Storage process of electronic data

7. Data classification

8. ICD – 10 System and its use in electronic records maintenance system.

Security Services

Observation of:-

1. Security room and posts

2. Security services in the hospital

3. Role of Security during patient visiting hours

4. Traffic control inside the hospital

5. Maintenance of fire precautions

6. Process of medico legal activities

Transportation Services

Observation of:

1. Different internal and external transport

2. Different ambulances

3. Ambulances in marked for communicable disease

4. Facilities given in the emergency ambulance

5. Maintenance of ambulance

	6. Maintenance of internal transportation
	Wards
	Observation of:-
	1. Ward Composition - Beds Patient Ratio
	2. Layout
	3. Types of ward
	4. Physical facilities
	a) Nursing Station, b) Doctor's room, c) Dirty utility room, d) Dress Changing room, e) Sanitary facilities, f) Dressing room for minor treatment, g) Isolation room, h) Ward , i) Day room j) Barrier Nursing, k) Other facilities - i) Ward side Laboratory, ii) Linen Store, iii) Drug Store etc.
	5. Other Equipment facilities
	a) Electronic Monitoring Devices, b) Ventilation Devices – Natural & Mechanical, c) Ward Lighting, d) Calling Bell, e) Fire Alarm System
	6. Organization
	a) Resident Medical Officer, b) Nursing Superintendent, c) Floor Co-coordinator, d) Nursing In-charge, e) Nursing Personnel, f) Nursing Trainee, g) Ward Boy
	7. Communication facilities
	8. Methods of patients' record keeping in wards / technical / medical details
	9. Admission and Discharge procedures
	10. Billing system / generation of bills based on bed head ticket entry
	11. Cleanliness
	12. Duty arrangement of various medical and para medical staff

Semester III	Postings at
MHA- P301	**Central Sterile Supply Department (CSSD)**
	Observation of
	1. Location
	2. Name and function of equipments
	3. Items processed by CSSD
	4. Sterilization technique
	a) Heat, b)Gas, c) Liquid, d) Ionizing radiation, e) Others
	5. Workflow
	6. Clean zone, dirty zone
	7. Pooling of materials, equipments

8. Function of different equipments used for sterilization

9. Process of receiving and distribution of materials

10. Technique of Gauge folding

11. Cleaning, drying and packing of sterilized materials

12. Segregation of Dirty zone and clean zone

13. Process of receiving and distribution of materials

14. Quality control checking of sterilization in collaboration with Micro-biology Lab.

15. Organization

a) CSSD Supervisor, b) Technologist, c) Technical Assistant, d) Para medical staff, e) Attendant

16. CSSD Committee

Emergency

Observation of:-

1. Location of Emergency in hospital

2. Basic lay out of Emergency

a) Receiving patients, b) Patient examination zone, c) Patient investigation zone, d) Procedure room, e) Cardio Pulmonary Resuscitation Unit, f) Dead patient barrier, g) EMO's Office, h) Nursing Station

3. Infrastructural facilities

   a) Office of EMO
   b) Nursing Office

4) Equipments

5) Legal procedure system

6) Emergency Operation Theatre

   (a) Arrangement of instruments and oxygen for minor Operation
   (b) Sterilization and fumigation of O.T. Room

7) Admission procedure

8) Billing for day care procedures in the Emergency Dept.

9) Staffing

i) Medical, ii) Para Medical

10) Security

Critical Care Unit

Observation / involvement in:-

Physical structure and facilities

1. Organizational structure

2. Bed orientation pattern

3. Lighting system

4. Monitoring system including connection to centralized monitoring system

a) Invasive, (i) Central Venous Pressure (CVP), (ii) Arterial Blood Pressure monitoring, (iii) Cardiac output monitoring, (iv) Pulmonary Arterial monitoring

   (a) Non-invasive

(i) Heart bit rate, (ii) Blood Pressure, (iii) Respiratory rate, (iv) Intake & output monitoring,

5) Maintenance of sterility and general cleanliness

6) Maintenance of sterility of the ward

7) Maintenance of sterility of clothing used in CCU

8) General sterilizing procedures before examination of the patient

9) Administration of CCU

10) Qualified doctor having experience in CCU (as per WHO ratio)

11) Qualified nurse having experience in CCU (as per WHO ratio)

12) Deployment of qualified paramedical staff as per WHO ratio)

13) Workflow

14) In flow of patient

15) Type of patients commonly admitted in CCU

16) Pattern of treatment patient receive in CCU

17) Type of patient actually needs life saving support

18) Out flow of patient

19) Counseling with outside visitors / patient party

20) Equipment maintained in CCU

1) Monitor, 2)Ventilator, 3) Defibrillator, 4) ECG and other equipments used in CCU

21) Equipment maintained in specialized CCU

   1) Intra Aortic Balloon Pump, 2)Photo Therapy Machine

22) Maintenance of uninterrupted gas and power supply system and their utilization

1) Continuous wall flow oxygen, 2) Compressed air, 3) Suction Apparatus (Vacuum Pump), 4) Uninterrupted Power Supply (UPS) line

Medical Records

Observation / involvement in:-

1. Assembly of records

2. Quantitative and qualitative analysis

3. Different classification of records

4. Methods of deficiency check

5. Completion of incomplete records

6. Retrieval of medical records

7. Coding system

8. Indexing system

9. Generation of statistics and analysis

10. Reporting to various statutory authorities

11. Methods of numbering

i) Serial number, ii) Unit number system, iii) Serial unit numbering

12. Filing System

i)Decentralized system, ii)Centralized system, iii)Various other methods

13. Types of forms

Operation Theatre

Observation / involvement in:-

1. Location

2. Zoning of Operation Theatre

3. Infrastructural facilities

4. Centralized and decentralized Operation Theatres

5. Equipment requirement

6. Procurement and maintenance including annual maintenance contract

7. Functions and policies of Operation Theatres

8. Manpower requirement

a) Medical Superintendent, b) In-charge, c) Anaesthetist, d) Nursing personnel, e) Technician, f) Ward Boy

9. Duties and responsibilities including standard operation procedures

10. Safety procedures

11. Methods of checking operating rooms for readiness to receive patient

12. Periodical sterilization / fumigation

13. Sterile supply

14. Equipments procurement and maintenance

Maintenance Department

Observation of

Location of different maintenance department

1. Lay out

2. Power Generation and supply

3. Water Treatment Plant and distribution system

4. Demineralization Plant with R.O. facility for Dialysis unit

5. Oxygen Plant

6. Effluent Treatment Plant

7. Air Condition Plant and distribution system

8. Maintenance of the medical equipments, calibration

9. Maintenance of total hospital building – civil, electrical and mechanical

10. Organization

a) Chief Engineer, b) Engineer (Civil, Electrical, Mechanical), c) Supervisor (Electrical, Mechanical, Civil), d) Technician, e) Helper, f) Office Assistant

Bio-Medical Department

1. Bio Medical equipment and their function

2. Knowing the name of the Bio-Medical Equipments

3. Importance and fundamental functions of Bio-Medical Equipments

4. Maintenance procedures of Bio-Medical Equipments

5. Need assessment and procurement procedure

6. Periodical audit of Bio Medical Equipment

7. AMC of Bio Medical Equipments

Diagnostic Imaging

Observation / involvement in:-

1. Various types of machines like;

    a)   CT
    b)   MRI
    c)   PET
    d)   USG with color Doppler

2. Advantages / disadvantages of different types of machine

3. Basic functioning and maintenance

4. Special licensing requirement

5. Special structural requirements

6. Staffing and manpower planning

7. Cost analysis and profitability

8. Operation and maintenance

Dental Services

	Observation / involvement in :-
	1. Location
	2. Laboratory
	3. Recovery Room
	4. Waiting Room
	5. Storage
	6. Administrative Office
	7. Floors / Walls / Ceiling
	8. Lighting
	9. Plumbing
	10. Ventilation
	11. Equipment and maintenance of equipments
	Dialysis Unit
	Observation / involvement in:-
	1. Location
	2. Infrastructural facility
	a) Infrastructure for day care dialysis or out patient dialysis
	b) Infrastructure for inpatient dialysis
	3. Various types of dialysis units
	4. Special arrangement for maintaining sterility
	5. Ambulatory dialysis system
	6. Procurement, installation and maintenance of various types of dialysis machines
	7. Arrangement for stand-by unit
	Burn Unit
	Observation / involvement in :-
	1. Location
	2. Infrastructural facility
	3. Special equipment requirement for Burn Unit
	4. Attached Laboratory facility
	5. Communication facility
	6. Maintenance of Asepsis
	7. Manpower requirement of
	8. Medical
	9. Para Medical

	10. General Staff
	11. Mechanism for specialized training need assessment
	Blood Bank
	Observation / involvement in :-
	1. Location
	2. Reception
	3. Special arrangements for voluntary donors
	4. Administrative Office
	5. Record Keeping
	6. Servicing rooms
	7. Bleeding Room
	8. Storage Room
	9. Storage equipment
	10. Regulatory requirement
	11. Blood safety procedures
	12. Receive and delivery of blood
	13. Triple screening and check method
	14. Medico-legal aspects
	15. Physical facilities
	16. Waiting facilities
	17. Laboratory facilities
	18. Safety devices
	19. Liquid waste management
	20. Procedure for discarding
	21. Staffing
	a) Medical Officer, b)Paramedical Staff, c) Non-medical Staff
	Mortuary
	Observation / involvement in :-
	1. Location
	2. Physical facilities
	3. Body refrigerator
	4. Walk in refrigerator
	1. Capacity decision of Mortuary 2. Autopsy facility

3. Requirement for autopsy room
4. Preservation / identification/leveling of viscera / body fluids and other materials for medicolegal purposes
5. Embalming procedures
6. Methods of long distance transport of dead bodies
7. Arrangements for religious rides
8. Mortuary traffic control
a) Internal
b) External

13. Identification of bodies using triple check system

14. Maintenance of records

15. Various legal requirements

16. Disposal of unclaimed bodies

17. Various religious rites

Telemedicine

1. Infrastructure – both end – (1) Hospital end (2) Nodal Centre
2. Requirement
a) Computer Monitors
b) Cameras
c) Internet connection

3. Observation of telemedicine techniques and taking part in the process

4. Manpower requirement

a) Medical Officer
b) Technician

Medical Transcription

1. Observation of techniques and taking part in the process
2. Infrastructural requirement
3. Trained manpower
4. Transmission modes

Appendix 7

Clinical Postings (Three days) -

1. Each student shall be posted in the below mentioned departments for duration of three working days

2. All activities done shall be reported in their logbook

Departments	Specific Learning Objectives
Medicine	1. To understand the management of common communicable & non-communicable diseases seen in the community like hypertension, diabetes, diarrhea, vertigo, anaemia, malaria, dengue, hepatitis, typhoid, fever with rash. 2. To observe the management of certain emergency situations like Dog bite, Snake bite, MI. 3. To observe/demonstrate skill on diagnosis, nursing care, treatment and prevention of geriatric problems. 4. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Psychiatry	1. To have insights on the early diagnosis and management of mental disorders (In children and adults) 2. To understand the functioning of the de-addiction clinic and the involved process. 3. To seek knowledge on the common screening instruments (questionnaires) used for diagnosis of depression, mental stress, anxiety and other mental health problems. 4. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Ophthalmology	1. To observe/perform visual acuity tests and determine refractory error. 2. To explain the ocular pathologies associated with NCDs. 3. To Identify foreign bodies in the eye and its management. 4. To observe/diagnose cataract. 5. To have insights on counselling for eye donation. 6. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
TB - Chest	1. To gain understanding of acute & chronic pulmonary diseases with emphasis on epidemiology and rehabilitation. 2. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Oncology	1. To identify cancers for which the patients are seeking treatment. 2. To learn the necessary First Aid in cancer patients in the community. 3. To learn the referral mechanism of a cancer patient from the periphery.

	4. To have insights on counselling for prevention and management strategies.
	5. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Dermatology	1. To attend Dermat OPD to witness common skin conditions
	2. To understand the role of skin clinics in surveillance of HIV and other Sexually Transmitted Diseases (STD).
	3. To observe the functioning of STD clinics – Infrastructure, manpower, Information.
	4. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
ENT	1. To identify common head and neck cancers found locally.
	2. To observe/provide counselling for prevention of head and neck cancers.
	3. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Physiotherapy	1. Understanding the role of Physiotherapy in general health conditions.
	2. To understand the role of physiotherapy in disability prevention and functional restoration.
	3. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Obstetrics and Gynecology	1. To observe/demonstrate skills on ante, intra & postnatal care.
	2. To identify high risk pregnancy at community level.
	3. To give advice during ANC /PNC based on diet and personal habits.
	4. To observe/demonstrate skills on "Cafeteria approach" and usage of family welfare techniques.
	5. To have insights on the implementation of the schemes like Janani Suraksha. Yojana, Chiranjivi Yojana and other schemes for ensuring child survival and safe motherhood.
	6. To observe/demonstrate skills for common Obstetrics and Gynecology procedures.
	7. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Pediatrics	1. To get oriented to common childhood illnesses in the community.
	2. To observe the treatment of the identified illness (OPD and IPD).
	3. To observe/demonstrate skills to perform basic procedures related to this age group.
	4. To identify children in need of referral.
	5. To observe/perform BLS in children.
	6. To observe the working pattern of the Special Newborn Care Unit.
	7. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.

Medical Records Department	1. To understand the importance of hospital record keeping. 2. To gain insights regarding the process of maintaining the hospital records. 3. To interact with the concerned Authority/service providers/functionaries on site and to get first-hand knowledge.
Hospital Kitchen/Canteen	1. To apprise the hygiene measures. 2. To interact with the concerned Authority/service providers/functionaries on site and to get first-hand knowledge.
Hospital waste management	1. To understand the segregation of waste at point of generation, transport and disposal of BMW. 2. To get insights of the system for BMW collection from SKH (Agency-Samvedna). 3. To interact with the concerned Authority/service providers/functionaries on site and to get first-hand knowledge.
Palliative Care Department	1. Understand basic components of palliative care ie. history taking, pain. assessment, counselling, wound dressing, treatment including use of opioids. 2. To interact with the Faculties/service providers/functionaries on site and to get first-hand knowledge.
Simulation Lab	1. To observe/demonstrate skills in providing cardiopulmonary resuscitation [BCLS]