

MHM
(Master in Hospital Management)
The Neotia University
Syllabus

SEMESTER I

S. No	Course Type	Course Name	Course/Subject Name	L	T	P	Credit
THEORY							
1	CC	MHM 101	Health System in Developing and Developed Countries	3	1		4
2	CC	MHM 102	Introduction to Hospital Management	3	1		4
3	CC	MHM 103	Public Health and Epidemiology	3	1		4
4	AEC	MHM 104	Business Communication & Soft Skills	2	1		3
5	AEC	MHM 105	Basic Information Technology	2	1		3
6	DSE	MHM 106	Principles of Management	3	1		4
7	DSE	MHM 107	Organizational Behaviour	2	1		3
8	CC	MHM 108	HR	2	1		3
TOTAL							28

SEMESTER II

S. No	Course Type	Course Name	Course/Subject Name	L	T	P	Credit
THEORY							
1	CC	MHM 201	Hospital Facility Management	3	1		4
2	DSE	MHM 202	Bio-Statistics	2	1		3
3	CC	MHM 203	Patient Care Services	2	1		3
4	AEC	MHM 204	Industrial Relations	2	1		3
5	DSE	MHM 205	Financial Analysis	2	1		3
6	CC	MHM 206	Health Management Information system and Application of AI in Hospital	3	1		4
7	CC	MHM 207	Marketing Management	3	1		4
TOTAL							24

SEMESTER III

S. No	Course Type	Course Name	Course/Subject Name	L	T	P	Credit
THEORY							
1	DSE	MHM 301	Health Economics	3	1		4
2	DSE	MHM 302	Management Accounting and Financial Reports	3	1		4
3	CC	MHM 303	Supply chain Management in Hospitals	3	1		4
4	CC	MHM 304	Legal aspects of health	4	1		4
5	DSE	MHM 305	Strategic Management	2	1		3
6	CC	MHM 306	Operation Research	2	1		3
7	AEC	MHM 307	Quantitative Management	2	1		3
8	CC	MHM 308	Medical Records Management	3	1		3
9		EE-MHM3-ESM/EE-MHM3-ESMP	English skills for ManagementT/P	1		2	2
10	TOTAL						30

***EE-MHM3-CP-CASE STUDY PRESENTATION- 0 CREDITS**

****VAC-Value added course**

SEMESTER IV

S. No	Course Type	Course Name	Course/Subject Name	L	T	P	Credit
THEORY							
1	CC	MHM 401	Hospital Planning & Designing	3	1		4
3	CC	MHM 402	Medical Equipment & Biomedical engineering	3	1		3
4	AECC	MHM 403	Health Insurance and Medical Tourism	2	1		3
5	AECC	MHM 404	Disaster Management	2			2
6	CC	MHM 405	Quality Assurance and Patients' Safety	3	1		4
7	DSE	MHM 406	Health Research Methods	2	1		3
TOTAL							19

MHM 461 INTERNSHIP & PROJECT SUBMISSION	10
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Total Credits of the Program: 111

Each student is required to submit a dissertation involving research in any area of Hospital Management of his/her interest. The dissertation includes a critical review of literature on the specific area of interest, data collection, and analysis on the selected problem/s along with his or her critical views in terms of findings and recommendations. The dissertation must be completed in all sense the second year of study to the degree of the University.

Syllabus in Details

SEMESTER-I

1	CC	MHM 101	Health System in Developing and Developed Countries	3	1		4
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- Concept of Health & Disease
- Natural history of disease
- Prevention aspect of diseases
- Dynamics of disease transmission
- Concept of health indicators
- Health care delivery system in India & Sri Lanka and UK & Australia.

Suggested Reading:

- ❖ Textbook of Preventive & Social Medicine- Dr.

K. Park,

Textbook of Preventive & Social Medicine_ Sheshadri

WHO publications

2	CC	MHM 102	Introduction to Hospital Management	2	1	1	4
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1. Definition of Hospital, History and Development of Hospital Administration, Hospital Organization structure.
2. Hospital Utilization Statistics-Average Length of Stay (ALS), Bed Occupancy Rate, Turn Over Interval.
3. Brief overview of all departments in hospital-clinical, administrative and support and utility.
4. Daily Reports / Returns-Hospital Census, Matron's Report, Medical Officer's Report
Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department Report.

5. Hospital Committees- introduction, Types of Hospital committees, Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions.
6. Patient Satisfaction Survey-Introduction, objective and importance, Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing.
7. Front Office Department: Introduction, Importance Duties & Responsibilities.
8. Duties & Responsibilities of the Hospital Administrator-In Profit Making Hospitals & In Non-Profit Making Hospitals.
9. Standard Operating Procedures (SOPs) for hospitals.

Books:

1. Hospital Administration, Goel, Gupta, Singh (ELSEVIER)
2. Hospital Administration, Joshi (Jaypee)
3. Front Office, Peter Abbott & Sue Lewry (ELSEVIER)
4. Effective Public Relation- Scott M. Cutlip, Allen H. Center, G.H. Broom (Pearson).

3	CC	MHM 103	Public Health and Epidemiology	3	1		4
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- Public Health: Definition, Its Scope and coverage.
- Principles of Epidemiology.
- Essential of Clinical Epidemiology
- Methods of Epidemiological studies.
- Overview: Epidemiology of communicable & non-communicable diseases, disease transmission.
- Host defense immunizing agents, cold chain, immunization, disease monitoring and surveillance.
- Screening and surveillance.
- Investigation of an epidemic and role of hospital in its control.
- Population stabilization and basic demography. (can fit in some other place)
- Pandemic, Endemic, Epidemic, Sporadic Diseases with special. emphasis to COVID-19

Suggested Reading:

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

4	AEC	MHM 104	Business Communication & Soft Skill Development	2	1	0	3
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- IEC activities in health sector
- Basic concepts & principles of good communication
- Special characteristics of health communication
- Types & process of communication
- Barriers of communication & how to overcome

- Communication with the media / press
- Counseling in health care & its different methods
- Management and co-ordination of IEC activities
- Commonly used business terms and abbreviation.
- Soft Skills

Suggested Reading:

- ❖ Effective Business Communication
- ❖ Health Education – V. K. Mahajan
- ❖ Effective communication methods – Asha Kaul.
- ❖ Hospital Administration – Tabish.

5	AEC	MHM 105	Basic Information Technology	2	1	0	3
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- Basic concepts about computer Hardware & Software
- Working knowledge of commonly used hospital software
- Application of Computer in hospitals
- Computer program and operating system
- Data Based Concept (Entity Relationship diagram)
- Microsoft Office,
- ERP system with all modules
- Importance of effective Health Information system

Suggested Reading:

- ❖ An introduction to computers
- ❖ Peter Norton - Tata McGraw Hill
- ❖ Computers today S. K. Basandra – Galgotia Books
- ❖ Introduction to Computers – C. Xavier – New Age publishers.

6	DSE	MHM 106	Principles of Management	3	1		4
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- History and growth of management science
- Traditional management vs. modern health care management
- Evolution of management theory

- Healthcare management as a profession
- 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

Suggested Reading:

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

7	DSE	MHM 107	Organizational Behaviour	2	1		3
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- Concept of Organizational Behaviour
- Major Components of organizational behavior – Personality development, Motivation, Group, Leadership, Co-operation and Conflict.
- Behavior of people of their work place and its relation in team building for achieving organizational goals.
- Sociology,
- Basics of Psychology.
- Characteristics of workgroups.
- O.B. Lab.
- Dynamics of organizational behavior
- Motivation and Leadership
- Conflict management
- Transactional analysis.

Suggested Reading:

- ❖ Organization Behavior – S. P. Robbins – Prentice Hall
- ❖ Organizational Behavior – Fred Luthans – McGraw Hill
- ❖ Organizational Behavior – M. L. Prasad – S. Chand.

8	CC	MHM 108	Human Resource Development	2	1		3
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- HR: Definition, nature, scope and importance.

- Objectives & Functions of HRM.
- Role of HR Manager. Qualities of successful HR.
- Structure of HR Department.
- Relationship and linkages with other functional departments.
- Model of HRM: Fombrun Model, Harvard Model, Guest Model, Warwick Model.
- Approaches to Recruitment and selection.
- Job analysis and Job description.
- Training, development and appraisal
- Introduction to HRD Tools.
- Performance management and Reward system.

- Concepts of personnel Management in Hospital
- Manpower Planning
- Role of Time office
- Leave Records
- Statutory Registers
- Drafting of legal communication, Show- cause notice
- Domestic enquiry.
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Suggested Reading

- ❖ CDA Rules - Navi Publications
- ❖ Law of Employment and Services in India - Kamal Law Book House
- ❖ Fundamental Rules-Navi Publications
- ❖ Supplementary Rules- Navi Publications.

SEMESTER-II

1	CC	MHM 201	Hospital Facility Management	3	1	0	4
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- Methods of Sterilization CSSD
- Laundry services
- Security Services (General & Others like fire, gas etc.)
- Transportation Services (External & Internal)
- Ambulatory Care
- Mortuary (Preservation, transportation & religious formalities)
- Hospital Kitchen and Dietary services

- House Keeping
- Hospital Engineering Services including MGPS, Overview of Hospital Waste Management (Biomedical Waste management): ETP (Effluent Treatment Plant) and STP (Sewerage Treatment Plant)

Suggested Reading

- ❖ Principles of Hospital Administration - S. A. Tabish
- ❖ Hospital Administration - S. L. Goel
- ❖ Hospital Administration - Francis
- ❖ Hospital Administration – McGibony.

2	DSE	MHM 202	Bio-Statistics	2	1		3
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- Incidence and prevalence rates. Morbidity statistics
- Health reports and Notifiable diseases: An application of Bio Statistics
- Health Systems Research (HSR) - Introduction to WHO's concept of HSR
- Getting research into policy and practice (GRIPP)
- Developing research protocols / proposals
- Use of SPSS software basic concepts

Suggested Reading

- ❖ Population Studies - Asha Bhendre
- ❖ Elementary Statistics - Goon, Gupta, Dasgupta
- ❖ Bio Statistics – Mahajan, N. G Das
- ❖ Research Methodology in Social Sciences - P. C. Tripathy
- ❖ Preventive & Social Medicine – K PARK

4	CC	MHM 203	Patient Care Services	2	1	0	3
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- All patients related services and assistance, including OPD, Emergency Services, OT, ICU, IPD,
- Nursing services
- Nurses – Doctors and Nurses – Patients' relationship

- Diagnostics Services
- Blood transfusion services

Suggested Reading

- ❖ Hospital Administration - Tabish
- ❖ Hospital Administration - Goel
- ❖ Hospital Administration McGibony
- ❖ Ward Administration and Management - N. R. Brothers
- ❖ Hospital Administration and Planning - Paras, Hyderabad
- ❖ Nursing Administration - Jhora Medical Pub, Mumbai.

5	AECC	MHM 204	Industrial Relations	2	1		3
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- IR: Definition, concept and objectives of IR.
- Industrial Disputes Act
- Nature and causes of industrial disputes
- Principles and guidelines for grievance handling.
- Discipline in organization
- Trade Unions
- Collective bargaining: Meaning, characteristics and importance.

Suggested Reading

- ❖ Human Resources Management and Industrial Relations - P. C. Tripathy
- ❖ Managing Manpower in Industry - Sahani
- ❖ Personnel Management- Mamoria.

6	DSE	MHM 205	Financial Analysis	2	1		3
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- Basics of financial management, Roles and duties of Finance Manager.
- Scope of financial management.
- Ratio analysis
- Profit maximization and wealth maximization Financial Decisions Fund allocation

- Project Financing Decisions- Concept of business plan, project plan
- Hospital Rate setting–Managerial cost
- Capital Budgeting Decisions- Techniques of evaluating capital budgeting decisions,
- Capital Structure and Dividend Decisions, Working Capital Management
- Problem solving in Excel sheet in finance.

Suggested Reading

- ❖ FinancialManagement- T.K.Maheshwari
- ❖ BusinessFinance-Dey&Dutta
- ❖ FinancialManagement-Prakashan
- ❖ Basic Financial Management-M.Y. Khan (Text Book)
- ❖ Economics-Lipsey.

7	CC	MHM 206	Health Management Information system and Application of AI in Hospital	3	1		4
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- Health Information System
- HMIS in Hospital set up
- Management Information System.
- AI and IoT in Health-care.
- MIS as a tool to managerial control

Suggested Reading

- ❖ Management Information System - Srivastava
- ❖ HIMIS - NIHFW Monograph, Govt. of India

8	CC	MHM 207	Marketing Management	3	1		4
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- Basic concept of Marketing Management and Consumer Behaviour
- Pricing of various services
- Marketing strategy, evaluation and control
- Promotion of Business in Hospital

- Service Marketing – Patient care and communication
- Marketing research & information
- Advertisement and Branding
- Marketing promotional activities
- Marketing for corporate and Cash Patients
- Social aspect of marketing
- Digital marketing,

Suggested Reading

- ❖ Marketing Management - Kotler
- ❖ Service Marketing Management - Kotler & Keller
- ❖ Advertising Management - S. Krishnan
- ❖ Advertisement Management - Geeta Pandey.

SEMESTER-III

1	DSE	MHM 301	Health Economics	3	1		4
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- Basics of health economics
- Nature & Scope of Managerial Economics
- Micro- and macro-economics
- Demand/Supply of Medical Care
- Concept of Cost analysis, price elasticity
- Resource mobilization
- Financing of healthcare
- Price & output decision under different market condition

Suggested Reading

- ❖ Economics - Samuelson
- ❖ Economics - Lipsey
- ❖ Managerial Economics - S. Mukherjee

2	DSE	MHM 302	Management Accounting and Financial Reports	3	1		4
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- Managerial Accounting–an overview

- Nature, Scope & Purpose of managerial accounting–
- Some tools & techniques of managerial accounting
- Budgetary Control- Types of budget, Zero Based Budgeting,
- Standard Costing- Analysis of Variances
- Marginal Costing- Break Even Analysis, Make or Buy Decision
- Profitability analysis Financial Statement Analysis-Forecasting and Valuation Analysis, short-term liquidity analysis – working capital analysis, operating activity analysis; solvency analysis – capital, structure measures for solvency analysis, asset based measures of solvency analysis, asset based measures of solvency, earnings coverage; analysis of profitability, Basis and techniques of analysis, Ratio Analysis.
- Balance Sheet Analysis- Structure and Contents of Balance Sheet, Maintaining balance of Debit and Credit in Balance Sheet
- Receivable Management
- Working Capital

Suggested Reading

- Principles of Accounting-Sharma
- Accounting for Managers-Dutta
- Introduction to Management Accounting- Horngren et al., Pearson Prentice Hall, 15th Edition, or later
- Financial Statement Analysis, Foster, G, Prentice Hall, 2004.

3	CC	MHM 303	Supply Chain Management in Hospital	3	1		4
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- Importance of material management
- Principles of material management, material forecasting
- Inventory management and analysis
- Import formalities relating to Medical Equipment
- Letter of credit, service contracts.
- Purchase style, need assessment
- Tender system
- Condemnation and disposal
- Economic order quantity, safety stock, lead time
- Introduction to Drugs & Pharmacy Management

Suggested Reading

- ❖ Materials Management - Gopalakrishnan
- ❖ Materials Management - Sundaram
- ❖ Inventory Control - A. C. Dutta

4	CC	MHM 304	Legal aspects of health	3	1		4
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- Medico- Legal Problems in relation to health administration
- Law of Contracts, concept of law of tort , Specific Performance
- Medical jurisprudence and functioning of hospitals
- Law applicable to Hospitals: West Bengal Clinical Establishment Act, PNDT Act, Organ Transplantation Act, Consumer Protection Act
- Health Commission and their role
- Workman compensation Act
- Medical Ethics
- Cases of medical Negligence & case studies (discussion of court cases)
- Amendment to MTP Act,2022

Suggested Reading

- ❖ Law of Consumer - Universal Publications
- ❖ Law and Medical Profession - Eastern Law Book Co.
- ❖ Related Acts - Kamal Law Book House

5	DSE	MHM 305	Strategic Management	2	1		3
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- Strategic Management Process
- Situational analysis in health sector
- Strategy formulation and strategy implementation
- Forecasting methods, stakeholder analysis
- Monitoring techniques, evaluation procedures and tools
- Introduction to merger and acquisition.

Suggested Reading

- ❖ Principles of Management - L. M. Prasad
- ❖ Essential Management in Global Perspective - Koontz

6	CC	MHM 306	Operation Research	2	1		3
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- OR techniques and in applications in hospital
- Linear Programming
- Decision tree Analysis
- Queuing theory, Assignment Model
- Management by objective
- Management by result

Suggested Reading

- ❖ Operational Research - L. M. Prasad
- ❖ Operational Research - P. C. Tripathy
- ❖ Management by objectives- Drucker

7	AEC	MHM 307	Quantitative Management	2	1		3
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- 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
- Probability and Frequency of distribution
- Estimation and testing of hypothesis
- Index Number, time series
- Measurements of central tendency
- Measurement of dispersion
- Sampling and Sampling error
- Test of significance
- Correlation Regression

Suggested Reading:

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

8	CC	MHM 308	Medical Record Management	2	1		3
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Introduction to Medical Records Management -Definition of medical Records and concept of Medical Records Management

Types Of Medical Records

SOMR-Introduction, Methods of Preparation

POMR -Introduction, Methods of Preparation

Development & Importance Of Medical Records

Characteristics Of Medical Records

Preparation of Medical Records in correct format

.Content Of MR

.OPD & IPD MR Maintenance

Concept of MPI & MRN

Coding& Indexing of MR

Filing of medical Records-

Medical Record Department: Functions of MRD & Role of MRD Personnel

Different forms of Medical Records: Paper, Electronic& Hybrid based Medical records-Introduction, Advantages & Disadvantages of each form of MR

Retention Period & Preservation of Medical Record

Role of MLC in MRD

Statistical Reports(Utilisation Statistics Generated by MRD)

Overview of Medical Audit

Suggested Reading

Medical Records Organization & Management- G D Mogli (Jaypee

SEMESTER-IV

1	CC	MHM 401	Hospital Planning & Designing	3	1		4
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- 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.
- Green field and Brown field hospital
- Energy Efficient & environment Friendly Hospitals

Suggested Reading

- ❖ Principles of Hospital Administration - Tabish
- ❖ Principles of Hospital Administration - M C Gibony
- ❖ NIHFW Monographs – Govt. of India, New Delhi
- ❖ Hospital Planning : Irvin Putsep
- ❖ Hospital Planning and Designing- G. D Kunders
- ❖ Chandrashekhar, Shakti Gupta and Sunil Kant.

3	CC	MHM 402	Medical Equipment & Bio – Medical Engineering	2	1		3
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- List of common Medical Equipment 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 Equipment
- Replacement of old equipment and Buyback Policy
- Estimation of Breakeven point and Profit – Projection in hospital budget
- Medical Equipment Maintenance (In-house and AMC) and History sheet
- Local, National and International availability of Medical

Equipments

- Condemnation and Disposal of Medical Equipment.
- Role of Biomedical Engineer in Hospitals

Suggested Reading

- ❖ Materials Management - Gopalakrishnan
- ❖ NIHFW Monograph - Govt. of India

4	AECC	MHM 403	Health Insurance & Medical tourism	2	1		3
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- Health Insurance in Private Health Sector
- Health Insurance in developing and developed countries
- Different Health Insurance Policies – Analysis and Management
- Concept of combined Life Insurance and Health Insurance
- GOI & State Govt. Policy in implementation of Health insurance
- Hospitals / TPA / Insurance Company / Relationship and Problems.

- Medical Tourism: Concept, need, India-Competitive advantage & Challenges, Key Players, Key trends.

Suggested Reading

- ❖ Insurance Management - Dave
- ❖ National Insurance - Monographs on Insurance Management
- ❖ IRDA Guidelines on Health Insurance - Govt. of India

5	AECC	MHM 404	Disaster Management	1	1		2
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Definition of disaster-To learn to identify and assess disasters in the community. To set forth policies and procedures for disaster preparedness and to prepare a disaster plan for a hospital

- Basics of disaster management and Mass casualties
- Components of disaster plan : pre-hospital and intra hospital

- Disaster alertness in Hospital
- Disaster management planning and implementation
- Severity of illness amongst disaster victims and risk assessment
- PANDEMIC SITUATION HANDLING
- Mock exercise on disaster management in Hospital

Suggested Reading

- ❖ Disaster Management – Davay

6	CC	MHM 405	Quality Assurance and Patients' Safety	3	1		4
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- Quality Management Program, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, NABL, NABH, JCI, BIS
- Performance review – Assessment / Methods
- Quality Management of diagnostic facilities
- Quality of assurance procedures, Deming's Principles, Juran Trilogy, Kaizen, Philip Crosby's Principles
- Management of Social Services. Assessment of Client satisfaction
- Quality Circle
- HAI
- Six Sigma and Lean Hospitals

Suggested Reading

- ❖ Total Quality Management – Aswathappa – Himalaya Books House
- ❖ Quality Management – Barnett – Pitman Publishing
- ❖ Quality Management – P. C. Tripathy

7	DSE (RC)	MHM 406	Health Research Methods	2	1		3
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- Health reports and Notifiable diseases
- Health information system in India
- Health Systems Research (HSR) - Introduction to WHO's concept of HSR
- Use of systems research for strengthening health systems

- Getting research into policy and practice (GRIPP)
- Developing research protocols / proposals

Suggested Reading

- ❖ Population Studies - Asha Bhendre
- ❖ Elementary Statistics - Goon, Gupta, Dasgupta
- ❖ Bio Statistics - Mahajan
- ❖ Research Methodology in Social Sciences - P. C. Tripathy
- ❖ Preventive & Social Medicine – Rabhaka Rao

