



MANIPAL
ACADEMY of HIGHER EDUCATION
(Deemed to be University under Section 3 of the UGC Act, 1956)

Department of Social & Health Innovation

**Prasanna School of Public Health
Manipal Academy of Higher Education, Manipal**

*Learning Outcomes-Based Curriculum Framework
(LOCF)*

Two-Year full time Postgraduate Program

Masters of Hospital Administration (MHA)



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1. NATURE AND SCOPE OF THE PROGRAM

Healthcare industry is one of the fastest growing industries in India and across the world. The COVID19 pandemics has been a global crisis which has shown the importance of the healthcare systems, as a fundamental service for the population required to enable the rest of human activities.

Most of the governments have defined as a priority the development and modernisation of their healthcare system. **Universal Health Coverage (UHC)** is also a top priority of the World Health Organization (WHO) and its Member States. **Healthcare should be affordable and accessible to all people and at the same time meet the highest standards of quality of care.**

Innovation is key for the upcoming development of healthcare systems.

The Digital Transformation of healthcare is bringing new opportunities to develop more personalised, preventive, predictive and participatory medicine. It enhances the rise of evidence-based medicine, opening to new business models such as outcomes-based healthcare. Digital health and technologies have allowed the deployment of telemedicine approaches, as well as new tools to support the decision-making process of health professionals (ex. AI for health), as well as for hospital managers (automation, process optimisation, data-driven management). But the digital transformation of healthcare is a journey and a new generation of professionals is expected to support these disruptions.

The Climate change is one of the most important challenges of the 21st century. Globally, healthcare systems are contributing to 5% of Greenhouse Gas emissions. Healthcare sector has a responsibility and should take actions. It is also a priority for the upcoming years, and we need to train future hospitals managers around the environmental aspects impacting all dimensions of healthcare facilities management.

Medicine has hugely progressed these past decades and the human life expectancy has considerably increased. **Non-communicable diseases (NCD)** (including cardio-vascular diseases, diabetes, COPD, some cancers, etc.), **mental health** and **age-related diseases** are currently the major concerns for population health management. Therefore, the roles and activities of the hospitals are also disrupted by a **shift between an acute care to a chronic care approach.**

The democratisation of care increased and diversified the expectations of the population toward their healthcare system. **The quality of healthcare, the experience and satisfaction of the patients** and key values such as **ethics, privacy and confidentiality** are top priorities for healthcare providers. The **relationships between health professionals and patients** have changed and the past “top-down” approach has been replaced by a real **partnership**, hand-to-hand, with an **enhanced transparency** between both.

Because the **private players’** share in the healthcare delivery has strongly grown these last years (70%+ in India), the hospitals groups are researching efficiency gains, optimisation and innovative business processes to become more competitive. In parallel, **several industries (such as pharmaceuticals, medical technologies, and IT)** are developing new services and products, diversifying their activities (ex. digital therapeutics for pharmaceutical sector) and look for skilled managers to drive these new strategies.

In this context, there’s a pressing need, in India and abroad, for healthcare managers understanding these trends, in order to design new healthcare processes and facilities to meet current and upcoming challenges. **These professionals should also be ethical and carrying strong values around quality of**

services, as well as to employ new methodologies, be able to manipulate technologies and innovation dynamics, and work in project mode with large ecosystems of partners.

The Master of Hospital Administration (MHA) is a full-time post-graduate programme extending for a total duration of 2 years. It is structured into 7 blocks of 6 weeks each, for lectures and interactive teaching, project-based activities and practical exposure in the hospitals all along the programme (hospital postings and internship).

The courses are covering the **full spectrum of skills** required for **high-level healthcare managers**, whether they wish to work in hospitals or healthcare facilities, in governmental or non-governmental organisations, in the health industry (pharma, medtechs, IT) or to start a career of entrepreneur. The **MHA programme includes courses** around **management, marketing, supply chain, quality, human resources, accounting & finances, digital transformation, planning and green resilient healthcare, organisational behaviours, health economics, insurances, public health, etc.**

The MHA programme is proposed by the Prasanna School of Public Health (PSPH), Manipal Academy of Higher Education (MAHE). The presence on the campus in Manipal of **Quaternary certified teaching hospital** (Kasturba Medical College, KMC) ensures a **total immersion of the students** in the healthcare environment with **weekly observational sessions** during the 1st year of Master and **opportunities for internship** during the 2nd year. The Manipal MEMG group offers a **large spectrum of hospitals** (2nd largest private healthcare provider in India) and propose to the students to extend their network in this sector. These elements ensure a **high-level of employability** of the MHA graduates.

The PSPH institution offers as well number of **opportunities for research**. The MHA programme is at the heart of the Social and Health Innovation Department, hosting as well **3 research centres** on various topics: Digital health & Technologies, Health literacy, Climate Change & Health. The Department is involved in **national and international research and innovation projects**. The MHA Programme strives to build the research capacity among MHA students and encourage them to carry out **original research on relevant topics in the field of hospital and healthcare administration** and also public health as part their curriculum, and motivate them to present the research findings in local and national conferences and seminars. The faculty mentor students' in manuscript preparation, identification of Scopus/Web of Science journals, and support in publishing the manuscripts. The Department also offers full time **Doctoral Research Positions (PhD)**, for the interested students after the Master degree.

Having developed a **large national and international network** with hospitals and healthcare providers, health industry partners, governments, NGOs, etc., the Department also conducts monthly national and international level conferences/workshops and webinars/seminars in the field of modern healthcare management, digital health, health literacy, quality, and sustainability in healthcare. The Department promotes the entrepreneurship and innovation, supporting start-ups projects via its Innovation Cell.

MAHE is an ideal destination for students seeking knowledge in the healthcare domain due to its **vast and complete infrastructure, a large local ecosystem with hospital-research-industry-startups**, to full fill the need of an aspiring hospital administrator.

The following facilities at MAHE gives an edge to MHA students at Manipal

- Total immersion and practical exposure in the form of hands-on experiences in managing healthcare delivery through a 2,032 bedded multispecialty teaching hospital and an average OP footfall of 3000 patients/day;
- Presence of health industry, start-ups and an incubator;
- A fully-equipped international university with several libraries (with 24/7 online access), labs, free WiFi, and 20,000+ students from different specialities and backgrounds, from India and from abroad;
- A lively Campus, with hundreds of events and activities as well as cultural and sport associations, accommodations and hostels options, multi-cultural restaurants, food stores and canteens, green spaces and natural environment, etc.

2. PROGRAM EDUCATION OBJECTIVE (PEO)

The overall objectives of the Learning Outcomes-based Curriculum Framework (LOCF) for **MHA program are as follows.**

PEO No	Education Objective
PEO 1	Student will be able to develop deeper understanding of multidisciplinary and multidimensional nature of hospital management and provide basic insight into functional discipline.
PEO 2	Students will be able to develop & provide scientific management approach and adequate managerial tools to improve managerial skills and design innovative approaches to upcoming challenges.
PEO 3	Students will be able to develop strategic thinking and critical awareness of their management style and constantly weigh its appropriateness to deal with various professional groups skilled and unskilled staff, patient and their families and members of the community.
PEO 4	Students are developed into quality-oriented managers deeply committed and sensitive to the need of patients as well as community at the same time highly cost conscious with commitment to keep service cost within the reach of the users



3. GRADUATE ATTRIBUTES:

S No.	Attribute	Description
1	Disciplinary Knowledge	Knowledge in the field of administration and management of Hospitals and health administration. Knowledge in the field of financial planning and ethics related to healthcare. Acquire knowledge in the field of biostatistics and healthcare research. Constantly update oneself in the field of healthcare domain, sustainability and challenges faced.
2	Understanding different subsets of Healthcare administration	Developing Standard operating procedures (SoP's) and Policy making for hospitals and healthcare setting. Adoption of Information technology (IT) and innovation in the healthcare field. Knowledge about the use of healthcare analytics, Big data analysis, Interdisciplinary approach for public health problems and Epidemiological and legal aspects.
3	Measurable Skills and Health system -ready Professionals	Situational analysis, Applications in hospital & healthcare, Analysis of public health programs, ethics in Healthcare, Innovative research ideas to achieve SDGs
4	Effective and Influencing communication	Verbal and non-verbal skills, Computing skills and analysis, Digital communication platform awareness, soft skills
5	Leadership readiness/ Qualities	Managing units/departments in hospitals and healthcare organizations to understand the work environment and challenges faced. Mobilizing healthcare personnel to tackle public health challenges during disasters & epidemic, Leading healthcare organisation, key initiatives in hospitals & public health, getting political attention
6	Critical/ Reflective thinking	Reasoning, logic, imagination and innovation, creativity based solutions in all areas of hospital & healthcare administration
7	Technologically Efficient Professional	Developing e-solution for hospitals/healthcare challenges to reach the unreached, Technical skills in digital innovations and applications for managers & administrators /CEO's in healthcare industry.
8	Ethical Awareness	Organizational Ethics, Public health ethics and ethics in epidemiological research, evaluation and implementation
9	Lifelong Learning	Continuous awareness of transition in hospital field, constant updating of digital techniques to apply for health solutions
10	Research-related Skills	Generation of evidence through ethical healthcare research, Translation of evidence from research into policy,
11	Cooperation/ Team work	Identification of strategic team members, Team building capacity, team management skills, Interdisciplinary & interprofessional team based approach.



4. QUALIFICATIONS DESCRIPTORS

1. Demonstrate
 - How to critically conduct the situational analysis and develop action plan for identified healthcare issues
 - How to develop teams among the workforce for taking up responsibilities in the hospital and healthcare setting in a geographical area
 - Understanding and identifying the healthcare needs of the community that the hospital serves and prioritize healthcare challenges for policy making
2. Demonstrate comprehension of roles of supply and demand in policy making in health care
3. Demonstrate an understanding to facilitate inter-sectoral coordination and public-private partnership
4. Critically analyse resource allocation for competing healthcare interests
5. Formulate context based appropriate policies and design programs to address healthcare facilities related challenges and effectively prioritize health issues among population its serves
6. Describe various managerial information systems and their application and program management plans in health
7. Understand and apply core management principles for human resources in health and program budgeting and economic evaluation
8. Formulate and test research hypotheses in real world scenario.
9. Comprehend and demonstrate and Quality assurance and improvement techniques in health care

PROGRAM OUTCOMES: After successful completion of Master of Hospital Administration, Students will be able to:

PO No	Attribute	Competency
PO 1	Domain knowledge	Apply the fundamental knowledge of Leadership & Management in their work environment
PO 2	Problem analysis	Identify, formulate, and analyse complex hospital & healthcare related problems reaching substantiated conclusions using principles of management & hospital planning.
PO 3	Design/develop solutions	Design solutions for complex hospital operational problems through strategies and innovative designs.
PO 4	Conduct investigations of complex problems	Use existing research techniques and contemporary business knowledge including design of experiments, analysis and interpretation of various business models, synthesis of information to arrive at valid conclusions.
PO 5	Modern tool usage	Create, select, and apply appropriate healthcare analytical techniques, resources, and IT tools.
PO 6	Business and society	Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to the professional management practice.
PO 7	Environment and sustainability	Understand the impact of the healthcare business solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
PO 8	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of healthcare industry practice.
PO 9	Individual / Team work	Function effectively as an individual, and as a member or leader in diverse interprofessional teams, in multidisciplinary settings.
PO 10	Communication	Communicate effectively on healthcare business activities and solutions with the community and with society at large, such as, being able to comprehend and write articles & reports for effective dissemination amongst the work environment and the community. Make effective presentations, and give and receive clear instructions
PO 11	Project management and finance	Demonstrate knowledge and understanding of financial management principles to healthcare and hospital settings and apply these to evaluate new and existing projects for rational decision making.
PO 12	Life-long learning	Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change & sustainable solutions to healthcare facilities



	Block Period	Faculty Incharge	Programmes	Course Code	Course Title	Hours/Week			Credits
						L	T	P	
Block 1	August - September	Dr. Usha Rani	Common	MHA 511	Applied Management	5	3		3
		Dr. Vani Lakshmi R	MHA/MPH	DDS 518	Introductory Biostatistics for Health Administrators	3		5	2
		Dr. Rajesh Kamath	Common	MHA 513	Organisational Behaviour	5	3		3
Block 2	September - November	Dr. Swathi K. S.	Common	MHA 521	Human Resource Management in Healthcare	5	3		3
		Dr. Vani Lakshmi R	MHA/MPH	DDS 528	Inferential Biostatistics for Health Administrators	3		5	2
		Dr. Santosha Shetty (DoC)	Common	MHA 523	Accounts and Financial Management	5	3		3
Block 3	November - December	New faculty or Prakash (MPH)	Common	MHA 531	Research Methodology	5	3		3
		Dr Somu/Dr Vishnu Sunil	Common	MHA 532	Healthcare systems, public health and epidemiology	5	3		3
		Mr. Julien Venne	Common	MHA 533	Digital Transformation & Technologies in Healthcare	5	3		3
Block 4	February - March	Dr. Ambigai (DoC)	Common	MHA 541	Health Economics	5	3		3
		Dr. Rajesh Kamath	Common	MHA 542	Medico-legal Issues in healthcare	5	3		3
		Dr. Swathi K. S.	Common	MHA 543	Quality Management in Healthcare	5	3		3



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Block 5	March - May	Dr. Brayal Dsouza	Common	MHA 551	Clinical services Administration	5	3		3	
		Dr. Usha Rani	Common	MHA 552	Non Clinical services Administration and Health Information System	5	3		3	
		Dr. Swathi K. S.	Common	MHA 553	Healthcare marketing	5	3		3	
Block 6	May - June	Mr. Sriharsha & team (FoA)	Common	MHA 561	Green Resilient Healthcare and Hospital Planning	5	3		3	
		Dr. Brayal Dsouza	Common	MHA 562	Healthcare supply chain management	5	3		3	
		Mr Samarendranath / Mr Sathyanarayan Shenoy (MSIS)	Elective	MHA 563.1	Healthcare Analytics	5	3		3	
		Dr Andria J Sirur		MHA 563.2	Health Technology Assessment (HTA)					
Block 7	October - July	Dr. Brayal Dsouza	Elective MHA	MHA 671.1	Healthcare Accreditation	5	3		3	
		Mr Sudhakar Prabhu (KMC)		MHA 671.2	Financial Management in Healthcare					
		Dr. Naveen Kumar		MHA 671.3	Health Insurance					
		MHA Faculty	Common	MHA 672	Focus Seminars (one per student)					1
			Common	MHA 681	Internship (Hospital Postings) - 1280 hours in total					4
			Common	MHA 699	Project Work					14
				MHA 688 1/2/3	CHOICE BASED ELECTIVES					6
Total Credits									80	



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:	Master of Hospital Administration
Course Title:	Applied Management
Course Code: MHA 511	Course Instructor: Dr. Usha Rani
Academic Year: 2023-2024	First year, Block 1
No of Credits: 3	Prerequisites: Basic Knowledge on management

Synopsis:	A strong demand exists for practical and valid information about solutions to managerial problems. Managers and healthcare professionals need both interpersonal and analytical skills to meet their day-to-day responsibilities. Course concentrates on managing people including healthcare workers, it also provides ample information about such topics as Planning, Decision Making, Job Design, Organization Structure, Leadership and Controlling.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	• Describe the theories of management. (C2)
CO 2:	• Describe the various management tools. (C2)
CO 3:	• Choose the appropriate managerial tool for the given situation. (C3)
CO 4:	• Construct an operational plan for the healthcare organization. (C3, C5)
CO 5:	• Analyse the environment for constructing an operational plan for healthcare organization. (C4)
CO 6:	• Justify an organigram. (C2,C4)
CO 7:	• Compare a management theory with current practices. (C4)
CO 8:	• Prepare organogram for any given organization. (C5)

Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X											
CO 2	X	X	X	X	X	X						
CO 3		X	X	X	X							
CO 4	X		X			X			X			X
CO 5			X	X		X			X	X	X	X
CO 6			X			X			X			X
CO 7			X			X			X		X	
CO 8			X			X			X		X	

Course content and outcomes:		
Content	Competencies	No of Hours

Unit 1: Introduction to General Management		
Need for management, define and Classifying managers, managerial levels, process of management, Nature of management, various managerial roles, McKinsey 7-S framework, basic managerial skills, Efficiency and effectiveness.	<ul style="list-style-type: none"> • DESCRIBE is the need for management. (C2) • DEFINE managers. (C1) • IDENTIFY the Managerial levels. (C2) • DISCUSS on the various managerial roles. (C2) • DISCUSS McKinsey 7-S framework. (C2) • EXPLAIN the basic managerial skills. (C2) 	4



	<ul style="list-style-type: none"> • CONTRAST the difference between efficiency and effectiveness. (C2)) 	
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Unit 2: Theories of Management		
<p>The classical Approach-Scientific Management and Administrative management - Frederick W. Taylor, Henri Fayol, Frank Gilbreth, Lillian Gilbreth, Max Weber, Henry Gantt, Lyndall Urwick, Chester Barnard</p> <p>Behavioral approach - Robert Owen and Mary Parker Follett, Hawthorne studies</p>	<ul style="list-style-type: none"> • DEFINE the classical Approach-Scientific Management and Administrative management contributors. (C1) • DEFINE the behavioural approach. (C1) • DEFINE the Quantitative approach. (C1) • DEFINE the contingency approach. (C1) • DESCRIBE the theories of Management in various era. (C2) • COMPARE the various theories with current managerial practices. (C4) 	8
Unit 3: Functions of Management		
<p>Planning Describe planning, Importance, forms of planning, types of plan, including SWOT analysis, Identify levels of planning. Steps of planning. Steps of strategic planning,</p> <p>Organizing Describe the bureaucratic organization structure and discuss its advantages and disadvantages. Explain the major ways in which organizations are divided into departments. Identify major aspects of organizational culture. Departmentalization.</p> <p>Staffing Importance & Need, components of staffing</p>	<p>Planning</p> <ul style="list-style-type: none"> • DESCRIBE planning. (C2) • EXPLAIN on the types of plan. (C2) • PERFORM SWOT analysis (C3) • IDENTIFY levels of planning (C2) • ILLUSTRATE on the steps of planning. (C3) • EXPLAIN components of a Business plan (C3) • EXPLAIN Business modelling (C3) • FORMULATE a plan (C5) <p>Organizing</p> <ul style="list-style-type: none"> • DESCRIBE the bureaucratic organization structure. (C2) • DISTINGUISH advantages and disadvantages of various organograms. (C4) • EXPLAIN the major ways in which organizations are divided into departments. (C2) • APPRAISE major aspects of organizational culture by looking at organogram. (C4) • CONSTRUCT an organigram for a given department or organization. (C5) <p>Staffing</p> <ul style="list-style-type: none"> • ILLUSTRATE on the importance & need for staffing. (C3) • DESCRIBE the components of staffing (C2) 	20



<p>Directing Functions of directing, advantages, importance, principles, Models for directing; behavioural model and Management model. Elements of direction, supervision, steps in Direction.</p> <p>Controlling Control Functions, Purpose of control, types of control, process of control, characteristics of effective control, resistance to control, and approach to terminating an employee.</p> <p>Leading Leadership, leaders, management. Early leadership theories; trait theory, behavioural theories, leadership grid. Vroom decision tree approach. contingency theories of leadership; path goal model, transactional, transformational and charismatic leadership.</p>	<p>Directing</p> <ul style="list-style-type: none"> • DESCRIBE Functions of directing (C2) • DESCRIBE Elements of direction (C2) • DEFINE supervision. (C1) • EXPLAIN steps in Direction. (C2) <p>Controlling</p> <ul style="list-style-type: none"> • DEFINE Control Function. (C1) • DESCRIBE Purpose of control. (C2) • DESCRIBE types of control. (C1) • EXPLAIN the process of control. (C2) • INDICATE characteristics of effective control. (C2) <p>Leading</p> <ul style="list-style-type: none"> • DEFINE Leadership. (C1) • DEFINE leaders. (C2) • DESCRIBE early leadership theories. (C2) • COMPARE between types of leadership. (C2) 	
<p>Unit 4: Strategic Planning</p>		
<p>Definition, characteristics, steps in strategic planning, tools to screening the business environment, mission, vision, value statement and tactics. Benefits of strategic planning.</p>	<ul style="list-style-type: none"> • DEFINE strategic planning. (C1) • DESCRIBE characteristics of strategic planning. (C2) • EXPLAIN the steps in strategic planning. (C1, C2) • DESCRIBE the tools to screening the business environment. (C1, C2) • DESCRIBE the benefits of strategic planning. (C2) • CONSTRUCT a strategic plan. (C5) • FORMULATE the environmental screening for the given situation. (C5) 	<p>8</p>
<p>Unit 5: Management Techniques</p>		
<p>Characteristics of management techniques, Application, Traditional methods. Modern management technique; brief intro to Statistical techniques, activity analysis, Mathematical techniques, Log frame analysis: BCG matrix and GE Business screen</p>	<ul style="list-style-type: none"> • DISCUSS on the characteristics of management techniques. (C2) • APPLY appropriate management techniques in the given situation. (C3) • APPLY appropriate Log frame analysis: BCG matrix and GE Business screen for business development. (C3) 	<p>6</p>



Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60
Seminar		
Small Group Discussion (SGD)	4	
Self-directed learning (SDL)	4	12
Problem Based Learning (PBL)	4	12
Case Based Learning (CBL)	4	12
Clinic		
Practical		
Revision		
Assessment	2	
TOTAL	46+2	96

Assessment Methods:								
Formative:				Summative:				
Group Project proposal submission				Quiz- MCQ				
Quiz- MCQ				Group Project presentation				
Assignments				End-block examination				
Case study & presentations								
Mapping of assessment with Cos								
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6	CO 7	CO 8
MCQ	X		X					
Group Project Presentation	X	X	X	X	X	X	X	X
Assignment		X	X	X		X	X	X
Case study & presentations	X					X	X	
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 							
Reference Material	<ol style="list-style-type: none"> Essentials of Management, Andrew J. DuBrin, 9th Edition. Management, 2005 Indian Adaptation. Ricky W. Griffin, Biztantra publications, 8th Edition. Management - A Global Perspective, Heinz Weihrich & Harold Koontz Tata McGraw Hill. Principles of Management, PC Tripathi & PN Reddy, Tata McGraw Hill Fundamentals of Modern Management, JS Chandan. The Practice of Management, Peter Drucker, Allied Publishers. 							



Name of the Institution / Department:

DEPARTMENT OF DATA SCIENCE, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program		Master of Public Health and Master of Hospital Administration										
Course Title		Introductory Biostatistics for Healthcare Administrators										
Course Code: DDS 518		Course Instructor: Dr Asha Kamath and Dr Vani Lakshmi R (Point of Contact)										
Academic Year: 2023-2024		First year, Block 1										
No of Credits: 2		Prerequisites: Elementary Mathematics										
Synopsis:	The course introduces Biostatistics for Healthcare Administrators. The concepts covered in the course include an introduction to biostatistics with applications to healthcare, scales of measurement, variable types, data visualization, descriptive statistics and probability. It includes a practical component wherein the students are introduced to open-source software, Jamovi (a free graphical user interface for programming using R). This is an introductory level course.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1		Define biostatistics and describe variable types, scales of measurement (C2)										
CO 2		Explain the concepts of measures of central tendency and dispersion to datasets. (C2)										
CO 3		Define probability, describe its properties and define commonly-used probability distributions. (C2)										
CO 4		Apply the concepts of data visualization and descriptive statistics to real-life datasets using Jamovi 2.0 (C3)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X						X	X	X			
CO 2	X						X	X	X			
CO 3	X						X	X	X			
CO 4	X	X	X				X	X	X			
Course Content and Outcomes												
Topics		Learning Outcomes									Hours	
Unit 1: Introduction to Biostatistics and Data Visualization											8	
<i>Biostatistics:</i> Definition, Terminology and Application <i>Variable types:</i> Categorical and Quantitative <i>Scales of Measurement:</i> Nominal, Ordinal, Interval and Ratio <i>Data Visualization:</i> Bar chart, Pie diagram, Histogram, Frequency		<ul style="list-style-type: none"> • DEFINE biostatistics and understand its applications in health sciences. (C1) • IDENTIFY variable types and types/sources of data. (C1) • DESCRIBE scales of measurement (nominal, ordinal, interval and ratio) (C2) • APPLY appropriate data visualization methods to real-life datasets using Jamovi. (C3) 										



<p>polygon and Frequency curve, Box plot, Line chart, Scatter plot</p>		
<p>Unit 2: Measures of Central Tendency</p>		8
<p>Mean, Median, Mode, Geometric and Harmonic Mean</p>	<ul style="list-style-type: none"> EXPLAIN the concepts of Mean, Median, Mode, Geometric and Harmonic Mean. (C2) APPLY appropriate measures of central tendency to real-life datasets using Jamovi. (C3) 	
<p>Unit 3: Measures of Dispersion</p>		10
<p><i>Measures of Partition:</i> Percentile, Decile, Tertile Quartile <i>Absolute Measures:</i> Range Inter-quartile range Standard Deviation and Variance <i>Relative Measures:</i> Coefficient of Variation</p>	<ul style="list-style-type: none"> EXPLAIN the concepts of percentile, decile, tertile, quartile, range, inter-quartile range, standard deviation and variance. (C2) DESCRIBE the relative measures of dispersion (coefficient of variation). (C2) APPLY appropriate measures of dispersion to real-life datasets using Jamovi. (C3) 	
<p>Unit 4: Probability I</p>		10
<p><i>Probability: Definition and Applications</i></p>	<ul style="list-style-type: none"> DESCRIBE probability (classical, relative frequency approach, axiomatic approach). (C2) DEFINE conditional probability, joint probability, marginal probability, independent events. (C1). STATE Bayes' Theorem and EXPLAIN its applications in health science research. (C2) DEFINE sensitivity, specificity, positive predictive value and negative predictive value. (C1) 	
<p>Unit 5: Probability II</p>		10
<p><i>Random Variables:</i> Discrete and Continuous <i>Probability Distributions:</i> <i>Discrete</i> Binomial distribution Poisson distribution <i>Continuous</i> Normal distribution Standard Normal distribution</p>	<ul style="list-style-type: none"> DEFINE random variable: discrete and continuous random variables. (C1) DEFINE probability distribution: discrete and continuous probability distributions. (C1) DESCRIBE discrete distributions (Binomial distribution, Poisson distribution). (C2) DESCRIBE continuous distributions (Normal distribution, Standard Normal distribution) (C2) 	



Learning strategies, contact hours and student learning time				
<i>Learning strategy</i>	<i>Contact hours</i>		<i>Student learning time (hrs)</i>	
Lecture	20		40	
Seminar				
Small-Group Discussion (SGD)				
Case-Based Learning (CBL)				
Self-Directed Learning (SDL)	12		24	
Problem-Based Learning (PBL)				
Practicals	10		20	
Revision	4		8	
Assessment	4		8	
TOTAL	46+4		100	
Assessment Methods				
Formative		Summative		
Class test				
Practical assessment		End-block examination		
Mapping of Assessment with COs				
Nature of Assessment	CO 1	CO 2	CO 3	CO 4
Class test	X	X	X	
End-block examination	X	X	X	
Practical assessment	X	X	X	X
Feedback Process	1. End-block feedback			
Reference Material	1. Daniel, WW. Chad, LC. Biostatistics: A foundation for analysis in the health sciences. John Wiley & Sons; 2008. 2. Pagano, M. Gauvreau, K. Principles of Biostatistics. CRC Press: 2018			



Name of the Institution / Department Name

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Master in Hospital Administration										
Course Title:		Organisational Behaviour										
Course Code: MHA 513		Course Instructor: Dr. Rajesh Kamath										
Academic Year: 2023-2024		First year, Block 1										
No of Credits: 3		Prerequisites: Basic knowledge of English										
Synopsis:	The course is intended to provide students basic knowledge about the discipline of Organisational Behaviour and covers basic Organisational behaviour, Relationships between various dependent and independent variables in an organisation. It helps the student to gain insight into employee behaviour in healthcare services.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		Understand Organisational Behaviour. (C1)										
CO 2:		Describe employee attitudes towards workplace and identify kinds of motivational theories. (C3)										
CO 3:		Describe employee satisfaction through collection and analysis of data (C2)										
CO4:		Analyse industry and customer behaviour. (C4)										
CO5:		Develop strategies to integrate organisational and employee goals & motivation plan for employees. (C5)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x		x		X							
CO 2			x	X	X			X	X	x		x
CO 3	x	x	x	X	X			X				
CO 4		x		X	X		x	X	X			
Co 5			x	X	X							x
Course content and outcomes:												
<i>Topics</i>		<i>Learning Outcomes</i>									<i>Hours</i>	
Unit 1: Organisational Behaviour												
The Importance of Interpersonal Skills, Scope & Process of OB, O.B. and Systematic study, Major behavioural disciplines that contribute to O.B., Challenges and Opportunities for O.B. The O.B. Model – Dependent and Independent variables		<ul style="list-style-type: none"> DEFINE Organisational Behaviour (C1) DESCRIBE the importance of interpersonal skills (C2) Describe Scope & Process of OB (C2) DESCRIBE O.B. and Systematic study(C2) IDENTIFY major behavioural disciplines that contribute to O.B.(C2) ILLUSTRATE Challenges and Opportunities for O.B. (C3) ILLUSTRATE the O.B. Model – Dependent and Independent variables (C3) 									6 hours	
Unit 2.a: Attitudes & Job Satisfaction												
Components of attitude, Attitude and behavior, Job Involvement, Organizational commitment, Perceived Organizational Support, Employee engagement		<ul style="list-style-type: none"> DEFINE attitude (C1) IDENTIFY components of attitude (C2) DESCRIBE relationship of attitude and behaviour (C2) DESCRIBE Job Involvement, Organizational commitment, Perceived Organizational Support and Employee engagement. (C2) 									4 hours	



Unit 2.b: Personality and Values		
Definition, Types of Personality tests, Personality Determinants, Frameworks for identifying and classifying Personality traits: Myers Briggs Type Indicator (MBTI), The Big 5 model, Other Personality traits relevant to Organizational Behaviour, Values	<ul style="list-style-type: none"> • DESCRIBE types of Personality tests(C2) • EXPLAIN Personality Determinants(C2) • EXAMINE Frameworks for identifying and classifying Personality traits: Myers Briggs Type Indicator (MBTI), The Big 5 model, Other Personality traits relevant to Organizational Behaviour (C3) • DESCRIBE Values(C2) 	6 hours
Unit 3.a: Perception & decision making		
Definition, Factors that influence perception, Perception and individual decision making, Attribution theory, Fundamental attribution error, Self-serving Bias, Common Shortcuts in judging others. The link between Perception and Individual decision making, Decision making in organisations, Ethics in decision making	<ul style="list-style-type: none"> • DEFINE factors that influence perception(C1) • DESCRIBE Perception and individual decision making(C2) • DESCRIBE Attribution theory, Fundamental attribution error, Self-serving Bias, Common Shortcuts in judging others. (C2) • DESIGN strategies to influence perception and Individual decision making (C3) • DESCRIBE Decision making in organisations(C2) • DESCRIBE ethics in decision making(C2) 	6 hours
Unit 3.b: Motivation concepts		
Motivation – Definition, Early theories of motivation: Contemporary theories of motivation: Self-determination theory, Cognitive evaluation theory, Self-concordance theory. Goal setting theory. Applications of Motivation. Flexi-time, Job sharing, Telecommuting.	<ul style="list-style-type: none"> • DEFINE Motivation(C1) • DISCUSS Contemporary theories of motivation: Self-determination theory, Cognitive evaluation theory, Self-concordance theory, Goal setting theory. (C2) • DISCUSS Applications of Motivation. (C3) • PLAN Flexi-time, Job sharing, Telecommuting scheduling (C3) 	8 hours
Unit 4.a: Foundations of Group Behaviour		
Group-Definition; Formal group vs Informal group; Social identity theory; The 5 stages of group development: Alternative model for temporary groups with deadlines; Group Properties: The Solomon Asch studies. Deviant workplace behaviour; Status, Status and norms, Status and group interaction, Status inequity; Size, Social loafing; Cohesiveness, groupthink, group-shift. Group decision making techniques: Interacting groups, Brainstorming, Nominal group technique, Electronic meeting.	<ul style="list-style-type: none"> • DEFINE Group(C1) • DIFFERENTIATE Formal group from Informal group(C2) • ILLUSTRATE Social identity theory; The 5 stages of group development: Alternative model for temporary groups with deadlines(C3) • EXPLAIN Group Properties: The Solomon Asch studies. Deviant workplace behaviour; Status, Status and norms, Status and group interaction, Status inequity; Size, Social loafing; Cohesiveness, groupthink, group-shift. (C2) • EXECUTE Group decision making techniques: Interacting groups, Brainstorming, Nominal group technique, Electronic meeting.(C3) 	4 hours
Unit 4.b: Understanding Work teams		
Differences between Groups and Teams; Types of teams: 1. Problem solving	<ul style="list-style-type: none"> • DESCRIBE differences between Groups and Teams; Types of teams: 1. Problem solving teams. 2. Self- 	4 hours



teams. 2. Self-managed work teams. 3. Cross functional teams. 4. Virtual teams. The team effectiveness model; Understanding Work Teams – Turning individuals into team players. 1. Selecting 2. Training 3. Rewarding	managed work teams. 3. Cross functional teams. 4. Virtual teams. (C2) <ul style="list-style-type: none"> ILLUSTRATE the team effectiveness model (C3); CONSTRUCTING Work Teams – Turning individuals into team players. 1. Selecting 2. Training 3. Rewarding(C3) 	
Unit 5.a: Communication		
Definition; Major functions of communication, The Communication Process; Interpersonal communication Formal small group networks: Chain, wheel, all channel, grapevine. Electronic communication. Barriers to Effective communication	<ul style="list-style-type: none"> DEFINE communication (C1) EXPLAIN Major functions of communication, The Communication Process; Interpersonal communication (C2) CONSTRUCT Formal small group networks: Chain, wheel, all channel, grapevine. (C3) EXPLAIN Electronic communication. Barriers to Effective communication (C2) 	4 hours
Unit 5.b: Organisational Culture		
Definition; Characteristics, Difference between Organisational culture and Job satisfaction, Dominant culture; Subculture; Strong vs Weak culture; Factors that create an organisation's culture; Factors that keep a culture alive	<ul style="list-style-type: none"> DEFINE Organisational culture(C1) ILLUSTRATE the characteristics and differences between Organisational culture and Job satisfaction(C3) DESCRIBE Dominant culture; Subculture; Strong vs Weak culture(C2) ILLUSTRATE factors that create an organisation's culture; Factors that keep a culture alive.(C3) 	4 hours

Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60
Seminar		
Small Group Discussion (SGD)	8	16
Self-directed learning (SDL)	8	16
Problem Based Learning (PBL)		
Case Based Learning (CBL)		
Clinic		
Practical		
Revision		4
Assessment	2	
TOTAL	46+2	96

Assessment Methods:	
Formative:	Summative:
Class tests	Class tests
Assignments/presentations	End-Block Examination



Quiz				
Mapping of assessment with Cos				
Nature of assessment	CO 1	CO 2	CO 3	CO 4
Sessional Examination 1	x	x		
Assignment/Presentation		x	X	
Modular Examination	x	x	x	X
Practical examination				
Feedback Process	<ul style="list-style-type: none"> • Feedback based on the performance in-class test, viva, and in-semester examination • Online feedback at course completion 			
Reference Material	<ol style="list-style-type: none"> 1. Organisational Behaviour - Robbins, Judge, Vohra. 2. Management of Organizational Behavior - Utilizing Human Resources, Paul Hersey Kenneth H. Blanchard & Dewey E Johnson, Prentice Hall of India. 3. Organizational Behaviour, Human Behavior at work, John W Newstrom, Keith Davis, Tata McGraw Hill Publishing. 4. Understanding Human Behaviour in All, Windall L French 			



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Human Resource Management in Healthcare										
Course Code: MHA 521		Course Instructor: Dr Swathi K S										
Academic Year: 2023-2024		First year, Block 2										
No of Credits: 3		Prerequisites: Basic knowledge in healthcare and management										
Synopsis:		This course aims at developing the skills of managing people in the organization. The course will introduce the concepts of human resource management in the context of organization, organizational characteristics, learning organization, human resource planning, recruitment and selection, job analysis and evaluation, performance appraisal, career planning, motivation, leadership, teamwork, and managing employees' relations.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		Conduct job analysis and job responsibilities. (C3)										
CO 2:		Develop performance appraisal, training and development of the employees (C5)										
CO 3:		Outline the nature of the contract between the employer and an employee (C3)										
CO 4:		Describe human resource planning as a systematic approach to the acquisition, use and deployment of people in the organization. (C3)										
CO 5:		Describe the organizational context in which human resource management activities take place.(C4)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x		x		x			x	X	x		
CO 2	x	x	x				x					
CO 3		x	x							X		
CO 4	x	x	x				x					x
CO 5			x	X		x		X	X	x		



Course content and outcomes:		
<i>Content</i>	<i>Competencies</i>	<i>No of Hours</i>
Unit 1: Introduction to Human Resource Management		
Evolution of HRM, Semantics of HRM, Role and Importance, Strategic HRM	<ul style="list-style-type: none"> • RECOGNIZE the roles and functions of HR manager and his team (C2) • EXPLAIN the need and importance of HR team in an organization and specificities for healthcare (health professionals licences) (C2) • APPLY the good HR practices in an organization (C3) 	4
Unit 2.a: Job Analysis		
Basics of Job Analysis, Methods of Job Analysis, Writing Job Description, Job Specifications, Group Exercises	<ul style="list-style-type: none"> • DEFINE Job Analysis/ Specification (C1) • DESCRIBE the essential components of a job description (C3, C4) • CREATE Job descriptions/ job specifications (C4) 	4
Unit 2.b: Recruitment & Selection		
Workforce Planning & Forecasting, Effective Recruitment, Types, Employment Laws of Outsourcing, Offshoring, Recruitment policies and Practices Employee Testing, Types of Tests, Selection Process, Interviewing, Types, Design an effective Interview	<ul style="list-style-type: none"> • DEFINE the term recruitment (C1) • EXPLAIN the process of recruitment in an organization. (C2) • DESCRIBE laws related to employment (C2) • IMPLEMENT the laws and able to create the required policies for the organization (C3) • DESCRIBE the selection process in an organization (C2, C3) • SCHEDULING and DESIGNING an interview process (C4) 	6



Unit 3.a: Performance Management & Appraisal		
Definitions, Scope, Process, Types & Techniques of PMS, Rater Error & ways to minimize it. MBO.	<ul style="list-style-type: none"> • DEFINITION of Performance appraisal (C1) • EXPLAIN the types and process of PA (C3) • CRITICISE an Appraisal system based on need of the organization (C4) 	6
Unit 3.b: Training & Development		
Orienting & On boarding a New Employee, Purpose, Process. Importance of Training & Development, Types of Training Program, Implementing, Training Cycle, Evaluating Training Effort	<ul style="list-style-type: none"> • DEFINE training & Development (C1) • CONTRAST between training & Development. (C4) • FORMULATE a training module along with assessment charts (C5) 	8
Unit 4: Strategic Pay Plans		
Employee Salary & Wage Administration, Money's role in motivation, Job Evaluation methods, Incentive Plans, Taxation rules on Income in India	<ul style="list-style-type: none"> • DEFINE Wage/Salary (C1) • EXPLAIN Job evaluation methods and incentives (C3) • APPLY Job evaluation methods in organizations & device incentives if required (C3) • UNDERSTAND the Taxation rules applicable to income (C2) 	6
Unit 5.a: Employee Retention		
Managing Turnover, Attrition, Employee Engagement, Employment Laws	<ul style="list-style-type: none"> • DEFINE retention of workforce (C1) • IDENTIFY methods to manage attrition (C2) • DESIGN tools and methods for employee engagement (C3, C4) • IDENTIFY labour laws (C2) 	6
Unit 5.b : Manpower Planning		
Healthcare Manpower Planning, Methods of Manpower allotment, Norms of staffing India	<ul style="list-style-type: none"> • DEFINE manpower planning (C1) • EXPLAIN the process of manpower planning (C3) • CRITICISE manpower planning for various cadres in a Healthcare organization based on staffing norms (C4) 	5



Learning strategies, contact hours and student learning time					
Learning strategy	Contact hours			Student learning time (Hrs)	
Lecture	30			60	
Small group Discussion and Case based learning	15			28	
Revision				8	
Assessment	4				
TOTAL	45+4			96	
Assessment Methods:					
Formative:			Summative:		
Class tests			Class tests		
Assignments/presentations			End-Block Examination		
Practical examination					
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Class test	×	×	×	×	×
Assignment/Presentation	×	×	×	×	×
End-block Examination	×	×	×	X	×
Practical examination		×	×		
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 				
Reference Material	<ol style="list-style-type: none"> Gary Dessler & Biju Varkkey (2020) <i>Human Resource Management</i>, Pearson Publications Bruce J. Fried & Myron D. Fottler (2015) <i>Human Resources in Healthcare Managing for Success</i>. Health Administration Press Nancy J. Niles (2020). <i>Basic Concepts of Health Care Human Resource Management</i>. Jones & Bartlett Learning. 				



Name of the Institution / Department:

DEPARTMENT OF DATA SCIENCE, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program	Master of Public Health and Master of Hospital Administration
Course Title	Inferential Biostatistics for Healthcare Administrators
Course Code: DDS 528	Course Instructor: Dr Vani Lakshmi R
Academic Year: 2023-2024	First year, Block 2
No of Credits: 2	Prerequisites: DDS 518

Synopsis: The course extends the concepts covered in Introductory Biostatistics for Healthcare Administrators. The concepts covered in the course include an introduction to sampling methods (random and non-random), sampling error and confidence intervals, parametric and non-parametric statistical inference methods, correlation and regression analysis and sample size computation methods. It includes a practical component wherein the students are introduced to open-source graphical user interface to R Programming (Jamovi)

Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1	Summarize the most-commonly used random and non-random sampling methods. (C2)
CO 2	Illustrate parametric and non-parametric statistical inference methods which are commonly used in health science research. (C3)
CO 3	Illustrate correlation and regression methods which are commonly used in health science research. (C3)
CO 4	Apply the statistical inference, correlation, and regression methods on real-life datasets using Jamovi C3)

Mapping of COs to POs

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X						X	X	X			
CO 2	X						X	X	X			
CO 3	X						X	X	X			
CO 4	X	X	X				X	X	X			

Course Content and Outcomes

Topics	Learning Outcomes	Hours
Unit 1: Introduction to Sampling Methods		8
Random and Non-random Sampling Methods	<ul style="list-style-type: none"> DEFINE sample, population, sampling and non-sampling errors, sampling frame. (C1) IDENTIFY the need for sampling. (C1) DESCRIBE random (simple random, stratified, cluster, systematic, multi-stage and multi-phase) and non-random (convenient, judgement, quota and snowball) sampling methods. (C2) 	
Unit 2: Statistical Inference I		10



Fundamentals of Hypothesis Testing	<ul style="list-style-type: none"> • DESCRIBE the differences between descriptive and inferential statistics. (C2) • EXPLAIN the concepts of statistical estimation: standard error and confidence intervals in the context of single mean, single proportion. difference of two means and difference of two proportions. (C2) • OUTLINE the confusion matrix in the context of hypothesis testing. (C1) • DESCRIBE the components and steps in hypothesis testing. (C2) 	
Unit 3: Statistical Inference II		10
Parametric and Non-parametric Test	<ul style="list-style-type: none"> • DISTINGUISH parametric and non-parametric tests. (C2) • INTERPRET and DESCRIBE the parametric tests: one-sample t-test, two sample independent t-test, One-way ANOVA and paired-t-test. (C3) • INTERPRET and Describe the non-parametric tests: Mann-Whitney U test, Wilcoxon Signed Rank Test and Kruskal Wallis ANOVA. (C3) • INTERPRET and Describe Chi-square tests for categorical data analysis. (C3) • APPLY appropriate statistical inference tools to real-life datasets. (C3) 	
Unit 4: Sample Size Computation: An Introduction		8
Sample Size Computation Methods	<ul style="list-style-type: none"> • COMPUTE the minimum sample size for the following situations a) estimation of mean, b) estimation of proportion, c) comparison of two means d) comparison of two proportions and e) paired measurements. (C3) 	
Unit 5: Correlation and Linear Regression Analysis		10
Correlation and Linear Regression Analysis	<ul style="list-style-type: none"> • DISTINGUISH correlation and regression methods. (C2) • INTERPRET and Describe Pearson's, Spearman and Kendall's Tau Correlation Coefficient. (C3) • INTERPRET and Describe Simple and Multiple Linear Regression methods. (C3) • APPLY appropriate methods to understand and establish the relationship between characteristics of interest with special applications to healthcare. (C3) 	



Learning strategies, contact hours and student learning time				
<i>Learning strategy</i>	<i>Contact hours</i>		<i>Student learning time (Hrs)</i>	
Lecture	34		68	
Seminar				
Small-Group Discussion (SGD)				
Case-Based Learning (CBL)				
Self-Directed Learning (SDL)				
Problem-Based Learning (PBL)				
Practicals	10		20	
Revision	2		4	
Assessment	4			
TOTAL	46+4		92	
Assessment Methods				
Formative			Summative	
Class test			Class test	
Practical assessment			End-block Examination	
Mapping of Assessment with COs				
Nature of Assessment	CO 1	CO 2	CO 3	CO 4
Class test	X	X	X	
End-block examination	X	X	X	
Practical assessment	X	X	X	X
Feedback Process	2. End-block feedback			
Reference Material	3. Daniel, WW. Chad, LC. Biostatistics: A foundation for analysis in the health sciences. John Wiley & Sons; 2008.			
	4. Pagano, M. Gauvreau, K. Principles of Biostatistics. CRC Press: 2018			



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Accounting & Financial Management										
Course Code: MHA 523		Course Instructor: Dr. Santhosh Shetty (DOC)										
Academic Year: 2023-2024		First Year, Block 2										
No of Credits: 3		Prerequisites: Basic mathematics										
Synopsis:		The course would aim to help students understand the basic financial management concepts and techniques and provide a foundation for integrating these techniques into health care organizations. It is intended to provide broad introduction to important financial concepts, issues, tools, and vocabulary useful both for policy makers and administrators.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		Describe fundamentals of accounting/cost concepts & cost classification for health sector (C2)										
CO 2:		Explain costs and volume relationships for managerial decisions in health care program (C3)										
CO 3:		Describe the uses of cost data for program managers (C4)										
CO 4:		Understand a balance sheet & be able to compute budget and able to do costing using various tools (C4)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x		x		x			X		x	x	
CO 2	x		x	X		X	x	X				X
CO 3	x	X	x	X				X		x		
CO4	x					x		X				



Course content and outcomes:		
Topics	Learning Outcomes	Hours
Unit 1 Overview of Accounting		
Financial resources as important inputs in health care and constraints, Fundamentals of Accounting - Managerial, Cost Accounting	<ul style="list-style-type: none"> • DEFINE Accounting (C1) • EXPLAIN the fundamental accounting concepts (C3) • IDENTIFY healthcare resources and constrains in terms of finance (C3, C4) • DEMONSTRATE the cost concept (C3) 	4
Unit 2 Basic Principles of Accounting		
Principles of Bookkeeping, Ledger Entry, Good Practices in Entry, Types of Accounts	<ul style="list-style-type: none"> • DESCRIBE the principles of book keeping (C2) • ILLUSTRATE type of accounts and ledger entry (C4) 	4
Unit 3 Financial Statements & Analysis		
Balance Sheet, Purpose of Balance Sheet Structure and Components of a balance sheet, Assets and Liabilities, how to study a Balance Sheet; Profits and loss, Expense-Revenue Budgets; Financial Statement Analysis – Problems & Discussion, Ratio Analysis	<ul style="list-style-type: none"> • CRITICISE a balance sheet (C4) 	6
Unit 4 Cost of Health Care		
Use of Cost Data, Accountability, Efficiency, Equity, Setting priorities, Projection of costs, Cost recovery, Analysing and Presenting Expenditure; Activity Based Costing with healthcare examples	<ul style="list-style-type: none"> • INTERPRET the cost concept (C2) • PERFORM costing procedure (C3) 	4
Unit 5 Introduction to Financial Management		
Meaning, Definition of Finance, Business, Corporate Finance, Objectives of Financial Management, Approaches to Financial Management, Role of Finance Managers in Decision making, Profit vs Value Maximization, Dilemma of Ethics in Financial Management	<ul style="list-style-type: none"> • EXPLAIN the approach to financial management (C2) • DESCRIBE the role of Financial managers (C2) • EXAMINE the concept of ethics in financial management. (C4) 	4



Unit 6 Sources of Finance		
Long-term, Short-term, Equity Shares, Preference Shares – Types, Debentures, Bonds, commercial Loans –advantages & disadvantages of all	<ul style="list-style-type: none"> REVIEW long/ short term loans, Equity shares/ Preference shares/ Commercial loans (C3) 	4
Unit 7 Capitalization		
Meaning, Definition, Over-capitalization, Under-capitalization – Effects, Remedies, Working Capital & Capital Management, Introduction, Types, Needs of Working Capital, Hedging Approach, Conservative Approach, Aggressive Approach	<ul style="list-style-type: none"> EXPLAIN the meaning of capitalization (C2) ILLUSTRATE working capital and capital management document (C2) 	4
Unit 8 Capital Budgeting		
Methods, Capital Budgeting Process, Structure, Return on Investment, NPV, NPV Tables, ARR, IRR	<ul style="list-style-type: none"> DEFINE Budget (C1) EXPLAIN the concept of budgeting (C2) COMPUTE RoI, NPV, ARR, IRR etc. (C3) ANALYSE the concept of RoI etc in practice (C4) 	4
Unit 9 Budgeting and Investment Decisions		
Purpose and need of Budget, Types of Budgets, The Budget Formulation Process - Operating Budget, Sales Budget, Budget of Hospital, Current Trends in Accounting and Finance, Audit – Purpose and approaches	<ul style="list-style-type: none"> DESCRIBE budget formulation (C3) EXPLAIN the concept of Financial auditing (C3) APPLY budgeting concepts in investment decisions (C4) 	4
Unit 10 Cost of health Services		
Marginal Costing Analysis, allocating cost of shared inputs, Calculating Unit Financial Cost Cost-Volume-Profit Analysis, Margin of Safety, Sensitivity Analysis	<ul style="list-style-type: none"> EXPLAIN Marginal costing/ allocated cost (C2) APPLY CVP/ Margin of safety in business processes (C3, C4) 	3
Unit 11 Special Financing		
Lease – Definition, Elements, Terms of Leasing; Leasing Institutions, Private, Public Sector Leasing; Venture Capital – Meaning, Definition, Features; Foreign Direct Investment – Foreign Institutions rules & regulations, SEBI, FIIs; Mutual Funds – Origin, Structure, Meaning, Advantages	<ul style="list-style-type: none"> DESCRIBE the terminologies related to leasing, public-private, VC, FDI etc. (C2) INTERPRET and APPLY the leasing and foreign direct investment rules (C4) 	4



Learning strategies, contact hours and student learning time				
<i>Learning strategy</i>	<i>Contact hours</i>			<i>Student learning time (Hrs)</i>
Lecture	30			60
Seminar				
Small Group Discussion (SGD)				
Self-directed learning (SDL)				
Problem Based Learning (PBL)				
Case Based Learning (CBL)	15			30
Clinic				
Practical				
Revision				4
Assessment	4			
TOTAL	45+4			94
Assessment Methods:				
Formative:			Summative:	
Class tests			Class tests	
Assignments/presentations			End-block examination	
Quiz				
Mapping of assessment with Cos				
Nature of assessment	CO 1	CO 2	CO 3	CO 4
Class tests	x	x	x	
Assignment/Presentations		x		x
End-block Examination	x	x	x	
Practical examination		x		x
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 			
Reference Material	<ol style="list-style-type: none"> Hospital Management Accounting and Planning and Control, GR Kulkarni, NHMI Mumbai. Finance and Accounting for Managerial Competitiveness, Nand Dhameja & KS Sastry, Wheeler Publishing. Financial Management, Ravi Kishore, Taxman publications. Analysis of hospital costs: A manual for managers, Sheprad, Domnic Hodgkin & Yvonne E, WHO AITBS. Basic Hospital Financial Management, Beck. 			



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Research Methodology										
Course Code: MHA 531		Course Instructor: Dr. Rajesh Kamath										
Academic Year: 2023-2024		First year, Block 3										
No of Credits: 3		Prerequisites: Basic understanding of research										
Synopsis:	The course is designed to develop knowledge and skills in use of data in planning health services, and program management. The students will help students in basic statistical techniques in order to collect, compile, process and analyse, present data, and draw conclusions from the data at various levels in the health system.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:	IDENTIFY and use various sources of data, Define variables and various types of data (C2)											
CO 2:	COMPREHEND basic statistical concepts and approaches used in biostatistics & healthcare data collection (C3)											
CO 3:	KNOW different types of data collection, sampling methodology, tools for data collection (C3)											
CO 4:	DEVELOP tools to collect health data to answer research questions (C4)											
CO 5:	ILLUSTRATE data analysis and INTERPRET the results (C4)											
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO11	PO 12
CO 1	x	X										
CO 2		X	x	x	x		x	x		x		x
CO 3	x				x							x
CO 4			x	x	x	x						
CO 5		X	x	x	x	x				x		x
Course content and outcomes:												
<i>Topics</i>				<i>Learning Outcomes</i>							<i>Hours</i>	
Unit 1: Research Methodology												
The context of health systems research, Identifying & Formulation of research problem,				<ul style="list-style-type: none"> EXPLAIN the context of health system research (C2) IDENTIFY a research Problem (C4) FORMULATE a research hypothesis (C5) 							10 hours	
Unit 2: Tests of Significance												
Parametric and Non Parametric Tests				<ul style="list-style-type: none"> DEFINE Parametric/Non parametric tests (C1) EXPLAIN Parametric & Non parametric tests (C3) APPLY parametric & Non Parametric tests (C5) 							12 hours	
Unit 3: Proposal Writing												
Introduction to proposal writing, Writing goals and objectives of a problem, Research design, Types- Descriptive, Analytical, Surveys.				<ul style="list-style-type: none"> UNDERSTAND how to write a research proposal (C3) WRITE research objectives and goals (C4) IDENTIFY the appropriate research tool (C2) 							10 hours	



Developing a research proposal with Public Health example. How to develop survey instruments, Methods of Data Collection, Bias & Confounding factors, Ways to Minimize them.	<ul style="list-style-type: none"> UNDERSTAND confounding factors (C1) DEVELOP a research protocol (C5) 	
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Unit 4: Data Collection

Types of data, Source of data, Methods of data collection	<ul style="list-style-type: none"> DEFINE types of Data (C1) UNDERSTAND various sources of data (C2) EXPLAIN different methods of data collection (C2, C3) ADOPT appropriate method of data collection (C4) 	5 hours
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Unit 5: Presentation of Data

Stem and leaf distribution, Preparation of frequency tables: Array, categories, class intervals, format of tables. Graph: Bar diagram, Histogram, Pie Chart, Line diagram, Frequency Polygons. Report Writing.	<ul style="list-style-type: none"> EXPLAIN frequency tables and class intervals (C3) EXPLAIN various charts and graphs (C3) ADOPT proper graphs and charts for representing data (C4) 	8 hours
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Learning strategies, contact hours and student learning time

Learning strategy	Contact hours	Student learning time (Hrs)
Lecture	30	60
Seminar		
Small Group Discussion (SGD)		
Self-directed learning (SDL)		
Problem Based Learning (PBL)	15	30
Case Based Learning (CBL)		
Revision		4
Assessment	4	
TOTAL	45+4	94

Assessment Methods:

Formative:

Class tests & Quiz

Assignments/presentations

Summative:

Class tests & Quiz

End block examination

Mapping of assessment with Cos

Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Class Tests	x	x	x	x	x
Quiz	x	x	x	x	X
Assignment/Presentations		x		x	
End Block Examination	x	x	x	x	x

Feedback Process

- End-block feedback

Reference Material

- Research Methodology: Methods and Techniques, CR Kothari, New Age International Pvt Ltd.
- Research Methodology and statistics in healthcare, Norma G Reid.



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Healthcare systems, public health and epidemiology										
Course Code: MHA 532		Course Instructor: Dr Somu/Dr Vishnu Sunil										
Academic Year: 2023-2024		First Year, Block 3										
No of Credits: 3		Prerequisites: Basic knowledge of healthcare and statistics										
Synopsis:	To understand the existing health care delivery system in India, primary health care and National Health Policy. It also aims to enhance capabilities of students in policy analysis and to familiarize them with process of policy formulation and its linkages with program planning											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		DESCRIBE the basic concepts of health and health care system in developing countries with special focus on India. (C2)										
CO 2:		INTERPRET the governmental health polices, differentiate the various healthcare system (C3)										
CO 3:		Able to COMPUTE and REPORT the vital statistics. (C4)										
CO 4		APPRAISE & carry out epidemiological and Demographic studies (C4)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X		X	X	X		X	X		X	
CO 2			X	X	X		X			X		X
CO 3	X	X	X		X			X		X		
CO 4	X		X			X	X	X	X			X
Course content and outcomes:												
Topics						Learning Outcomes					Number of hours	
Unit 1.a: Evolution of Healthcare in India												
Health Planning in India, History of Public Health in India, Important Committees and their recommendations.						<ul style="list-style-type: none"> UNDERSTAND of public health in India (C1) UNDERSTAND the health planning in India (C2) 					4	
Unit 1.b: National Health Policy												
National Health Policy, Five Year Plans, NITI Aayog health report						<ul style="list-style-type: none"> UNDERSTAND the concept of National Health Policy/ Five-year plan (C2) CREATE a health policy (C5) 					4	
Unit 2: National Health Programmes												
Goals, Strategies and Outcome of NRHM, Critical Areas for Health Sector Reforms, Framework for Implementation of NRHM, Activities and Norms under NRHM. NUHM						<ul style="list-style-type: none"> DEFINE Goals/Strategies/Outcome (C1) EXPLAIN the critical areas of health sector reforms (C2) 					8	



Policy and Implementation Issues in various NHP: National Malaria Eradication Program, National Tuberculosis Elimination Program, National Program for Control of Blindness, National Mental Health Program, National AIDS Control Program, National Leprosy Eradication Program, National Iodine Deficiency Disorders Control Program, Universal Immunization Program Ayushman Bharat	<ul style="list-style-type: none"> • DESCRIBE the framework of NRHM/NUHM (C4) • DEFINE a National Health Program (C1) • EXPLAIN the purpose of a national health program in detail and its management (C3) <p>CREATE and IMPLEMENT a health program for the community (C5)</p>	
Unit 3.a: The Healthcare System in India		
An overview of Health Care Delivery System in India; Public Sector; Organization and Administration at National Level; Organization and Administration at State Level; Organization and Administration at District Level; Organization and Administration of District Hospitals; Organization and Administration of CHC; Organization and Administration of PHC; Organization and Administration of Sub Centre	<ul style="list-style-type: none"> • DEFINE health care (C1) • UNDERSTAND the concept of healthcare delivery system in India (C4) • CREATE an organization structure and administer a healthcare organization (C5) 	6
Unit 3.b: Primary Health Care		
Concept of Primary Health care, Elements of Primary Health Care, Principles of Primary Health Care, Primary Health Care in India, Integrated models of primary health care.	<ul style="list-style-type: none"> • DEFINE primary healthcare (C1) • EXPLAIN the concept of primary healthcare (C3) • APPLY the concept of primary healthcare and integrated models (C5) 	4
Unit 3.c: Indian Public Health Standards		
Indian Public Health Standards (IPHS) 2022 District Action Plan – For 20 beds, For 500 beds. Kayakalp.	<ul style="list-style-type: none"> • DESCRIBE the IPH standards (C2) • CREATE an Action plan for 500 beds (C4) 	2
Unit 4: International organisations for health and overview of international healthcare systems		
Main international organisations (governmental, non-governmental), types of stakeholders, global governance, policies and priorities, international models for healthcare systems	<ul style="list-style-type: none"> • DESCRIBE international organisations such as United Nations, WHO (C2) • DESCRIBE the multi-stakeholder ecosystem for health at global scale (C2) • CHARACTERISE AND COMPARE international policies, priorities and guidelines for health (C4) • INVENTORY the principal healthcare systems models across the world and policies (C4) 	6
Unit 5.a: Concepts of Demography		
Current population scenario and Trends, Population structure and composition, Population Pyramids, Definition and concept in demography –	<ul style="list-style-type: none"> • DEFINE CPR/FR/Family size (C1) • DESCRIBE the population structure and composition (C3) 	2



CPR, FR, Family Size, Population characteristics, levels and trends of marital status, literacy etc.			
Unit 5.b: General Concepts of Epidemiology & Dynamics of Diseases			
Definition & History of Epidemiology, Ecology of Health, Dynamics of disease transmission and levels of control	<ul style="list-style-type: none"> • DEFINE epidemiology (C1) • EXPLAIN the concept of ecology of health (C3) • DESCRIBE the dynamics of disease transmission (C4) • DEVELOP levels of control in disease transmission and apply the same (C5) 	2	
Unit 5.c: Measures of Disease Frequency			
Morbidity Rate – incidence and prevalence and their relationship; Mortality Rate – crude and specific death rates, proportional mortality rate; Standard death rate; DALY, HRQoI, QALY	<ul style="list-style-type: none"> • DEFINE Mortality/Morbidity rates (C3) • EXPLAIN the importance of these indicators (C3) • DESIGN the indicators to bring about change in health status of community (C5) 	2	
Unit 5.d: Investigation of Epidemic/outbreaks			
Planning and preparing for investigation of outbreaks; Steps in investigation, Data collection, analysis and interpretation; Notifiable Diseases and notification procedure; Writing report and communication, public information. Epidemiological Exercise on Food Borne Outbreaks. Presentation and discussion	<ul style="list-style-type: none"> • DEFINE an epidemic/outbreak (C1) • ANALYSE the need for investigation in an outbreak (C4) • DESCRIBE the steps followed in an epidemic outbreak (C3) • ANALYSE an epidemic outbreak (C3) 	5	
Learning strategies, contact hours and student learning time			
<i>Learning strategy</i>		<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture		30	60
Seminar			
Small Group Discussion (SGD)			
Self-directed learning (SDL)			
Problem Based Learning (PBL)		15	30
Case Based Learning (CBL)			
Clinic			
Practical			
Revision			4
Assessment		4	
TOTAL		45+4	94
Assessment Methods:			
Formative:		Summative:	
Class tests		Class tests	
Assignments/presentations		End-block Examination	
Quiz			
Mapping of assessment with Cos			



MANIPAL

ACADEMY of HIGHER EDUCATION

(Deemed to be University under Section 3 of the UGC Act, 1956)

Nature of assessment	CO 1	CO 2	CO 3	CO 4
Class Tests	×	×	×	
Assignment/Presentation		×	×	X
End-block Examination	×	×	×	X
Practical examination				X

Feedback Process		<ul style="list-style-type: none">• End-block feedback• Feedback after course completion
Reference Material		<ol style="list-style-type: none">1. Textbook of Preventive and Social Medicine, K Park.2. Epidemiology and Management for Healthcare, PV Sathe & AP Sathe, Popular Prakashan Pvt Ltd Mumbai.3. Healthcare System and Management, SL Goel, Deep & Deep Publications.4. Public Health Administration, SL Goel.5. National Health Programmes of India, National Policies & Legislations related to Health, J Kishore, Century Publications, New Delhi.6. Epidemiology and preventive Medicine, WB Saunders.



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Master of Hospital Administration										
Course Title:		Digital Transformation & Technologies in Healthcare										
Course Code: MHA 533		Course Instructor: Julien Venne										
Academic Year: 2023-2024		First year, Block 3										
No of Credits: 3		Prerequisites: Bachelor's degree approved by UGC										
Synopsis:		Healthcare sector and in particular Hospitals have engaged since several years their digital transformation. Digital health and medical technologies are becoming central and strategic in the provision of care as well as in the management of healthcare organisations. The course will introduce the concept of digital transformation, digital health and medical technologies and analyse their implementation in the healthcare systems. It also will emphasis on the importance of data management and provide knowledge, concepts, methodologies and use-cases related to e-administration, digital health, including telemedicine, mobile health, artificial intelligence and medtechs. This course is also the opportunity to discuss about the future of hospitals and healthcare as a whole in a prospective approach.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1		<ul style="list-style-type: none"> EXPLAIN and APPLY the concepts of innovation, in particular in hospitals context (C3) 										
CO 2		<ul style="list-style-type: none"> UNDERSTAND and APPRAISE the main current medical and health market trends (C5) 										
CO 3		<ul style="list-style-type: none"> APPRAISE the main digital health and medical technologies (devices, AI, software), their applications in healthcare and analyse use-cases related to clinical or non-clinical services (C5) 										
CO 4		<ul style="list-style-type: none"> ANALYSE and EVALUATE the prominent role of data and hospitals' information systems (including EHR) in the future of healthcare (C5) 										
CO 5		<ul style="list-style-type: none"> UNDERSTAND and APPLY the methodologies related to innovation and digital transformation, in a context of multidisciplinary project teams (C4) 										
CO 6		<ul style="list-style-type: none"> RECOMMEND innovation strategies to improve the quality of care and the efficiency of the organisation as well as to develop new activities in real-case hospitals (C5) 										
CO 7		<ul style="list-style-type: none"> UNDERSTAND and APPLY in use-cases the legal, ethical and normative frameworks around data and digital health, including data protection, AI trustworthiness, cybersecurity and privacy (C4) 										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X	X	X	X		X			X	X	X
CO 2			X	X		X	X					X
CO 3	X	X	X	X	X	X	X		X	X	X	X
CO 4	X				X		X					X
CO 5	X	X	X	X	X				X	X	X	X
CO 6	X	X	X	X		X	X	X	X	X	X	X
CO 7						X		X				X
Course content and outcomes:												



Content	Competencies	No of Hours
Unit 1: Healthcare trends: science, market and innovation		
Emerging medical scientific concepts, on-going and upcoming market trends, innovation in healthcare	<ul style="list-style-type: none"> EXPLAIN the transformation of medicine and healthcare services (C2) EXPLAIN and analyse the holistic approach of health and its consequence on innovation processes (C4) EXPLAIN the concept of the 5P medicine (C2) IDENTIFY the epidemiological trends around non-communicable diseases, chronic cancers, mental health and wellbeing and ageing (C4) ANALYSE and CONTRAST the market trends in pharma, Medtechs and IT industries (C4) 	8
Unit 2: Methodologies for Innovation and Entrepreneurship		
Design Thinking, Human-centred design, Agile methodologies, Lean start-up, observation technics, focus groups, interviews, user- and epic- stories, Business planning, business modelling, market access Use-cases applications	<ul style="list-style-type: none"> EXPLAIN the innovation methodologies and tools such as Design Thinking, Human-centred design, and Agile (C2) EXPLAIN and APPLY the concepts of usability, user experience and design-for-all approach (C3) EXPLAIN and APPLY Behaviour change technics in digital solutions (C3) EXPLAIN the methodologies of Entrepreneurship ANALYSE use-cases and RECOMMEND innovative ideas for digital transformation (C5) 	10
Unit 3: Digital transformation in healthcare		
Digitisation, digitalisation and digital transformation, organisational transformation Examples of digital transformations Healthcare Information systems Technologies, standards	<ul style="list-style-type: none"> DEFINE digitisation, digitalisation and digital transformation (C2) EXPLAIN and JUSTIFY the key role of data in healthcare systems, IT infrastructure and architecture, Electronic Health Records (EHR) and digital platform (C5) EXPLAIN the concept of interoperability and main associated standards (HL7 FHIR, OpenEHR, etc.) (C2) RECOMMEND a strategic plan for digital transformation (C5) 	6
Unit 4: Digital health solutions and technologies		
Telemedicine/telehealth, mobile health and digital therapeutics, artificial intelligence, machine learning, health chatbots, blockchain,	<ul style="list-style-type: none"> EXPLAIN telehealth, telemedicine and mobile health (C2) EXPLAIN innovation in medical imaging (C2) 	10



virtual/augmented/mixed reality, IoT, connectivity	<ul style="list-style-type: none"> EXPLAIN Artificial intelligence and machine learning in healthcare (C2) EXPLAIN blockchain for healthcare EXPLAIN virtual/augmented/mixed reality in healthcare (C2) EXPLAIN Internet of Things and connectivity networks capacities (5G, 6G) (C2) 	
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Unit 5.a: Health Data and Technology legal, ethical and assessment frameworks

Digital health, data protection and AI regulation and governance models Health Technology Assessment (HTA), clinical trials, Digital Therapeutics assessment frameworks, Trustworthy AI	<ul style="list-style-type: none"> COMPARE the principles of the main regulation for data protection, AI and digital health across the world (C4) COMPARE Health Technology Assessment, methods for clinical trials on digital solutions and Digital Therapeutics (DTx) evaluation frameworks (C2) EXPLAIN and APPLY the concept of AI Trustworthiness (C2) 	6
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Unit 5.b: Cybersecurity and privacy

Security-by-design, Cyberattack Privacy-by-design, Privacy-Enhancing Technologies (PETs)	<ul style="list-style-type: none"> EXPLAIN the concept of Cybersecurity cyber threats taxonomy and case studies (C2) EXPLORE Risk analysis, preventive and counter measures (C4) EXPLAIN to the concept of privacy (C2) EXPLAIN the Privacy-Enhancing Technologies (PETs) (C2) 	6
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Learning strategies, contact hours and student learning time

Learning strategy	Contact hours	Student learning time (Hrs)
Lecture	30	60
Seminar		
Small Group Discussion (SGD)		
Self-directed learning (SDL)		
Problem Based Learning (PBL)	8	16
Case Based Learning (CBL)	8	16
Clinic		
Practical		
Revision		4
Assessment	2	
TOTAL	46+2	96

Assessment Methods:

Formative:	Summative:
Class tests & quiz	Average mark between class tests, quiz and assignments/presentations
Assignments/presentations	End Block examination

Mapping of assessment with Cos

Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6 & 7
Class tests or quiz	X	X	X	X	X	X



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(Deemed to be University under Section 3 of the UGC Act, 1956)

Assignment/Presentation	X	X	X	X	X	X
End-block examination						
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 					
Reference Material	<ul style="list-style-type: none"> Creative Destruction of Medicine: How the Digital Revolution Will Create Better Health Care, Eric Topol, 2011 Deep Medicine, Eric Topol, 2019 Digital Health, Linwood, im Ng, School of Medicine, University of California https://exonpublications.com/index.php/exon/issue/view/digital-health, 2022 Thinking Fast and slow, Daniel Kahneman, 2011 Health Design Thinking: Creating Products and Services for Better Health, B. Ku and E. Lupton, MIT Press, 2020 Ernst & Young, report How innovative infostructure can power the purpose of integrated care systems, 2022 Ernst & Young, article How will you design information architecture to unlock the power of data?, 2020 Ernst & Young, report Three essential shifts to build and elevate a smarter health experience, 2021 Ernst & Young, infographics Connected Health Cloud Placemat, 2022 Gartner report, Market Guide for Digital Health Platforms, 2022 					



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Master of Hospital Administration										
Course Title:		Health Economics										
Course Code: MHA 541		Course Instructor: Dr. Ambigai (DoC)										
Academic Year: 2023- 2024		First year, Block 4										
No of Credits: 3		Prerequisites: Basic mathematics										
Synopsis:	The course would provide fundamental knowledge of various concepts in health economics. The course will prepare students with requisite knowledge to identify the characteristics of economic evaluations in healthcare.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN the peculiarities of health care market – the demand and supply and pricing of healthcare. (C3)										
CO 2:		ANALYSE the cost behaviour and undertake profit analysis (C2)										
CO 3:		EXPLAIN the different methods of economic evaluations in Healthcare- Cost Minimisation Analysis, Cost Utility Analysis, Cost Effectiveness Analysis and Cost Benefit Analysis (C2)										
CO 4:		DESCRIBE the market structure for Physicians, Hospitals and Health insurance. (C2)										
CO 5:		DESCRIBE the role of Government & contemporary issues in Healthcare (C3)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x		x		x			x		x	X	
CO 2	x		x				x					X
CO 3	x	X	x	x				x		x		
CO 4	X	X	X	X		X		X		X	X	



Course content and outcomes:		
Content	Competencies	Hours
Unit 1: An Overview of Health Economics		
Key concepts: Scarce resource-Choice-Opportunity Cost – Marginal principle- Priority setting-Efficiency, Effectiveness and Equity	<ul style="list-style-type: none"> • EXPLAIN “health economics as a field of economics” (C1) • DESCRIBE “The iron triangle of Health Economics” (C1) • DISCUSS in detail - “Health economic models evaluate the potential health and economic outcomes associated with different health technologies” (C3) • DISCUSS on opportunity cost and the ways to measure “Health Outcomes”. (C1, A1) 	4
Unit 2.a: Demand and Supply of Health care		
Peculiarities of Health care sector	<ul style="list-style-type: none"> • INTERPRET “Priority setting or rationing in health care continues to be a politically charged topic, but recently its necessity has gained wider recognition.” (C1, A1) • DEFINE Law of Demand (C1) • ESTABLISH relationship between price and quantity demanded with the help of a demand schedule and diagram along with limitations (C1) 	4
Unit 2.b: Demand for Health care		
Grossman Model	<ul style="list-style-type: none"> • DESCRIBE demand. (C1) • EXPLAIN Grossman model of health demand. (C2) • DESCRIBE any five determinants of demand for health (C2) 	4
Unit 2.c: Elasticity of demand		



Elasticity of demand	<ul style="list-style-type: none"> EXPLAIN five types or degrees of price elasticity of demand with the help of Diagram. (C2) 	4
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Unit 3.a: Production and Cost behaviour & Profit Analysis

Production and Cost behaviour & Profit Analysis	<ul style="list-style-type: none"> ILLUSTRATE the cost-output relationship in the short run with suitable table and Cost curves. (C2) 	4
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Unit 3.b: Planning and Budgeting

Planning and Budgeting	<ul style="list-style-type: none"> DEFINE financial management (C1) DESCRIBE Cash flow accounts and balancing budget (C2) APPLY Tools of financial analysis and planning in healthcare (C3) 	4
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Unit 4.a: Economic Evaluation in HealthCare

Economic Evaluation in HealthCare: Introduction & Cost Minimization	<ul style="list-style-type: none"> DEFINE Economic evaluation (C1) DESCRIBE the importance of economic evaluation in Healthcare. (C2) IDENTIFY the features of Economic evaluation (C2) EXPLAIN the mechanism of critical appraisal of a published economic evaluation study (C2) DESCRIBE the good research practices for dealing with aspects of transferability of economic evaluations. (C2) 	4
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Unit 4.b: Cost Utility Analysis

Cost Utility Analysis	<ul style="list-style-type: none"> DESCRIBE the perspectives considered for an economic evaluation study (C2) EVALUATE the components of a Cost utility Analysis (C1) 	4
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Unit 4.c: Cost Effectiveness Analysis

Cost Effectiveness Analysis	<ul style="list-style-type: none"> DISCUSS the cost-effectiveness plane and its utility in decision- making (C1) 	4
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Unit 4.d: Cost Benefit Analysis		
Cost Benefit Analysis	<ul style="list-style-type: none"> EXPLAIN the concept of Willingness to Pay (WTP) in terms of assigning money values to the outcomes of healthcare programs (C2) EVALUATE the role of discrete choice experiments in cost-benefit analysis EXPLAIN Cost and dividend for health outcomes (C2) 	4
Unit 5.a: Market Structure and market power		
Market Structure and market power	<ul style="list-style-type: none"> EXAMINE the features of Oligopolistic competitive market. (C3) ANALYSE the Price-output determination under Monopoly market in the short run with suitable diagrams. (C3) ANALYSE the Monopolistic market with relation to health care sector (C3) 	4
Unit 5.b: Health Insurance Market		
Health Insurance Market	<ul style="list-style-type: none"> DESCRIBE as to why health insurance is important. (C2) EVALUATE the health infrastructure provided by the government of India. (C2, A1) IDENTIFY the various triggers to detect fraudulent claims or practices. (C2) 	4
Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	38	76
Seminar		
Small Group Discussion (SGD)		
Self-directed learning (SDL)		
Problem Based Learning (PBL)	10	20
Case Based Learning (CBL)		



Practical		
Revision		8
Assessment	4	
TOTAL	48+4	104

Assessment Methods:	
Formative:	Summative:
Class test, Quiz, Viva-voce, Assignments, Presentations	Class test, Quiz, Viva-voce, Assignments, Presentations, End-block examination

Mapping of assessment with COs				
Nature of assessment	CO 1	CO 2	CO 3	CO 4
Class tests	×	×	×	X
Assignment/Presentation		×		X
End-block Examination	×	×	×	X
Practical examination				X
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 			
Reference Material	<p>Prescribed Text Book: Folland S, Goodman A, Stano M. The Economics of health and health care, 6th Edition. Upper Saddle River NJ: Prentice Hall; 2010.</p> <p>Additional Readings: Drummond F, Sculpher MJ, Torrance G, O'Brien BJ, Stoddard, GL. Methods for the economic evaluation of health care programmes, 3rd edition. Oxford University Press; 2005.</p>			



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Medico-Legal Issues in Healthcare										
Course Code: MHA 542		Course Instructor: Dr. Rajesh Kamath										
Academic Year: 2023-2024		First year, Block 4										
No of Credits: 3		Prerequisites: Basic knowledge of General management and Human resources										
Synopsis:	Legal issues & Industrial relations deals with the several factors and issues that can go to make up Indian healthcare system. The focus of this course work will be on the knowledge developmental aspect that deals with the long-term solution to any problem. It deals with the various inputs that can go into it to control the situation. It focuses on the perspective and adherence that is needed to understand the various legislations & industrial relation issues related to healthcare.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN all laws related to healthcare statutory requirements & industrial relations (C3)										
CO 2:		APPLY relevant laws related to healthcare as and when required (C3)										
CO 3:		INTERPRET the various machinery (related to Industrial relation) to handle healthcare organizations. (C3)										
CO 4:		DEMONSTRATE teamwork & be able to apply social security laws optimally (C3)										
CO 5:		MANAGE Medical Jurisprudence/Consent/ Medical negligence etc (C5)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x	x				x		X				X
CO 2	x			X				X		X		
CO 3	X	x	x	X		X		X	x	X		x
CO 4	X					x	X	X		x		x
CO 5	x		x	X				X		x		x



Course content and outcomes:		
<i>Topics</i>	<i>Learning Outcomes</i>	<i>Hours</i>
Unit 1: Industrial Relations		
	<ul style="list-style-type: none"> • Introduction to Industrial Relations: Concept, Definition, Significance, Objectives, Scope, Approaches, Principles of good industrial relations <ul style="list-style-type: none"> ○ DEFINE Industrial Relations (C1) ○ DESCRIBE the Concept, Definition, Significance and Objectives of Industrial relations (C2) ○ IDENTIFY Approaches to Industrial relations (C2) ○ ILLUSTRATE Principles of good industrial relations (C3) ○ APPLY the methods learned in the lesson to new problems (C3) 	8 hours
Meaning, Causes, Forms, Industrial relations machinery, Joint consultation, Works committee, Conciliations, Court of Enquiry, Voluntary arbitration, Adjudication	<ul style="list-style-type: none"> • Meaning, Causes, Forms, Industrial relations machinery, Joint consultation, Works committee, Conciliations, Court of Enquiry, Voluntary arbitration, Adjudication <ul style="list-style-type: none"> ○ DEFINE Industrial disputes (C1) ○ DESCRIBE causes of industrial disputes (C2) ○ DESCRIBE forms of industrial disputes (C2) ○ EXPLAIN Industrial relations machinery, Joint consultation, Works committee, Conciliations, Court of Enquiry, Voluntary arbitration, Adjudication (C2) 	
	<ul style="list-style-type: none"> • Meaning of grievances, Causes of grievances, Guidelines for grievance handling, Grievances redressal procedures. Causes of indiscipline, Code of discipline, Disciplinary procedure, Code of conduct <ul style="list-style-type: none"> ○ DESCRIBE meaning of grievances (C2) ○ EXPLAIN causes of grievances (C2) 	



	<ul style="list-style-type: none"> ○ EXAMINE Guidelines for grievance handling and Grievances redressal procedures (C3,) ○ PROPOSE causes of indiscipline, Code of discipline, Disciplinary procedure, Code of conduct (C3, ,) 	
Unit 2.a: Wage Administration		
<p>Wage policy – Objectives – Wage regulation machinery – Wage Board: Growth and development – Composition and functions – Evaluation of wage bonds.</p> <p>Minimum wages act and Payment of wages Act, 1936: Wage component, Method of wage payment, Method of wage fixation, Definition under act, provisions under act- fixation of wage, advisory board to fix min wage, wage fixation committee</p>	<ul style="list-style-type: none"> • DISCUSS Wage policy (C2) • DISCUSS objectives of wage administration (C2) • DESCRIBE Wage regulation machinery (C2) • DESCRIBE Wage Board: Growth and development (C2) • EVALUATE wage bonds (C3) • DISCUSS applicability of Minimum wages act and Payment of wages Act, 1936 (C3,) • FORMULATE Wage component, Method of wage payment, Method of wage fixation (C3) • DESCRIBE wage under act, provisions under act- fixation of wage, advisory board to fix min wage, wage fixation committee (C2) 	4
Unit 2.b: Social Security Laws		
<p>The Employees’ Provident Fund & Miscellaneous Provisions Act, 1952.</p> <p>The Employees’ State Insurance Act, 1948. The Payment of Gratuity Act, 1972. The Employees’ Compensation Act, 1923. The Maternity Benefit Act, 1961. Equal Remuneration Act and Rules, 1976</p>	<ul style="list-style-type: none"> • DESCRIBE The Employees’ Provident Fund & Miscellaneous Provisions Act, 1952 (C2) • DESCRIBE The Employees’ State Insurance Act, 1948. The Payment of Gratuity Act, 1972 (C2) • DESCRIBE The Employees’ Compensation Act, 1923. The Maternity Benefit Act, 1961 (C2) • DESCRIBE Equal Remuneration Act and Rules, 1976. (C2) 	6
Unit 2.c: Medico legal Procedure and Medical Jurisprudence		
<p>Definition of Medicolegal cases(MLCs); Principles of MLCs; Examples of MLCs; Management of MLCs; Medical examination of the accused; Time frame for registering a case; Approach to MLCS; Preservation of</p>	<ul style="list-style-type: none"> • DEFINE medico legal cases(MLCs) (C1) • DESCRIBE principles of MLCs (C2) • CRITICISE examples of MLCs (C3) • DEMONSTRATE management of MLCs (C3) 	4 hours



<p>Medicolegal exhibits of MLCs; Medicolegal case report; Cognisable offence; First Information Report (F.I.R.); Custody of the MLC records; Steps for problem free management of MLCs</p>	<ul style="list-style-type: none"> • DISCUSS medical examination of the accused (C2) • DESCRIBE time frame for registering a case (C2) • DESCRIBE Approach to MLCS (C2) • ORGANISE preservation of Medico legal exhibits of MLC (C4,) • CRITICISE medico legal case report (C3) • IDENTIFY cognisable offence (C3) • MANAGE First Information Report (F.I.R.); Custody of the MLC records (C5) • PLAN steps for problem free management of MLCs (C5) 	
<p>Unit 3.a: Consent & TORT</p>		
<p>Definition of consent; Consent in Medical practice; 4 types - 1. Implied consent; 2. Expressed consent 3. Informed consent 4. Qualified consent; Legality of consent; Refusal of consent; Discussion of 2 actual MLCs that went to trial; Situations where consent is not applicable; Section 92,IPC-Definition; Difference between Tort and Criminal wrong; Examples of Tort; Difference between tort and breach of contract; Essentials of Tort; Injuria Sine Damage; Damnum Sine injuria</p>	<ul style="list-style-type: none"> • DEFINE consent (C1) • ILLUSTRATE Consent in Medical practice; 4 types - 1. Implied consent; 2. Expressed consent 3. Informed consent 4. Qualified consent (C3) • EXPLAIN Legality of consent (C2) • DISCUSS Refusal of consent (C2) • ANALYSE 2 actual MLCs that went to trial(C4) • DESCRIBE Situations where consent is not applicable (C2,) • DISCUSS Section 92, IPC-Definition (C2) • ANALYSE Difference between Tort and Criminal wrong (C4,) • DESCRIBE Examples of Tort; Difference between tort and breach of contract; Essentials of Tort; Injuria Sine Damage; Damnum Sine injuria (C2) 	<p>4 hours</p>
<p>Unit 3.b: Medical Negligence</p>		
<p>Definition; Proving Medical Negligence; Burden of proof; Types of negligence – Civil negligence, Criminal negligence; Common acts of negligence; Mens Rea;Contributory negligence; Case discussion – 1; Training vs qualification; Composite</p>	<ul style="list-style-type: none"> • DEFINE Medical negligence (C1) • ILLUSTRATE proving Medical Negligence; Burden of proof (C3) • ANALYSE Types of negligence – Civil negligence, Criminal negligence (C3) • DESCRIBE Common acts of negligence (C2) 	<p>4 hours</p>



<p>negligence; Forms of negligence- Malfeasance, Misfeasance, Nonfeasance, Nonfeasance, Malpractice, Criminal negligence; Vicarious liability; Respondent superior; Liability of hospitals in cases of negligence; Prevention of negligence; Management of an incident of negligence</p>	<ul style="list-style-type: none"> • DESCRIBE Mens Rea and Contributory negligence (C2) • ANALYSE training vs qualification (C3) • DIFFERENTIATE various forms of negligence: Composite negligence, Malfeasance, Misfeasance, Nonfeasance, Malpractice, Criminal negligence (C3, A2, P1) • ILLUSTRATE Vicarious liability and Respondent superior (C3) • DESCRIBE liability of hospitals in cases of negligence (C2) • DESCRIBE Prevention of negligence and Management of an incident of negligence (C2) 	
<p>Unit 3.c: Patient Confidentiality</p>		
<p>Importance; Appropriate and inappropriate disclosures; Legal requirements to report certain conditions or circumstances; Test for Breach of Confidentiality; Discussion of examples of breach of Patient confidentiality</p>	<ul style="list-style-type: none"> • DESCRIBE Importance of Patient confidentiality (C2) • DESCRIBE Appropriate and inappropriate disclosures (C2) • DESCRIBE Legal requirements to report certain conditions or circumstances (C2) • ILLUSTRATE Test for Breach of Confidentiality (C3) • ANALYSE examples of breach of Patient confidentiality(C4) 	<p>4 hours</p>
<p>Unit 4.a: Medical Termination of Pregnancy (MTP) Act.</p>		
<p>Introduction; Background; Need for the Act; Important provisions of the act; MTP regulations 2003; MTP rules 2003; Discussion of the practical aspects of the Act</p>	<ul style="list-style-type: none"> • DESCRIBE background and need for the Act(C2) • DESCRIBE Important provisions of the act; MTP regulations 2003; MTP rules 2003 (C2) • ANALYSE practical aspects of the Act.(C3) 	<p>2 hours</p>
<p>Unit 4.b: Mental Health Act</p>		
<p>Objectives of the act; Critique of the act; Suggested changes; Penalties, Treatment and care of psychiatric cases; Role of Psychiatrists and Psychologists</p>	<ul style="list-style-type: none"> • DESCRIBE objectives of the act (C2) • ANALYSE provisions of the act critically (C3,) • ILLUSTRATE suggested changes (C3, A2) • EXPLAIN penalties under the act (C2) 	<p>4 hours</p>



	<ul style="list-style-type: none"> EXPLAIN treatment and care of psychiatric cases (C2) DESCRIBE role of Psychiatrists and Psychologists (C2) 	
Unit 5.a: National Medical Council Act		
<p>Introduction; Objectives; Constitution and Composition of the Council; Role of the council;</p> <p>Important provisions of the act; Penalties; Code of conduct and ethics; Limitations of the NMC; Importance of the NMC act for hospitals</p>	<ul style="list-style-type: none"> DESCRIBE objectives of the NMC act (C2) DESCRIBE Constitution, Composition and role of the Council (C2) EXPLAIN Important provisions of the act and Penalties (C3) FORMULATE Code of conduct and ethics for a healthcare organisation (C3,) DESCRIBE Limitations of the NMC (C2) DESCRIBE Importance of the NMC act for hospitals (C2) 	2 hours
Unit 5.b: International Health Regulations		
<p>Introduction; Need for the IHR; Reasons for their revision; Functions; Public Health Emergency of International Concern; Legal framework established by the IHR; Compliance with IHR; Dispute resolution; Roles, responsibilities and obligations of Nations and WHO under the IHR;</p> <p>Benefits to nations from IHR; Discussion of IHR with regard to response to Covid, H1N1 epidemic</p>	<ul style="list-style-type: none"> DISCUSS need for the IHR (C2,) EXPLAIN reasons for their revision (C3) DESCRIBE functions of IHR (C2) DESCRIBE Public Health Emergency of International Concern (C2) EXPLAIN legal framework established by the IHR (C2) ENSURE compliance with IHR (C3) DESCRIBE dispute resolution (C2) EXPLAIN Roles, responsibilities and obligations of Nations and WHO under the IHR (C2) ANALYSE Benefits to nations from IHR (C3,) DISCUSS IHR with regard to response to H1N1 epidemic (C3,) 	4 hours
Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60



MANIPAL

ACADEMY of HIGHER EDUCATION

(Deemed to be University under Section 3 of the UGC Act, 1956)

Seminar					
Small Group Discussion (SGD)		8			
Self-directed learning (SDL)		8		16	
Problem Based Learning (PBL)					
Case Based Learning (CBL)					
Clinic		-		-	
Practical					
Revision				4	
Assessment		2		-	
TOTAL		46+2		80	
Assessment Methods:					
Formative:			Summative:		
Class tests			Class tests		
Assignments/presentations			End block examination		
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Class tests	x	x	X	X	X
Assignment/Presentation	x	x		x	
Modular Examination	x	x	X	X	X

Feedback Process	<ul style="list-style-type: none"> End-Block Feedback
Reference Material	<ol style="list-style-type: none"> Industrial Relations and labour Laws. Arun Monappa, Ranjeet Nambudiri, Patturaja, Selvaraj. second edition. McGraw-Hill Companies. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao Law and the practice of medicine. S.K.Joshi. Consumer Protection and Medical Profession, PC Chaubey, Jaypee. Medico Legal aspect of Clinical and Hospital Practice, R Basu & TK Bose, English Edition Mumbai. Medical Laws and Ethics in India, Mehta. Labour and Industrial Laws. P.K Padhi, Second Edition. PHI learning Pvt. Ltd.



Name of the Institution / Department:

DEPARTMENT OF SOCIAL HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Master of Hospital Administration (MHA)										
Course Title:		Quality Management in Healthcare										
Course Code: MHA 543		Course Instructor: Dr. Swathi										
Academic Year: 2023-2024		First year, Block 4										
No of Credits: 3		Prerequisites: Knowledge about hospital organisation										
Synopsis:		This course will introduce students to the concepts in Quality in healthcare, their applications and their importance in a healthcare environment. It also provides an insight into the accreditation and certification process of NABH/JCI and ISO										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		DEFINE quality in the healthcare setting(C1)										
CO 2:		EXPLAIN the basic quality terminology, purpose, and theory (C2)										
CO 3:		DEMONSTRATE the concepts of quality to practical problems in organizations (C4)										
CO 4:		RECOMMEND the accreditation and certification process (C5)										
CO 5:		CRITICISE the certification / accreditation process to healthcare organizations (C4)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X				X		X	X		X		X
CO 2	X	X	X	X		X	X	X	X		X	
CO 3	X	X	X	X	X	X	X	X				
CO 4	X	X	X	X	X	X		X		X		X
CO 5	X			X		X	X	X	X	X	X	X
Course content and outcomes:												
Topics						Learning Outcomes					Hours	
Unit 1.a: Introduction to quality												
Definition; What is Quality of Health services? Stated needs, Implied needs, Dimensions of quality in healthcare, Evolution of the concept of quality - Ernest Armory Codman, Abraham Flexner, Walter Andrew Shewhart, Edwards Deming, Joseph Juran, Philip Crosby, K.Ishikawa, ISO, Avedis Donabedian and his 3 measures for Quality ,Structure-Process- Outcomes, JCAHO, National Committee for Quality Assurance (NCQA, USA), The Healthcare Effectiveness Data and Information Set (HEDIS), ISQua : Eligibility for Isqua accreditation, Isqua accreditation process, Indian scenario in						<ul style="list-style-type: none"> • DEFINE Quality (C1) • DESCRIBE the evolution of quality and quality concepts (C2) • EXPLAIN the concept of Structure-Process-outcome in healthcare setting (C2) • EXPLAIN the concepts of Quality Assurance in Health care (C2, A1) 					6	



Healthcare Quality, CRISIL ratings for hospitals/nursing homes		
Unit 1.b: Total quality management, lean, six sigma		
<p>Essentials of Quality improvement in healthcare services.</p> <p>Origins of TQM, Lean thinking –Basic steps in implementing lean operations; 5S system of organization; Application in the hospital scenario; Six Sigma: Methodology - DMAIC, DMADV; Hierarchy; Training; Certification; Lean Six Sigma – Introduction; Tools – Just in Time, Kan Ban, Value stream mapping, Kaizen, PDCA, 5 Whys, Poka Yoke.</p> <p>Development of Quality policy and Quality manual for the organization, Training of top management, Training of lower level staff, Identification and mapping of important processes,</p> <p>Quality indicators: Volume indicators, Resource indicators, Utilisation indicators, Performance outcome indicators.</p>	<ul style="list-style-type: none"> EXPLAIN the concept of TQM (C2) DESCRIBE various Quality tools and its application to healthcare settings (C2, A1) 	5
Unit 2.a: Basic tools of quality		
<p>Cause-and-effect diagram (fishbone diagram); Check list: Surgical safety checklist; Histogram; Pareto chart. Purpose, when to use it, how to use it and examples for all the tools.</p>	<ul style="list-style-type: none"> EXPLAIN the Tools of Quality (C2) DEMONSTRATE the tools of Quality in healthcare setting (C3, A1) 	4
Unit 2.b: Statistical process control		
<p>Introduction, Description, Application in hospitals and healthcare, Examples.</p>	<ul style="list-style-type: none"> APPLY the tools of SQC in healthcare setting (C3) 	2
Unit 2.c: Assessment of quality		
<p>Prerequisites for evaluation; Criteria and standards for evaluation;</p> <p>Commonly used criteria – Patient care, Workload, Promptness of service, Performance of support services, Facility maintenance, Equipment management,</p>	<ul style="list-style-type: none"> ILLUSTRATE the quality parameters applicable to patient services, facility maintenance, HR and legal compliance (C3, A2) 	4



Safety management, HR management, Legal compliance, Financial performance.		
Unit 3.a: ISO certification		
Definition; Benefits; Structure of ISO 9001 standards; 8 clauses : Scope and management of Quality manual, Product / service realization, Measurement, Analysis and Improvement, CAPA Form	<ul style="list-style-type: none"> EXPLAIN the standards of ISO (C2) RECOMMEND the standards in a healthcare setting (C3, A1) APPLY a root cause analysis (C3) 	4
Unit 3.b: NABH (national accreditation board for hospitals and healthcare providers)		
Introduction; International linkages; Vision, mission, scope; Objectives; Isqua accreditation of NABH standards; Organogram; Board; Secretariat; Benefits; Types of organisations given accreditation; Chapters, Standards, Objective elements; NABH Accreditation process for hospitals - 1. Preparatory phase, 2. Implementation phase, 3. Review/assessment phase; Methodology of Survey; Award of Accreditation;	<ul style="list-style-type: none"> EXPLAIN the standards of NABH (C2) INTERPRET the standards in a healthcare setting (C3) APPLY a root cause analysis (C3) 	4
Unit 4.a: Joint Commission International		
Introduction; Scope; Discussion of standards.	<ul style="list-style-type: none"> EXPLAIN the standards of JCI (C2) DEMONSTRATE the standards in a healthcare setting (C3,A1) 	2
Unit 4.b: Mortality review		
Introduction; Importance of mortality reviews; Problems that may occur with mortality review meetings; Importance of good patient notes in MMR; Methodology : Important steps of a mortality review; Great Save	<ul style="list-style-type: none"> DEFINE mortality review (C1) EXPLAIN the composition if the mortality review committee (C2) CREATE a clinical audit committee (C5) 	2
Unit 4.c: Unusual incidents in hospital		
Definition of Near Miss, Sentinel and Adverse events; Discussion of 12 examples of each.	<ul style="list-style-type: none"> DEFINE Near miss/ adverse event/sentinel event etc (C1) EXPLAIN and IDENTIFY hospital hazards (C2) 	2
Unit 5.a: Patient satisfaction survey		
Introduction; Methodology - 1. Structured questionnaires, 2. Discharge interviews, 3.	<ul style="list-style-type: none"> EXPLAIN the methods adopted for satisfaction survey (C2) 	2



Suggestion / Complaint boxes, 4. Periodic meetings with the public; Performa for Patient Satisfaction survey for OPD and IPD	<ul style="list-style-type: none"> IMPLEMENT a patient satisfaction survey in hospitals (C3, A2) 				
Unit 5.b: Hospital antibiotic policy					
Purpose of Antibiotic policy; Infection Bundles, Antibiotic Stewardship Program; Functions of the Infection Control Committee; Essentials of Antibiotic Policy; Antibiogram	<ul style="list-style-type: none"> DEFINE Antibiotic policy (C1) IDENTIFY the care bundles (C2) CRITICISE functioning and role of Hospital Infection control committee (HICC) (C4, A2) 	4			
Unit 5.c: Hospital Hazards					
Facility Safety; Designing for patient safety Patient safety and quality; Disaster Preparedness and Management +FIRE SAFETY	<ul style="list-style-type: none"> DEFINE Hospital Hazard (C1) EXPLAIN the different types of hazards (C2) APPLY fire safety design in Hospitals (C3) DEVELOP a disaster preparedness plan (C5) 	4			
Learning strategies, contact hours and student learning time					
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>			
Lecture	30	60			
Seminar					
Small Group Discussion (SGD)					
Self-directed learning (SDL)					
Problem Based Learning (PBL)	15	30			
Case Based Learning (CBL)					
Revision		8			
Assessment	4				
TOTAL	45+4	98			
Assessment Methods:					
Formative:	Summative:				
Practical	Practical				
Individual & Group assignments	Assignments/Presentations				
Seminar/Journal presentations	End-block examination				
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Sessional Examination	X	x	x	x	
Assignment/Presentations		x		x	
End-block examination	X	x	x	x	x
Feedback Process	1. End-Block Feedback				
Reference Material	2. Quality management in hospitals. S.K. Joshi. 3. Basics of Quality Assurance, WHO. 4. Making Quality Count, Dr J Jacob. 5. Total Quality Management in Healthcare, Hugh CH Koch				



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Clinical Services Administration										
Course Code: MHA 551		Course Instructor: Dr. Brayal Dsouza										
Academic Year: 2023-2024		First year, Block 5										
No of Credits: 3		Prerequisites: Basic in hospital organisation										
Synopsis:		The objective of this course is to help the students understand the planning, Organization and management of Clinical Services in the hospital. The students will learn the skills of identifying the critical problems in clinical services and suggest management solutions to improve them										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		APPRAISE the planning, organization and management of clinical services in the hospital (C4)										
CO 2:		EXAMINE the critical problems in clinical services and suggest management solutions to improve them. (C4)										
CO 3:		ILLUSTRATE various Clinical Services like OPD, IPD, ward Management, OT, Emergency, disaster Management and ICU (C3)										
CO 4:		CRITICISE the delivery of clinical services against standards (C4)										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	x		x	X	X	X	x	X	X	x	x
CO 2		x	x	x	X	X	X	x	X	X		x
CO 3	X	x	x		X			X	X			X
CO 4	X	X	X				X	X	X	X		X



Course content and outcomes:		
<i>Topics</i>	<i>Learning Outcomes</i>	<i>Hours</i>
Unit 1: Out Patient department (OPD)		
OPD- Introduction, Function and Planning Organisation and Management of OPD, Special OPD units - including Paediatric, antenatal and poly clinic	<ul style="list-style-type: none"> EXPLAIN the functioning of OPD services in the hospital (C2) DEVELOP and design functioning of facilities for an Outpatient Department (C5,) DISCUSS Multidisciplinary approach for NCDs management 	4
Unit 2: In patient department (IPD) and Intensive care unit (ICU)		
1b Planning of IPD Services, Organisation of IPD Services, Organisation and management of Special Units	<ul style="list-style-type: none"> EXPLAIN the functioning of IPD services in the hospital (C2) DEVELOP and design functioning of facilities for Inpatient services (C5) DISCUSS the planning and Organising of nursing services operations (C2) 	8
2b : Intensive care unit (ICU) planning and organisation	<ul style="list-style-type: none"> EXPLAIN the functioning of ICU services in the hospital (C2) DEVELOP and design functioning of facilities for an ICU (C5) 	
Unit 3: Emergency Department and Operation theatre		
Unit 3a: Planning of Emergency Services, Organisation of Casualty Services, Medico-legal case management	<ul style="list-style-type: none"> EXPLAIN the functioning of Emergency services in the hospital (C2) DEVELOP and design functioning of facilities for an Emergency Department (C5) 	8
Unit 3b : Organisation and Management of Operation Theatre Services, Planning, Zoning, Sterilization, Scheduling.	<ul style="list-style-type: none"> EXPLAIN the zoning concept adopted in OT services (C2) DEMONSTRATE the infection control and sterilization practices in the functioning of OT (C4) ILLUSTRATE OT scheduling procedures (C3) 	



Unit 4: Radio diagnosis and Imaging services			
Introduction and types of Services, Planning and organising of radio diagnosis and imaging services, Biological effects of radiation, diagnostic and video imaging, Planning and Organisation of nuclear medicine department	<ul style="list-style-type: none"> EXPLAIN the functioning of Imaging & Diagnostic services in the hospital (C2) Interpret the design and functioning of facilities for an Imaging & Diagnostic services (C3) Explain about radiation hazards and regulatory compliance for a radiology department (C2) 		4
Unit 5: Day Care services , Dental Services, Oncology , Obstetrics and Gynaecology Services			
Unit 5a: OPD- Introduction, Function and Planning, Organisation and Management of Dental OPD Unit 5b: Organizing & Management of Day Care Services Unit 5c : Oncology Service Unit 5d: Maternity & Ante-natal Clinics, Labour Suite, Assisted reproductive services	<ul style="list-style-type: none"> DISCUSS the functioning of Dental OPD services in the hospital (C2) INTERPRET the design and functioning of facilities for Dental OPD (C3) EXPLAIN the functioning of Day Care services in the hospital (C2) SKETCH a day care facility for a healthcare facility (C3) PLAN and DESIGN a dialysis facility. (C3) REVIEW the functioning of oncology services in the hospital (C2) DEVELOP and design functioning of facilities for an Oncology hospital (C5) EXPLAIN the functioning of maternity services in the hospital (C2) INTERPRET the design and functioning of facilities for maternity services in a tertiary care hospital (C3) ILLUSTRATE legal requirements for assisted reproductive services in a healthcare facility (C3) 		22
Learning strategies, contact hours and student learning time			
<i>Learning strategy</i>		<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture		30	60
Seminar			
Small Group Discussion (SGD)		06	12
Self-directed learning (SDL)		06	12



Problem Based Learning (PBL)				
Case Based Learning (CBL)		4		8
Clinic				
Practical				
Revision				4
Assessment		2		
TOTAL		46+2		96
Assessment Methods:				
Formative:			Summative:	
Class tests/group work / project			Class tests and Assignments/presentations	
Assignments/presentations			End Block examination	
Mapping of assessment with Cos				
Nature of assessment	CO 1	CO 2	CO 3	CO 4
Class tests	X	X	X	X
Assignment/Presentation	X	x	x	X
End Block Examination	X	X	x	X
Feedback Process		<ul style="list-style-type: none"> • End-Block Feedback 		
Reference Material		<ol style="list-style-type: none"> 1. Hospital Planning and Administration, R Llewelyn Davies & HMC Maculay, WHO Jaypee. 2. Modern trends in Planning and Designing of Hospitals: Principles & Practice, Shakti Kumar Gupta, Sunil Kant, R Chandrashekar & Sidhartha Satpathy, Jaypee. 3. District Hospitals – Guidelines for Development WHO AITBS. 4. Approaches to Planning and Design of Healthcare Facilities in developing areas, BM Kleczkowski & R Pibouleau, WHO Geneva. 5. Hospitals and Nursing Homes Planning, Organization and Management, Syed Amin Tabish, Jaypee. 		



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Non Clinical Services Administration										
Course Code: MHA 552		Course Instructor: Dr Usha Rani										
Academic Year: 2023-2024		First year, Block 5										
No of Credits: 3		Prerequisites: Basic knowledge on hospital functioning										
Synopsis:	Health care administration is a complex organization requiring practical and basic knowledge on development and facilitation of its support services. The course focused to disseminate practical and theoretical knowledge on designing and managing the process and managing optimum resources for nonclinical departments of various healthcare facilities.											
Course Outcomes (COs):	On successful completion of this course, students will be able to											
CO 1:	INTERPRET establishment of non-clinical service departments at healthcare sector following the established guidelines (C3)											
CO 2:	DEMONSTRATE various non-clinical departments requirements and will be able to design, organize, staff and control the departments as per the levels of health care facilities. (C3)											
CO 3:	PLAN for non-clinical services structural, operational and regulatory requirements (C5)											
CO 4:	Interpret & develop the protocols & policy documents of non-clinical services (C5)											
CO 5:	DISCUSS the ethical & legal requirements for each non-clinical services (C3)											
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X							X	X		X
CO 2			X	X		X	X	X			X	X
CO 3							X	X	X	X	X	X
CO 4	X	X	X									
CO 5							X	X				
Course content and outcomes												



Topics	Learning Outcomes	Hours
Unit 1: Administration of support services		
<ul style="list-style-type: none"> • <u>Components of administrative support service</u> • Planning of OPD support services, Zones in OPD, Signage's and colour coding. • Enquiry and reception desk; objective, functions, location, infrastructure requirements. • Registration desk; objective, function, types, layout, design, space and infrastructure, staffing, emergency handling and routine process. Admission office; Function, location, design, organization, space requirement, infrastructure, emergency handling process, routine process, types of admission. • Central billing department; function, risk areas, design and equipment, location and layout, size and process. • Definition, characteristics of medical record, importance, purpose and scope, process flow, General health statistics, Vital statistics, location, design, space, layout, staffing infrastructure and quality control measures. 	<p>A) Front office</p> <ul style="list-style-type: none"> • DEFINE Support services (C1) • EXPLAIN the functioning of support services in the hospital (C2) • DESCRIBE the space & amenities requirement of administrative unit in hospital (C2) • EXPLAIN zoning in hospital entrance (C2) • COMPARE various types of signage's (C3) • PLAN various signage's requirement in the hospital (C4) • ILLUSTRATE the design and functional requirements of various desks/ sections in OPD (C3) <p>B) Admission & Discharge office</p> <ul style="list-style-type: none"> • EXPLAIN the Admission office; Function, location, design, organization, space requirement, infrastructure, emergency handling process, routine process, types of admission. (C3) • DESCRIBE the functioning of central billing department and challenges posed by them (C3). <p>C) Medical record department</p> <ul style="list-style-type: none"> • DEFINE a health record (C1) • DESCRIBE the purpose and scope of medical records (C2) • EXPLAIN functions of medical records department (C2) • ILLUSTRATE the workflow in the department (C3) • INTERPRET the functioning of medical records facility in the hospital (C3) • SKETCH the design and functioning of MRD facilities for a hospital (C3) 	10
Unit 2: Planning & Management of Critical Support Services		
<ul style="list-style-type: none"> • Functions, advantages, types, design, layout, space, staffing, equipment, process, storage and quality control measures of CSSD • Aim, Objective, importance, types, functions, space, layout, design, 	<p>A) CSSD management</p> <ul style="list-style-type: none"> • EXPLAIN the functioning of CSSD services in the hospital (C2) • SKETCH the design and functioning of CSSD services for a hospital (C3) 	16



<p>equipment, infrastructure, classification of linen, types of system adopted for linen circulation, IT in linen and laundry management and safety measures</p> <ul style="list-style-type: none"> • Goals, Minimum standards, organizational structure, functions, types of pharmacy, types of dispensing system, drug formulary, space, storage, layout, location, process, tracking system, accreditation • Minimum standards, organizational structure, functions, Location, layout, size, amalgamation, infrastructure and Process at Mortuary department • Standards, organizational structure, functions, Location, types, resources and Process of housekeeping department 	<ul style="list-style-type: none"> • ILLUSTRATE the staffing, and policy requirements of the CSSD (C2) • EXPLAIN the types of sterilization process (C2). • DESCRIBE the challenges in CSSD (C2). <p>B) Linen and laundry department</p> <ul style="list-style-type: none"> • EXPLAIN the functioning of Linen & Laundry services in the hospital (C2) • SKETCH the design and functioning of Linen& Laundry services for a hospital (C3) • COMPARE the latest technology to manage the linen and laundry department (C3) <p>C) Pharmacy department</p> <ul style="list-style-type: none"> • CONTRAST the centralized vs. de-centralized pharmacy services (C3) • EXPLAIN the functioning of Pharmacy services in the hospital (C3) • DESCRIBE the types and steps for drug distribution (C2) • EXPLAIN the Medication Management & Outcome indicators as per NABH (C3) • DESIGN the drugs and Therapeutic Committee of a hospital (C4) • SKETCH the design and functioning of a hospital pharmacy facility for a hospital (C3) <p>D) Mortuary</p> <ul style="list-style-type: none"> • EXPLAIN the functioning of Mortuary services in the hospital (C2) • EXPLAIN the process of embalming (C2) • SKETCH the design and functioning of mortuary facilities when required (C3) • IDENTIFY the risk and plan the mitigation of risk in Mortuary department (C3) <p>E) Housekeeping services</p> <ul style="list-style-type: none"> • DEFINE Housekeeping services (C1) 	
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	<ul style="list-style-type: none"> • EXPLAIN the Organogram for housekeeping services (C2) • EXPLAIN the functions of the house keeping staff (C2) • IDENTIFY role of housekeeping services in infection control practices 	
Unit 3: Planning and Administration of Laboratory Services		
<ul style="list-style-type: none"> • Standards, organizational structure, functions, Location, layout, size, infrastructure, equipment and Process of blood bank. • Standards, organizational structure, functions, Location, layout, size, infrastructure, equipment and Process of various lab services 	<p>A) Blood bank</p> <ul style="list-style-type: none"> • EXPLAIN the functioning of Blood Bank services in the hospital (C2) • ILLUSTRATE the guidelines for setting up the Blood bank services (C3) • SKETCH the design and functioning of blood bank services for a hospital (C3) <p>B) Central Lab</p> <ul style="list-style-type: none"> • ILLUSTRATE the levels of laboratory (C3) • EXPLAIN the functioning of Laboratory services in the hospital (C2) • SKETCH the design and functioning of laboratory facilities for a hospital (C3) • CONTRAST on the levels of biosafety laboratories (C3) • DISCUSS the Internal & External Quality Control of laboratories (C3) 	10
Unit 4: Dietary services		
<p>Minimum standards, organizational structure, functions, Location, layout, size, infrastructure and Process.</p>	<ul style="list-style-type: none"> • EXPLAIN the functioning of Diet department in hospital (C2) • SKETCH the design and functioning of a diet department (C3) • IDENTIFY the gaps in dietary services (C3) 	4
Unit 5: Transport Services		



<p>Aim, Objective, importance, types, functions, design, equipment, infrastructure, classification of transport services</p>	<ul style="list-style-type: none"> • DESCRIBE the aims and objective of transport services (C2) • EXPLAIN the type of transport services (C2) • DESCRIBE the functions, facility and challenges of transport department (C2) • ENLIST the type of equipment, infrastructure and vehicles required for the transport services (C3) 	6
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Learning strategies, contact hours and student learning time

<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60
Seminar		
Small Group Discussion (SGD)	4	
Self-directed learning (SDL)	4	
Problem Based Learning (PBL)	4	
Case Based Learning (CBL)	4	
Clinic		18
Practical		
Revision		4
Assessment	2	
TOTAL	46+2	82

Assessment Methods:

Formative:	Summative:
Class tests - MCQ	Class tests - MCQ
Group presentations	3D walkthrough Model
Case study	End Block examination
Assignment	
3D walkthrough Model on Non-clinical services	

Mapping of assessment with Cos

Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Class test - MCQ	X	X	X	X	



3D walkthrough Model		X	X	X	X
End Block Examination	X	X	X	X	X
Feedback Process	<ul style="list-style-type: none"> • End-Block Feedback 				
Reference Material	<ol style="list-style-type: none"> 1. Modern Trends in Planning and Designing of Hospitals; principles and practice, Shakti Kant Gupta, Jaypee Publisher, first edition. 2. Hospitals and Nursing Homes planning, organisations and Management, Syed Amin Tabish, Jaypee Publisher, First Edition. 3. Principles of Hospital Administration and Planning, B M Sakharkar, Jaypee publisher. Second Edition. 4. Hospitals facilities planning and Management, G D Kunders, Mc Graw Hill Publisher, Fifth Reprint, first edition. 5. Hospital Administration, principles and practice, Yashpal Sharma, Jaypee publisher, First edition. 6. Quality Management in Hospitals, S K Joshi, jaypee brothers publishers, First edition 				



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Healthcare Marketing										
Course Code: MHA 553		Course Instructor: Dr. Swathi K. S.										
Academic Year: 2023-2024		First year, Block 3										
No of Credits: 3		Prerequisites: Basic knowledge of healthcare and hospital management										
Synopsis:		The course is intended to provide students basic knowledge about the discipline of service marketing. The course attempt to cover basic Marketing process, customer orientation & relationship and gaining the insight into consumer behaviour in services										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		DEMONSTRATE the concept of marketing management in healthcare. (C3)										
CO 2:		APPLY different company orientation towards the marketplace (C4)										
CO 3:		DEVELOP strategic planning in Marketing Management. (C5)										
CO 4:		CRITICISE consumer behaviours in services (C4)										
CO 5:		CONTRAST customer orientation with marketing services (C4)										
Mapping of COs to POs												
<i>COs</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	x	X	x		x			x		x	x	x
CO 2		X	x	x				x				
CO 3			x			x		x		x		
CO 4		x	x				x	x				
CO 5:	x	X					x	x	X			
Course content and outcomes:												
<i>Content</i>						<i>Competencies</i>					<i>No of Hours</i>	
Unit 1.a: Introduction to Marketing Management												
What is marketing? What is Marketed? The role of marketing in health care organizations						<ul style="list-style-type: none"> DEFINE marketing (C1) 					4	



<p>Elements of Marketing Thought</p>	<ul style="list-style-type: none"> IDENTIFY the purpose of marketing thinking and planning in health care organizations (C2) IDENTIFY marketing system and key customer markets. (C4) ILLUSTRATE how Business and Marketing are changing (C3) 	
<p>Unit 1.b: An Introduction to Services Marketing</p>		
<p>Why Services Marketing? Service Sector Relevance – India, Nature and Category of services mix. Service characteristics and their Marketing Implications, Challenges in service marketing, Services Marketing Mix, Holistic Marketing in Services, Customer Relationship Management</p>	<ul style="list-style-type: none"> DESCRIBE Services Marketing (C2) DESCRIBE Service characteristics and their Marketing Implications (C2) ILLUSTRATE Challenges in service marketing (C3) DEVELOP Services Marketing Mix, Holistic Marketing in Services, Customer Relationship Management (C5) 	<p>3</p>
<p>Unit 1.c: Services Classification</p>		
<p>The Value Of Classification schemes, Marketing implications of service classification, Consumer Behaviour in Services, Continuum of service evaluation, Services Search Versus Experience Versus Credence Properties, Consumer Decision making and Evaluation of services</p>	<ul style="list-style-type: none"> DESCRIBE Consumer Behaviour in Services (C2) ILLUSTRATE on service evaluation (C3) EXPLAIN Consumer Decision making and Evaluation of services (C2) 	<p>4</p>
<p>Unit 2.a: Analysing Consumer Markets</p>		
<p>Consumer Behaviour, What Influences Consumer Behaviour? The role of Cultural, Social, Personal, and psychological factors in consumer decision process. The Consumer Buying Decision Process, The business buying</p>	<ul style="list-style-type: none"> DEFINE Consumer Behaviour, (C1) IDENTIFY factors influencing consumer Behaviour (C2) CRITICISE marketing segmentation. (C4) EXPLAIN the Consumer Buying Decision Process. (C3) 	<p>4</p>
<p>Unit 2.b: Company Orientations Towards Marketplace</p>		



<p>The marketing concepts, Production, Product, Selling, Marketing and Holistic Marketing concepts.</p> <p>Relationship Marketing, Integrated Marketing, Internal Marketing, and Social Responsibility Marketing, The 4 P's and Marketing Mix strategy. The core concepts of marketing</p>	<ul style="list-style-type: none"> • DESCRIBE the marketing concepts. (C2) • APPLY Production, Product, Selling, Marketing and Holistic Marketing concepts in services marketing (C5) • APPLY Relationship Marketing, Integrated Marketing, Internal Marketing, and Social Responsibility Marketing. (C4) • ANALYSE the 7 P's and Marketing Mix strategy & the core concepts of marketing. (C4) 	<p>4</p>
<p>Unit 2.c: Analysing the competition</p>		
<p>Dealing with the competition, Forces Determining Segment Structural Attractiveness, Advantages of Competition, Designing Competitive Strategies</p> <p>Strategies for Market leaders, Challenger, Follower and Nicher. Choosing a specific Attack Strategy</p> <p>Balancing company orientation towards competition</p>	<ul style="list-style-type: none"> • DISCUSS on methods to dealing with the competition. (C2) • DESCRIBE the forces Determining Segment Structural Attractiveness. (C2) • DESIGN Competitive Strategies (C5) • CHOOSE the strategies for Market leaders, Challenger, Follower and Nicher (C3) • FORMULATE a specific marketing Strategy in a given situation (C5) 	<p>4</p>
<p>Unit 3.a: Forecasting and Demand Measurement</p>		
<p>Importance of Demand Measurement and Forecasting.</p> <p>Which market to measure? Market Demand Function</p> <p>Market Forecast, Company demand and forecast. Estimating current and Future demand</p>	<ul style="list-style-type: none"> • DESCRIBE on the Importance of Demand Measurement and Forecasting. (C2) • DISCUSS Market Demand Function (C2) • DESCRIBE Market Forecast, Company demand and forecast. Estimating current and Future demand. (C2) 	<p>4</p>
<p>Unit 3.b: Identifying Market Segments and Targets</p>		
<p>Levels of Micromarketing, Segmenting Consumer Markets, Effective Segmentation Criteria</p>	<ul style="list-style-type: none"> • DESCRIBE on the Levels of Micromarketing (C2) • ORGANISE Segmenting Consumer Markets (C5) 	<p>4</p>



	<ul style="list-style-type: none"> DESCRIBE Effective Segmentation Criteria. (C2) 	
Unit 4.a: Product Life Cycle Marketing Strategies		
<p>Facts about Life Cycles, Common PLC Patterns</p> <p>Strategies for Introduction, Growth, Maturity and decline stages</p>	<ul style="list-style-type: none"> DESCRIBE Facts about Product Life Cycles (PLC) (C2) ILLUSTRATE Common PLC Patterns. (C3) APPRAISE the strategies for Introduction, Growth, Maturity and decline stages. (C4) 	4
Unit 4.b: Setting Product Strategy		
<p>Product and the Components of the Market Offering</p> <p>Product levels, The product Hierarchy, Product Classification Schemes Durability and Tangibility</p> <p>Product Mix : Width, Length, Consistency</p>	<ul style="list-style-type: none"> DESCRIBE product and the Components of the Market Offering. (C2) EXPLAIN the product Hierarchy (C2) DISCUSS Product Classification Schemes Durability and Tangibility (C2) DEMONSTRATE Product Mix: Width, Length, Consistency (C3) 	4
Unit 5.a: Developing Pricing Strategies		
<p>Pricing: A tricky issue, Pricing for the first time and Common Pricing Mistakes, Basic pricing concepts</p> <p>Price discounts and allowances</p>	<ul style="list-style-type: none"> DEFINE Pricing (C1) ILLUSTRATE pricing for the first time and Common Pricing Mistakes (C3) DEVELOP Basic pricing strategies (C5) ILLUSTRATE price discounts and allowances (C3) 	2
Unit 5.b: Building customer satisfaction, value and retention		
<p>Defining customer value and satisfaction, The high performance business, Delivering customer value and satisfaction, Attracting and retaining customers, Customer relationship management)</p>	<ul style="list-style-type: none"> DEFINE customer value and satisfaction (C2) APPRAISE strategies for Delivering customer value and satisfaction (C4) FORMULATE strategies for Attracting and retaining customers (C5) DESCRIBE Customer relationship management (C2) 	4



Learning strategies, contact hours and student learning time					
Learning strategy	Contact hours			Student learning time (Hrs)	
Lecture	30			60	
Small Group Discussions and Case Based Learning	15			30	
Revision				8	
Assessment	4				
TOTAL	45+4			98	
Assessment Methods:					
Formative:			Summative:		
Case study			Case-study		
Assignments/presentations			End-block examination		
Problem based learning					
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Problem based learning/ Case study	x	x	x	x	X
Assignment/Presentation	x	x	x	x	X
End-block examination	x	x	x	X	X
Practical examination			x	x	X
Feedback Process	<ul style="list-style-type: none"> End-Block Feedback 				
Reference Material	<ol style="list-style-type: none"> Philip Kotler, Joel Shalowitz, & Robert J. Stevens (2008) <i>Strategic Marketing for Health Care Organizations Building a Customer-Driven Health System</i>. Jossey-Bass. Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth & G.Shainesh (2022) . <i>Marketing Management</i>. Pearson Education. 				



Name of the Institution / Department:

DEPARTMENT OF SOCIAL HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:	Masters in Hospital Administration											
Course Title:	Green Resilient Healthcare and Hospital Planning											
Course Code: MHA 561	Course Instructor: Mr. Sriharsha & team (FoA)											
Academic Year: 2023-2024	First year, Block 6											
No of Credits: 3	Prerequisites: Basic background on hospital organisation											
Synopsis:	This course will introduce students to fundamentals of Hospital Planning and Organization. It will encompass basic knowledge of architecture, engineering, and project management. It will introduce time tested concepts in building design and futuristic models which is based on efficiency and patient centeredness. It will also provide insights to organizing major departments											
Course Outcomes (COs):	On successful completion of this course, students will be able to											
CO 1:	APPRAISE the architects with regard to what are the essential requirements and space utilization in hospital planning and constructions (C4)											
CO 2:	PLAN and ADVISE on designing hospital/s from the smallest to the largest ones as per the need and resources of the community (C5)											
CO 3:	Criticise evaluate Hospital Services (C4)											
CO4:	EXPLAIN, DIAGNOSE and ANALYSE the environmental impact of healthcare settings and RECOMMEND actions to develop low-carbon and resilient healthcare systems (C5)											
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1		x	x			X	X	x	x	x		
CO 2		x	x			X	X	x		x		
CO 3		x	x			X	X	x	x	x		
CO 4		x	x	x		x	x	x	x	x		x
Course content and outcomes:												
<i>Topics</i>	<i>Learning Outcomes</i>									<i>Hours</i>		
Unit 1: Hospital Planning- Basics												
Strategic planning; Project conceptualization Site Selection: Type of Site, Soil Testing, Laws applicable; Feasibility Study: Market Survey; Master Planning: Concepts, Types of master planning, difference between master planning and tactical planning, tools for Master Planning; Architect's Brief: Vision and Mission, Functional Brief, Budgeting	<ul style="list-style-type: none"> EXPLAIN the structure composition of Hospital planning team (C2) EXPLAIN the need for hospital planning or hospitals (C2) CONSTRUCT the planning steps for designing the hospital (C5) FORMULATE the requirements / space planning etc in designing hospitals (C5, A2) 									15 hours		



Space Equipment planning - Hospital furniture planning Security; Infection Control; HVAC; Lighting: General and Special Lighting; Planning Individual Departments and service areas	<ul style="list-style-type: none"> EXPLAIN and USE Project Management Model & PERT and Problems (C5) 	
Unit 2: Planning Specific Hospitals		
1000 bed hospital teaching or general; 500 bed hospital (district level) 200 bed hospital Equipment planning	<ul style="list-style-type: none"> DEMONSTRATE the requirements/space planning etc in designing hospitals (C5) 	4 hours
Unit 3: Environmental impact of healthcare systems and facilities		
Climate change context and science, GreenHouse Gas (GHG), Green health concepts, political and regulatory context	<ul style="list-style-type: none"> CITE and SUMMARISE the earth's environmental (in particular the 9 planet boundaries and the climate aspects) situation and identify its main causes (C2) EXPLAIN the interrelations between health and environment and the evolution of the scientific approaches (C2) RELATE and discover the impact of healthcare systems on climate change (C2) RELATE the political and regulatory initiatives under international organisations (such as United Nations and WHO) and with national/regional case-studies (C3) 	8
Unit 4: Decarbonisation of healthcare systems		
Definition of concepts: decarbonisation, net zero emission, green health, renewable energy Footprint assessment methodologies, GHG protocol, 3 scopes Existing strategies and solutions Decarbonisation plan	<ul style="list-style-type: none"> DESCRIBE the GHG protocol and methodologies for GHG emissions footprint assessment and ILLUSTRATE hospitals cases with clear diagnostics (C4) RELATE the existing strategies and solutions for the decarbonisation of hospitals (C4) RECOMMEND & PLAN a decarbonisation roadmap for an healthcare facility (C5) 	12
Unit 5: Resilience of healthcare systems		
Concept of resilience, vulnerability and adaptability assessment, resilience planning	<ul style="list-style-type: none"> DESCRIBE the concept of resilience and its application to healthcare systems (C2) 	6



	<ul style="list-style-type: none"> DESCRIBE the WHO vulnerability and adaptation assessment tool and ILLUSTRATE with hospitals use-cases (C4) RELATE the existing strategies and solutions for the decarbonisation and resilience of healthcare and hospitals and application to use-cases (C3) RECOMMEND & PLAN a resilience roadmap for an healthcare facility (C5) 				
Learning strategies, contact hours and student learning time					
<i>Learning strategy</i>	<i>Contact hours</i>			<i>Student learning time (Hrs)</i>	
Lecture	30			60	
Seminar					
Small Group Discussion (SGD)					
Self-directed learning (SDL)					
Problem Based Learning (PBL)	15			30	
Case Based Learning (CBL)					
Clinic					
Practical					
Revision				8	
Assessment	4				
TOTAL	45+4			98	
Assessment Methods:					
Formative:	Summative:				
Class tests	Class tests, Assignments/presentations				
Assignments/presentations	End block examination				
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	
Class tests	X	x	x		
Assignment/Presentation		x		x	
End block Examination	X	x	x	x	
Practical	X	x	x		
Feedback Process	<ul style="list-style-type: none"> End-Block Online Feedback 				
Reference Material	<ol style="list-style-type: none"> Hospital Planning & Administration – WHO Monograph Series 54 –By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi. Hospital & Nursing Homes: Planning, Organisation, & Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi. Principles of Hospital Administration & Planning – By B.M. Sakharkar – Jaypee Brothers. Hospital Administration – By C.M. Francis & Marioc Desouza –Jaypee Brothers, New Delhi. Hospital Administration & Planning – By A.G. Chandorkar – ParasMedical Publisher. 				



6. Hospitals Planning, Design & Management – By Kunders & Gopinath.
7. Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.
8. Healthcare Climate Footprint, Healthcare without Harm & ARUP, 2019
9. Global Roadmap for Healthcare Decarbonization, Healthcare without Harm, 2021
10. Climate change and health: vulnerability and adaptation assessment, WHO, 2021
11. Checklists to Assess vulnerabilities in Health Care Facilities in the Context of Climate Change, WHO, 2021
12. Quality Criteria for Health National Adaptation Plans, WHO, 2021
13. Operational framework for building climate resilient health systems, WHO, 2015
14. Delivering a Net Zero National Health Service, NHS England, 2022
15. ATACH initiative website, WHO,
<https://www.who.int/initiatives/alliance-for-transformative-action-on-climate-and-health>



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:	Masters in Hospital Administration											
Course Title:	Health care supply chain management											
Course Code: MHA 562	Course Instructor: Dr. Brayal Dsouza											
Academic Year: 2023-2024	First Year, Block 6											
No of Credits: 3	Prerequisites: Basic in hospital organisation											
Synopsis:	The health care supply chain is crucial in hospitals for ensuring availability, cost control and quality control of hospital supplies. This Course concentrates on theoretical and practical aspects of hospital stores and supply chain management and develops managers' capacity on productivity, efficiency and effectively in management of stores. This course will introduce students to concepts of Supply chain and Material Management.											
Course Outcomes (COs):	On successful completion of this course, students will be able to											
CO 1:	DEMONSTRATE scientific principles behind material management (C3)											
CO 2:	PLAN various activities of materials planning and management (C5)											
CO 3:	ANALYSE various aspects of equipment maintenance (C4)											
CO 4:	ILLUSTRATE contract/tendering and various other methods of cost containment (C3)											
Mapping of COs to POs												
<i>COs</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	x			x	x	x		X			X	
CO 2		x	x				x	X		x		x
CO 3	x				x	x		X	x	x		
CO 4	x		X					X	x			
Course content and outcomes:												



<p>Unit 1 Health care supply chain Management</p>	<ul style="list-style-type: none"> • EXPLAIN to Health care Segmentation of purchase (C2) • EXPLAIN the Principles & functions of Inventory Management (C2) • EXPLAIN the material cycle and procurement cycle (C3) • PLAN and UNDERSTAND specification requirements critical to functioning for hospital supplies and equipment's. (C1, C3) • OUTLINE and EXPLAIN the concept of a supply chain and supply chain management system. (C2) • APPLY Forecasting and demand estimation (C1, C2) • INTERPRET Supply chain networks and stake holder conflict analysis (C2) • UNDERSTAND the supply chain operations reference model (C1) • APPRAISE Strategies to strengthen health care supply chain(C6) • EXPLAIN the role of information system in supporting the activities of supply chain (C2) 	<p>11</p>
<p>Unit 2: Hospital Procurement , policies and process and its business impact on material management in hospital</p>	<ul style="list-style-type: none"> • DESCRIBE the concept and process of sourcing (C1) • APPRAISE the elements of good purchasing and porters value chain (C4, A4) • DISCUSS Roles and responsibility of purchase committee(C6) • DESIGN and DEVELOP Key performance indicators /metrics for a procurement department (C5) • APPLY the Guiding principle in developing the organogram, Organisational structure, responsibilities and governing mechanism (C3) 	<p>13</p>



	<ul style="list-style-type: none"> • PLAN and PREPARE the purchase and ordering policies (C3,) • PLAN and PREPARE the policy Request for quotation (C3) • PLAN and PREPARE policy for Supplier selection, E sourcing (C3) • PLAN and PREPARE for Supplier relation, registration and supplier performance management (C3) • PLAN and PREPARE Supplier grievance handling and disengagement (C3) • APPLY risk assessment, identification and mitigation (C1, C2, C3) 	
<p>Unit 3 : Stores Management and Inventory management concepts</p>	<ul style="list-style-type: none"> • PLAN and DESIGN hospital Stores(C2) • DESCRIBE the roles and responsibility of Store Manager(C2) • PLAN the layout design and location of store(C3) • EXPLAIN the essential Documentation, Standardization and codification procedure (C2) • DISTINGUISH between Centralised and Decentralization of stores and purchasing (C4) • PREPARE a plan for Preservation of hospital stores(C3) • EXPLAIN the Condemnation and disposal(C3) • EXPLAIN the cost associated with Inventory (C2) • EXPLAIN the inventory Control tools and techniques (C2) 	<p>8</p>



Unit 4: Hospital Equipment Management	<ul style="list-style-type: none"> • DEFINE and Classify hospital equipment's (C2) • COMPREHEND and apply Strategies for equipment planning and selection (C2, C3) • ILLUSTRATE an equipment maintenance plan (C3) • DEVELOP an Equipment audit, equipment utilization and replacement analysis plan (C5) 	<p>8</p>
Unit 5 Import export, Letter of credit, Legal and ethical Aspects in material management	<ul style="list-style-type: none"> • DEFINE letter of credit (C1) • DESCRIBE advantages and disadvantages to importer and exporter (C1) • EXPLAIN the documents required for opening a letter of credit (C2) • EXPLAIN essential elements of the Law of Contract (C1) • EXPLAIN the process of Import process and custom clearance, pricing (C1) • DISCUSS the Principles and standards of purchasing practise for managers (C1) 	<p>6</p>
Learning strategies, contact hours and student learning time		
Learning strategy	Contact hours	Student learning time (Hrs)
Lecture	30	60
Small Group Discussion (SGD)	4	8
Self-directed learning (SDL)	6	12
Problem Based Learning (PBL)		
Case Based Learning (CBL)	6	12
Revision		2
Assessment	2	
TOTAL	46+2	94
Assessment Methods		



Formative		Summative			
Assignments/Presentations		<ul style="list-style-type: none"> • Presentations/Assignments 			
		<ul style="list-style-type: none"> • End block examination 			
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	
Assignment/Presentation	×	×	×	X	
End-block Examination	×	×	×	X	
Feedback Process					
<ul style="list-style-type: none"> • End-block feedback 					
Reference Material					
<ol style="list-style-type: none"> 1. Materials Management – Procedure, Texts and Cases. AK Dutta Prentice Hall of India. 2. Materials Management: An integrated approach, Gopala Krishna. 3. Purchasing and Materials Management, NK Nair. 4. Purchasing and Inventory Control, Menon. 5. Purchasing and Supply Management: text and Cases, Dobler & Burt 6. Hospital Stores Management: An integrated approach, Shakti Gupta & Sunil Kant, Jaypee 7. Supplies Management in Healthcare, Stanley Hyman 					



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Master of Hospital Administration (MHA)										
Course Title:		Healthcare Analytics (Elective)										
Course Code: MHA 563.1		Course Instructor: Mr Samarendranath / Mr Sathyanarayan Shenoy (MSIS)										
Academic Year: 2023-2024		First Year, Block 6										
No of Credits: 3		Prerequisites: Basic mathematics										
Synopsis:		Briefing of data sciences tools and information will be provided to the students. The students will be exposed to the various methods in data analysis and its application in healthcare administration.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		UNDERSTAND and EXPLAIN the basics in healthcare analytics (C2)										
CO 2:		APPLY healthcare analytics in for day to day practice (C3)										
CO 3:		APPLY the knowledge of data science in healthcare administration (C3)										
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO11	PO12
CO 1	x				X			x			x	
CO 2	x		x			x	x	x	x	x		x
CO 3	x				x			x		x	x	

Course content and outcomes:

Content	Competencies	No of Hours
Unit 1: Introduction and Python Basics (Crash course in python)		
	<ul style="list-style-type: none"> Able to understand and recall the basic concepts of python (C1, C2) 	8
Unit 2: SQL and Data Base Management		
	<ul style="list-style-type: none"> Understand and explain SQL (C2) Explain Data Base management (C2,P1) 	7
Unit 3: Data Analytics Overview		
	<ul style="list-style-type: none"> Explain the basics of Data Analytics (C1, C2) 	6
Unit 4: Data Visualization		
	<ul style="list-style-type: none"> Explain Data Visualization and its application (C2, C3) 	8
Unit 5: Introduction to machine learning and Big Data		
	<ul style="list-style-type: none"> Explain basic tools in machine learning Machine learning.(C2, C3) Understand the use of Big data tools (C2) 	16

Learning strategies, contact hours and student learning time		
Learning strategy	Contact hours	Student learning time (Hrs)
Lecture	30	60
Seminar		
Small Group Discussion (SGD)		
Self-directed learning (SDL)		



Problem Based Learning (PBL)						
Case Based Learning (CBL)						
Clinic						
Practical	15			30		
Revision				8		
Assessment	4					
TOTAL	45+4			98		
Assessment Methods:						
Formative:			Summative:			
Assignments/presentations			Assignments/presentations			
			End-block Examination			
Mapping of assessment with Cos						
Nature of assessment	CO 1	CO 2	CO 3			
Assignment/Presentation	X	x	x			
End-block Examination	X	X	X			
Feedback Process	<ul style="list-style-type: none"> End-block Feedback 					
Reference Material						



Name of the Institution / Department: Department of Health Innovation, Prasanna School of Public Health

Name of the Program:		Master of Hospital Administration										
Course Title:		Health Technology Assessment (Elective)										
Course Code: MHA 563.2		Course Instructor: Dr Andria J Sirur										
Academic Year: 2023-2024		First year, Block 6										
No of Credits: 3		Prerequisites: Background on Digital Transformation & Technologies										
Synopsis:		This course explores technology assessment as tools of various methods and processes used to evaluate both positive and negative impacts of techniques, technologies, devices and interventions used in healthcare. An overview of the history and development of health technology assessment (HTA) is considered, as are the standard approaches for measuring outcomes, and the development of technology assessment model										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN and CRITICISE Health Technology Assessment										
CO 2:		APPLY HTA by written assignments such as a focused review of the literature, a reflection paper, and discussion.										
CO 3:		ACQUIRE teamwork and multi-partners projects skills										
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	x	x			x	x		X			x	
CO 2		X	x	x			X			x		x
CO 3	x	x		x	x	x		X	X	x		x

Course content and outcomes:

Content	Competencies	No of Hours
Unit 1: Introduction to HTA and fundamental Concepts, Models and Systems Thinking		
	<ul style="list-style-type: none"> EXPLAIN the concept of HTA (C2) EXPLAIN the fundamental concepts of HTA (C2) EXPLAIN the models related to assessment of technology related to health (C2, C3) 	8
Unit 2: Methods		
	<ul style="list-style-type: none"> EXPLAIN data and Integrative methods (C1) DISCUSS the various economic analysis methods (C3) APPLY the analytical methods in technology assessment (C3. C4) EXPLAIN the Topic Determination (C3) EXPLAIN evidence retrieval for assessment (C2) ANALYSE the findings and dissemination recommendations(C2) 	10
Unit 3: Monitoring Impact of HTA		
	<ul style="list-style-type: none"> EXPLAIN the methods of monitoring the impact of HTA ESTABLISH conclusions based on the impact monitoring (C2) EXPLAIN selected issues related to HTA (C1) 	14



	<ul style="list-style-type: none"> EXPLAIN the improvement and integration of regulation of Drugs, Medical Devices, Diagnostic Tests and Surgical Interventions, with examples (C3) DEFINE and EXPLAIN about the HTA incentives to innovation in the life cycle of a health technology (C3) DEFINE, EXPLAIN and CITE Four Issues in Cost-Effectiveness Analysis (CBA/CEA) and Health Technology, with examples (C2) EXPLAIN and USE the term QALYs in terms of HTA and health policy decision making (C3) 	
Unit 4: A Critical Review of HTA Currently in India, Europe and USA		
	<ul style="list-style-type: none"> EXPLAIN the review on HTA in other countries as well as India 	7
Unit 5: HTA: Shared Decision Making and Meeting Patient Preference		
	<ul style="list-style-type: none"> EXPLAIN the concept if shared decision making in terms of HTA 	6

Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60
Seminar		
Small Group Discussion (SGD)		
Self-directed learning (SDL)		
Problem Based Learning (PBL)		
Case Based Learning (CBL)	15	30
Clinic		
Practical		
Revision		8
Assessment	4	
TOTAL	45+4	98

Assessment Methods:	
Formative:	Summative:
Assignments/presentations	Assignments/presentations
	End-block Examination

Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Assignment/Presentation	x	x	x	x	
End block Examination	x	x	x	x	x

Feedback Process	<ul style="list-style-type: none"> End-block Feedback
Reference Material	<ol style="list-style-type: none"> Hopkins, R.B. & Goeree, R. (2015) Health Technology Assessment: Using Biostatistics to Break the Barriers of Adopting New Medicines. Boca Raton, FL: CRC Press. ISBN-13: 9781482244526 ISBN-10: 1482244527. This recent text addresses the regulation and reimbursement processes that apply to drug and device development as well as the multidisciplinary HTA process that is involved.



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| | <p>2. del Llano-Senaris, J.E., (Editor) & Campillo-Artero, C. C. (Editor). (2015) Health Technology Assessment and Health Policy Today: A Multifaceted View of their Unstable Crossroads. New York, NY: Springer. ISBN 978-3-319-15003-1 ISBN 978-3-319-15004-8 (eBook) DOI 10.1007/978-3-319-15004-8.</p> |
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Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Healthcare Accreditation System (Elective)										
Course Code: MHA 671 .1		Course Instructor: Dr. Brayal Dsouza										
Academic Year: 2023-2024		Second year, Block 7										
No of Credits: 3		Prerequisites: Background in Quality Management (MHA 543)										
Synopsis:		To enhance preparation and understanding of the various accreditation bodies in healthcare. The student will be prepared for elevating the quality improvement and patient safety initiatives required in healthcare										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		IMPLEMENT continuous quality improvement and patient safety in health care setting										
CO 2:		INTEGRATE performance improvement projects										
CO 3:		CREATE awareness about the process of applying for and implementing various accreditation process in healthcare facilities										
CO 4:		IMPLEMENT the accreditation standards in a healthcare setting										
Mapping of COs to POs												
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X										X	
CO 2	X	x	x			x				X		X
CO 3	X			X			X	X	X		X	X
CO 4	x	x	x	X			x	X		X	X	X
Course content and outcomes:												
Topics		Learning Outcomes									Hours	
Unit 1		<ul style="list-style-type: none"> DISCUSS the process of accreditation(C2) DISCUSS the objective element interpretation and levels of standards (C2) DISCUSS and interpret scoring basis and accreditation decision criteria(C3) DISCUSS the fundamental purpose of documentation(C1,C2) DISCUSS the general principles and types of documents (C3) DISCUSS documents related to process and procedures for quality improvements (C3) DISCUSS the essentials of a controlled document(C3) 									6	
1a: Overview of the accreditation Process												
1b: System documentation												
Unit 2: Accreditations and certifications												



	<ul style="list-style-type: none"> EXPLAIN the accreditation standards for hospital in detail (C2) EXPLAIN the accreditation standards for Blood bank (C2) EXPLAIN the accreditation standards for Laboratories (C2) EXPLAIN the certification standards for Nursing Excellence and Emergency Services (C2) 	20
Unit 3: 1.a Quality Indicators and committees 1.b Audits	<ul style="list-style-type: none"> DISCUSS the types of Quality Indicators(C1,C2) DESIGN a mechanism to capture and analyse quality indicators (C5) DISCUSS the types and composition of committees for quality improvement (C1,C2) DEFINE and EXPLAIN patient reported outcome measure and patient reported experience measure (C1, C2) EXPLAIN the types of audit (C2) FACILITATE a clinical audit (C4) FORMULATE, CONDUCT and FACILITATE an active file and passive file audit (C4) 	10
Unit 4 : Patient Safety and Risk Management		
	<ul style="list-style-type: none"> DEFINE Patient safety (C1) EXPLAIN the concept of patient safety (C2) APPLY the patient safety standards in practice in hospitals (C5) EXPLAIN the concept of FMEA and its application (C3) DESIGN an incident management system for patient safety (C3) DEVELOP Risk identification , assessment and mitigation (C3) 	5
Unit 5: Quality tools		
	<ul style="list-style-type: none"> DEFINE the various tools of quality (C1) APPLY the concept of lean Six sigma and quality tools on health care quality data (C3, C4) 	5



Learning strategies, contact hours and student learning time					
<i>Learning strategy</i>	<i>Contact hours</i>			<i>Student learning time (Hrs)</i>	
Lecture	30			60	
Seminar					
Small Group Discussion (SGD)					
Self-directed learning (SDL)					
Problem Based Learning (PBL)					
Case Based Learning (CBL)	16			32	
Clinic					
Practical				-	
Revision				4	
Assessment	2				
TOTAL	46+2			96	
Assessment Methods:					
Formative:			Summative:		
Practical			Presentations		
Presentations			End-block Examination		
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	
Presentations	x	x	X	x	
End block Examination			x	x	
Practical	x	x	x	x	
Feedback Process	<ul style="list-style-type: none"> End-block Feedback 				
Reference Materials	<ol style="list-style-type: none"> NABH POI 5th Edition reference book Quality improvement projects published and available through published literature Introduction to Healthcare Quality Management, Third Edition (Gateway to Healthcare Management) Patrice L Spath Quality management in hospitals. S.K. Joshi. NABH POI 5th Edition reference book 				



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Financial management in Healthcare (Elective)										
Course Code: MHA 671.2		Course Instructor: Mr Sudhakar Prabhu (KMC)										
Academic Year: 2023-2024		Second year, Block 7										
No of Credits: 3		Prerequisites: Background in accounting (MHA523)										
Synopsis:	In this course student will learn the application of financial tools, taxation in healthcare, managing the funds, costing of healthcare services											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		APPLY the various tools in financial management (C3)										
CO2:		ALLOCATE the funds to market (C3)										
CO 3:		ESTABLISH costing of healthcare services (C4)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	x		x					x		x	x	x
CO 2				x					x			
CO 3	x		x		x	x		x		x	x	x
Course content and outcomes:												
<i>Content</i>				<i>Competencies</i>						<i>No of Hours</i>		
Unit 1: Overview of Financial Management												
Stock Market, Financial Statements, Cash flow, Taxes				<ul style="list-style-type: none"> DESCRIBE the various techniques to assess the communication needs of the community (C1) LIST the various types of participatory techniques for communication need assessment (C2) 						6		
Unit 2 Fixed income Securities												
Tabular Approach, Derivation of annuity formulas, Continuous compounding, Expectation theory and estimation of forward rates				<ul style="list-style-type: none"> EXPLAIN the various techniques to assess program and provider needs for behaviour change in health (C2) OUTLINE the various components of effective communication (C1,C2) 						6		
Unit 3 Analysis of financial statements												
Liquidity ratios, asset management ratios, debt management ratios, profitability ratios, market value ratios, trend analysis, common size analysis, percentage change analysis, comparative ratios and benchmarking.				<ul style="list-style-type: none"> DESCRIBE the significance of Bottoms up approach in ensuring ownership of community for Behaviour change communication (C1) EXPLAIN the role and significance of faith based and social institutions in promoting health communication (C1) 						6		
Unit 4.a: Projects and their valuation												
Evaluating cash flows, DCF Approach, The weighted average cost of capital, The accounting rate of return, Cash				<ul style="list-style-type: none"> DESCRIBE the significance of communication (C1) 						6		



flow estimation and risk analysis. NPV, IRR, MIRR, PI, PP, different capital budgeting methods	<ul style="list-style-type: none"> EXPLAIN the various techniques to understand the needs of the target group for adopting delivery of SOCO (C2) 		
Unit 4.b: Managing operations			
Supply chain and working capital management, secured short term financing, Long-term financing, IRP, PPP, Inflation, interest rates and exchange rates in foreign investments.	<ul style="list-style-type: none"> OUTLINE the components for technical communication (C2) 	6	
Unit 5.a: Strategic finance in dynamic environment			
Dynamic capital structures, portfolio theory and asset pricing models	<ul style="list-style-type: none"> OUTLINE the components of communication designed for decision makers (C2) 	6	
Unit 5.b: Taxation in healthcare			
Taxes and the structure, Financial statement for taxation,	<ul style="list-style-type: none"> LIST the types of mass communication (C1) DESCRIBE the functions of mass media (C1) EXPLAIN the role of mass media in health communication(C2) 	4	
Unit 5.c: Healthcare costing			
Development of packages, special service rates, healthcare pricing	<ul style="list-style-type: none"> OUTLINE the components of electronic communication for a public health event (C2) 	5	
Learning strategies, contact hours and student learning time			
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>	
Lecture	30	60	
Case-based Learning	15	30	
Revision		8	
Assessment	4		
TOTAL	45+4	98	
Assessment Methods:			
Formative:		Summative:	
Practical		Assignments/presentations	
Assignments/presentations		End-block Examination	
Mapping of assessment with Cos			
Nature of assessment	CO 1	CO 2	CO 3
Assignment/Presentation	X	x	X
End Block Examination	X	X	X
Feedback Process	<ul style="list-style-type: none"> End-block Feedback 		
Reference Materials	<ol style="list-style-type: none"> Hospital Management Accounting and Planning and Control, GR Kulkarni, NHMI Mumbai. Finance and Accounting for Managerial Competitiveness, Nand Dhameja & KS Sastry, Wheeler Publishing. Financial Management, Ravi Kishore, Taxman publications. Analysis of hospital costs: A manual for managers, Sheprad, Domnic Hodgkin & Yvonne E, WHO AITBS. Basic Hospital Financial Management, Beck 		



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Health Insurance (Elective)										
Course Code: MHA 671.3		Course Instructor: Dr. Naveen Kumar										
Academic Year: 2023-2024		Second year, Block 7										
No of Credits: 3		Prerequisites: Background Health Economics (MHA541)										
Synopsis:	Insurance is developing as a major factor to improve the healthcare delivery system of this country. The course aims to develop an understanding of health insurance among students. It also aims to equip the students with tools and steps that can be used for planning and implementing Health Insurance programs in India.											
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN the three types of health insurance (C2)										
CO2:		DESCRIBE about the generic framework for any health insurance program (C2)										
CO 3:		EXPLAIN the terms Risk pooling / sharing / Equity / Adverse selection (C2)										
CO 4:		EXPLAIN and APPLY the concepts of Moral Hazard / Indemnity / Third party payment (C5)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	x	x	x				x				x	
CO 2		x	X	x				x	x			x
CO 3	x				x	x		x		x		
CO 4		x	x				x	x	x		x	x
Course content and outcomes:												
<i>Content</i>		<i>Competencies</i>									<i>No of Hours</i>	
Unit 1: Introduction to Health Insurance in India												
Theory and principles of health insurance, Fundamentals of Insurance, Risk Management		<ul style="list-style-type: none"> • DEFINE Health Insurance (C1) • EXPLAIN the theory and principles of Health Insurance (C2) • APPLY the fundamentals of patient health Insurance (C3. C4) 									8	
Unit 2.a: Social Insurance												
International experiences in Health insurance, International Experience with Employee-based Health Insurance, ESIS, CGHS - Measures to improve		<ul style="list-style-type: none"> • EXPLAIN the concept of Social Health Insurance (C2) • APPLY the concept of social health insurance in hospitals (C3) • MANAGE social health insurance in hospitals and healthcare settings (C5) 									8	
Unit 2.b: Community Health Insurance												
Why this Option? Pre-requisites, Steps in developing Community Insurance, Indicators for monitoring a Universal Health Insurance Scheme, Ayushman Bharat		<ul style="list-style-type: none"> • EXPLAIN the concept of Community Health Insurance (C2) • APPLY the concept of community health insurance in hospitals (C3) 									7	



	<ul style="list-style-type: none"> MANAGE community health insurance through hospitals serving the community (C5) 	
Unit 3: Extending the private health insurance		
Products, Benefits, Packages, Claims Processing, Departments in a Private Insurance Company, Issues faced by Private Insurers, Moral Hazard, Anti-selection	<ul style="list-style-type: none"> EXPLAIN the concept of private health insurance (C2) DESCRIBE the claims process, benefits, packages etc in a private health insurance (C3) NAME few private health insurance companies operating in the market (C1) 	8
Unit 4: Managed Care Organisation & Revenue Cycle Management		
Concept of managed care and its components Alternative models of managed care, Preferred Provider Organizations	<ul style="list-style-type: none"> DEFINE Revenue cycle management (C1) EXPLAIN the concept underlying revenue cycle management (C2) IDENTIFY and PROPOSE alternative models of managed care (C3) 	7
Unit 5: Third Party Administration		
Role of IRDAI, TPA – Definition, Objectives, Administration, Network development, Issues with Providers,	<ul style="list-style-type: none"> DEFINE TPA (C1) EXPLAIN the role of TPA & IRDA in insurance claim process (C4) 	7

Learning strategies, contact hours and student learning time		
<i>Learning strategy</i>	<i>Contact hours</i>	<i>Student learning time (Hrs)</i>
Lecture	30	60
Case-based learning	15	30
Revision		8
Assessment	4	
TOTAL	45+4	98

Assessment Methods:

Formative:

Assignments/presentations

Summative:

Assignments/presentations

End block examination

Mapping of assessment with Cos

Nature of assessment	CO 1	CO 2	CO 3	CO 4
Assignment/Presentation	x	x	x	x
End Block Examination	x	x	x	x

Feedback Process

- End-Block Feedback

Reference Material

- Textbook on Risk Management & Insurance by S. Arunajatesan, Laxmi Publications.
- Principles of Insurance & Risk Management by Gulati Neelam, Excel Publications.
- Global Health, WHO Monograph.



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| | <ol style="list-style-type: none">4. Material of Institute of Risk Management, India5. Material of Insurance Institute of India (III). |
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Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Focus Seminar										
Course Code: MHA 672		Course Instructor: MHA faculty members										
Academic Year: 2023-2024		Second Year										
No of Credits: 3		Prerequisites: Basics in hospital organisation and management										
Synopsis:		Each student will be allocated to a Faculty member who will provide a subject for a research activity followed by an oral presentation in class with other students										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN and ANALYSE a specific subject										
CO 2:		COMBINE knowledge and LECTURE orally in front of other students										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X	X	X	X	X	X	X	X	X	X	X
CO 2	X	X	X	X	X	X	X	X	X	X	X	X
Course content and outcomes (description about the course):												
<i>Topics</i>				<i>Learning Outcomes</i>						<i>Hours</i>		
<ul style="list-style-type: none"> This is compulsory for all MHA students enrolled into the program The students are guided by the Faculty members they're assigned to The students are expected to develop research work on the subject and to expose the results with critical thinking to the rest of the class in a good oral communication manner. 												
Learning strategies, contact hours and student learning time												
<i>Learning strategy</i>					<i>Contact hours</i>				<i>Student learning time (Hrs)</i>			
Group discussion									120			
Assessment												
TOTAL									120			
Assessment Methods:												
Formative:							Summative:					
							Presentation					
Mapping of assessment with Cos												
Nature of assessment					CO 1				CO 2			
Presentation					X				x			
Feedback Process			<ul style="list-style-type: none"> End block Feedback 									
Reference Materials			<ul style="list-style-type: none"> Depends on the subject, provided by Faculty 									



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Hospital posting & Internship										
Course Code: MHA 681		Course Instructor: MHA faculty members										
Academic Year: 2023-2024		Second Year										
No of Credits: 3		Prerequisites: Basics in hospital organisation and management										
Synopsis:		Every candidate shall be posted in sister concern health institutes to undergo practical training of 15 weeks. The condition of successful completing the program shall not be deemed to have been satisfied unless a student undergoes a field practical training under the supervision of the department in organization/institute as approved by the course coordinator from time to time. Each student will be required to submit the logbook carrying attendance and project report to the department for the work undertaken during this period before six weeks of the final viva and practical evaluation.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		DESCRIBE the functioning and management of a various support/clinical/administrative services in the hospital (C2)										
CO 2:		DEMONSTRATE skills to manage facilities in the hospital (C3)										
CO 3:		ANALYSE the strength and weakness of the existing processes and workflows in the various departments of the hospital (C4)										
CO 4:		REPORT and EXPLAIN the hospital functioning through logbook and hospital presentations (C2)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X	X	X					X			
CO 2					X		X	X	X	X	X	X
CO 3	X	X	X									
CO 4	X	X	X			X	X					X
Course content and outcomes (description about the course):												
<i>Topics</i>						<i>Learning Outcomes</i>					<i>Hours</i>	
<ul style="list-style-type: none"> This is compulsory for all MHA students enrolled into the program The students are given orientation on the expectations of the hospital postings from the beginning of 1st block in MHA program. Students are further encouraged to take up internship /projects in other hospitals during the block breaks. The students are expected to understand the functioning of the various departments of the hospitals Critically analyse and appraise the functioning of the hospital as a system. Undertake small studies /projects related to the area of posting Make area presentations in small groups where teaching and learning happens The Hospital posting/reports are evaluated and will be considered for assessment and credit allotment for the MHA program. 												
Learning strategies, contact hours and student learning time												
<i>Learning strategy</i>						<i>Contact hours</i>				<i>Student learning time (Hrs)</i>		
Orientation to Hospital posting												



Observational learning		480			
Internship report preparation		60			
Internship report presentation	30				
Assessment	15				
TOTAL	45	480 hours (postings) (10 months x 8 days x 6 hours + 860 hours (internship) (4 months x 25 days x 8 hours + report preparation)			
The internship will start from February 1st and will end on May 31st. A student can start their internship earlier if they finish their research project and submit their manuscript to the satisfaction of the guide.					
Assessment Methods:					
Formative:		Summative:			
Log book		Area presentation during each semester			
		Submission of internship report Project viva			
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	
Presentation	X	x	x	x	
Internship Reports	X	x	x	x	
Feedback Process	End-Semester Online Feedback				
Reference Materials	<ul style="list-style-type: none"> • The hospital Policy & procedure documents • National policies & Laws on healthcare management • Journals/Articles related to the field of healthcare management 				



Name of the Institution / Department:

DEPARTMENT OF SOCIAL & HEALTH INNOVATION, PRASANNA SCHOOL OF PUBLIC HEALTH

Name of the Program:		Masters in Hospital Administration										
Course Title:		Research Project (Dissertation) and manuscript										
Course Code: MHA 699		Course Instructor: Respective Guide										
Academic Year: 2023-2024		Second year										
No of Credits: 14		Prerequisites: MHA first year										
Synopsis:		The course will capacitate the students to Integrate theoretical knowledge into practice. Students will apply the learnings from three semesters and select topics related to field of hospital administration. They Apply their learnings to conceptualize a research problem, generate research questions and hypotheses, formulate tools, select an appropriate methodology for data collection, Analyse data, Summarize the findings, and prepare a manuscript preparation. The experience and skills develop through this activity help the students to engage in research, monitoring and evaluation as well as management of public health programmes and hospital related activities later.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		Formulate hypothesis/research questions (C5,A2)										
CO 2:		Review existing evidence (C2)										
CO 3:		Develop appropriate methodology and study tools (C5,A2)										
CO 4:		Analyse results, and develop Manuscript from their research (C3)										
CO 5:		Prepare dissertation / research report (C5, A2)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X	X	X					X			
CO 2					X		X	X	X	X	X	X
CO 3	X	X	X									
CO 4	X	X	X			X	X					X
CO 5				X		X	X		X			X
Course content and outcomes (description about the course):												
<i>Topics</i>					<i>Learning Outcomes</i>					<i>Hours</i>		
<ul style="list-style-type: none"> This is compulsory for all MHA students in their Second Year. No regular classes will be held for this practical training – only mentor meetings, workshops (protocol development, study tool development, referencing, quantitative data analysis, qualitative data analysis, and manuscript preparation) and presentations (protocol, updates, and pre-submission) are be conducted at the department/school. The students will be allotted to guides by March. The students will need to submit the protocol in 2 months by May 31st. Students will have online or offline meetings with the guide at least once a month.. 												
Learning strategies, contact hours and student learning time												
<i>Learning strategy</i>					<i>Contact hours</i>				<i>Student learning time (Hrs)</i>			
Lecture					-							
Seminar					-							
Small Group Discussion (SGD)												
Self-directed learning (SDL)									100			
Problem Based Learning (PBL)									100			
Case Based Learning (CBL)												
Clinic												
Practical									300			



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Revision	100	100			
Assessment	50	10			
TOTAL	150	550-600			
Assessment Methods:					
Formative:		Summative:			
Presentations		Project viva voce			
Draft manuscript, Dissertation					
Mapping of assessment with Cos					
Nature of assessment	CO 1	CO 2	CO 3	CO 4	CO 5
Modular Examination/Viva-voce	X	x	x	x	x
Feedback Process	End-Semester Online Feedback				
Reference Materials	Relevant journal articles as per research topic				



PROGRAM OUTCOMES (POS) AND COURSE OUTCMES (COS) MAPPING

SL. No.	Course Code	Course Name	Credits	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
1	MHA 511	Applied Management	3	CO 1,2,4	CO 1,2,4	CO 2,3,4	CO 4	CO 1,2,4	CO 4	CO 4	CO 3,4	CO 3,4	CO 3,4	CO 3,4	CO 4
2	DDS 518	Introductory Biostatistics for Healthcare Administrators	2	CO 1, 2, 3, 4						CO 1, 2, 3, 4	CO 1, 2, 3, 4	CO 1, 2, 3, 4			
3	MHA 513	Organisational Behaviour	3	CO 1,3	CO 3,4	CO 1,2, 3,5	CO 2,3,4, 5	CO 1,2,3, 4,5		CO 4	CO 2,3,4	CO 2,4	CO 2		CO 2,5
4	MHA 521	Human Resources Management in Healthcare	3	CO 1,2,4	CO 2,3,4	CO 1,2,3, 4,5	CO 5	CO 1	CO 5	CO 2,4	CO 1,5	CO 1,5	CO 1,3,5		CO 4
5	DDS 528	Inferential Biostatistics for Health Administrators	2	CO 1, 2, 3, 4	CO 4	CO 4				CO 1, 2, 3, 4	CO 1, 2, 3, 4	CO 1, 2, 3, 4			
6	MHA 523	Accounting and Financial Management	3	CO 1,2,3, 4	CO 3	CO 1,2,3	CO 2,3	CO 1	CO 2,4	CO 2	CO 1,2,3, 4		CO 1,3	CO 1	CO 2
7	MHA 531	Research Methodology	3	CO 1,3	CO 1,2,5	CO 2,4,5	CO 2,4,5	CO 2,3,4, 5	CO 4,5	CO 2	CO 2		CO 2,5		CO 2,3,5
8	MHA 532	Healthcare systems, public health and epidemiology	3	CO 1,3,4	CO 1,3	CO 2,3,4	CO 1,2	CO 1,2,3	CO 1,4	CO 2,4	CO 1, 3, 4	CO 1,4	CO 2,3	CO 1	CO 2,4
9	MHA 533	Digital Transformation & Technologies in Healthcare	3	CO 1,3,4, 5,6	CO 1,3,5, 6	CO 1,2,3,5, 6	CO 1,2,3, 5,6	CO 1,3,4, 5	CO 2,3,5, 6	CO 1,2,3, 4,6	CO 6,7	CO 3,5,6	CO 1,3,5, 6	CO 1,3,5, 6	CO 1,2,3, 4,5,6, 7
10	MHA 541	Health Economics	3	CO 1,2,3, 4	CO 3,4	CO 1,2,3, 4	CO 3,4	CO 1	CO 4	CO 2	CO 1,3,4		CO 1,3,4	CO 1,4	CO 2
11	MHA 542	Medico-Legal Issues in Healthcare	3	CO 1,2,3, 4,5	CO 1,3	CO 3, 5	CO 2,3,5		CO 1,3,4	CO 4	CO 1,2,3, 4,5	CO 3	CO 2,3,4, 5		CO 1,3,4, 5
12	MHA 543	Quality Management in Healthcare	3	CO 1,2,3, 4,5	CO 2,3,4	CO 2,3,4	CO 2,3,4, 5	CO 1,3,4	CO 2,3,4, 5	CO 1,2,3, 5	CO 1,2,3, 4,5	CO 2,5	CO 1,4,5	CO 2,5	CO 1,4,5



SL.No.	Course Code	Course Name	Credits	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
13	MHA 551	Clinical Services Administration	3	CO 1,3,4	CO 1,2,3,4	CO 2,3,4	CO 1,2	CO 1,2,3	CO 1,2	CO 1,2,4	CO 1,2,3,4	CO 1,2,3,4	CO 1,2,4	CO 1	CO 1,2,3,4
14	MHA 552	Administration of Non-clinical services	3	CO 1,4	CO 1,4	CO 2,4	CO 2		CO 2	CO 2,3,5	CO 2,3,5	CO 1,3	CO 1,3	CO 2,3	CO 1,2,3
15	MHA 553	Healthcare Marketing	3	CO 1,5	CO 1,2,4,5	CO 1,2,3,4	CO 2	CO 1	CO 3	CO 4,5	CO 1,2,3,4,5	CO 5	CO 1,3	CO 1	CO 1
16	MHA 561	Green Resilient Healthcare and Hospital Planning	3		CO 1,2,3,4	CO 1,2,3,4	CO 4		CO 1,2,3,4	CO 1,2,3,4	CO 1,2,3,4	CO 1,3,4	CO 1,2,3,4		CO 4
17	MHA 562	Health care supply chain management	3	CO 1,3,4	CO 2	CO 2,4	CO 1	CO 1,3	CO 1,3	CO 2	CO 1,2,3,4	CO 3,4	CO 2,3	CO 1	CO 2
18	MHA 563.1	Healthcare Analytics (Elective)	3	CO 1,2,3		CO 2		CO 1,3	CO 2	CO 2	CO 1,2,3	CO 2	CO 2,3	CO 1,3	CO 2
19	MHA 563.2	Health Technology Assessment (Elective)	3	CO 1,3	CO 1,2,3	CO 2	CO 2,3	CO 1,3	CO 1,3	CO 2	CO 1,3	CO 3	CO 2,3	CO 1	CO 2,3
20	MHA 671.1	Healthcare Accreditation (Elective)	3	CO 1,2,3,4	CO 2,4	CO 2,4	CO 3,4		CO 2	CO 3,4	CO 3,4	CO 3	CO 2,4	CO 1,3,4	CO 2,3,4
21	MHA 671.2	Financial Management in Healthcare (Elective)	3	CO 1,3		CO 1,3	CO 2	CO 3	CO 3		CO 1,3		CO 1,3	CO 1,3	CO 1,3
22	MHA 671.3	Health Insurance (Elective)	3	CO 1,3	CO 1,2,4	CO 1,2,4	CO 2	CO 3	CO 3	CO 1,4	CO 2,3,4	CO 2,4	CO 3	CO 1,4	CO 2,4
23	MHA 672	Focus seminar	1	CO 1,2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2	CO 1.2
24	MHA 681	Hospital Posting & Internship	3	CO 1,3,4	CO 1,3,4	CO 1,3,4	CO 1	CO 2	CO 4	CO 2,4	CO 2	CO 1,2	CO 2	CO 2	CO 2,4



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SL.No.	Course Code	Course Name	Credits	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
25	MHA 699	Research Project	14	CO 1,3,4	CO 1,3,4	CO 1,3,4	CO 1,5	CO 2	CO 4,5	CO 2,4,5	CO 2	CO 1,2,5	CO 2	CO 2	CO 2,4,5