

**MASTERS IN HOSPITAL ADMINISTRATION  
SCIENCE (MHAS)**

**(Two years duration)**

**Re-structured Course Syllabus, Contents &  
Learning Objectives  
Semester Pattern**

**Conducted by  
ALL INDIA INSTITUTE OF LOCAL SELF  
GOVERNMENT**

**Affiliated to and Recognized by  
Saurashtra University  
(UGC Recognized and NAAC Accredited  
University)**

## **MASTERS IN HOSPITAL ADMINISTRATION SCIENCE (MHAS)** **(Two years duration)**

### **Goal:**

1. Provide opportunity of acquiring in-depth knowledge of Management of Hospital and Healthcare institutions to the individuals working in Hospitals and other Healthcare organisations, and those seeking career in healthcare field so to provide them with greater career opportunities.
2. In view of acute scarcity of trained professional managers and administrators to manage medical and health services efficiently and effectively, create a pool of trained manpower that will enable the country to meet the challenges of providing quality healthcare to the people of India at cost affordable to the people and the country.

### **Objective:**

Impart the theoretical and practical knowledge to the students in the field of managing the Medical and Health services.

1. Provide social, economic, cultural, political, policy, legal, ethical perspective of health and health services within India and at international level.
2. Provide theoretical base of Management of health organisations.
3. Provide knowledge about planning and organising hospital and healthcare organisations/ services/ activities.
4. Provide adequate knowledge of various functions concerned with the management of various aspects of the organisation like human, financial, commercial, strategy, marketing, quality, materials & equipments, information, etc.

### **Format of the course:**

The training programme for the course will be conducted by eminent faculty in the field of hospital and healthcare management.

The students will be exposed to working of hospitals in Public and Private sector.

**Modules :**

- There course contents will be distributed in 4 semester of 5 subjects each.
- Students will have to submit assignments of 30 marks on each subject of the course.
- Successful completion of at least one assignment will be a precondition for appearing in written Examination of that subject.
- Written examination will be conducted on each subject with a theory paper of 70 marks. Total Marks for each subject: 100 marks. (Theory: 70 Marks+ Assignment: 30 Marks).
- The passing marks shall be 50% for assignment and paper separately.

**Assignments:**

- There will be 1-3 Assignments for each subject. The assignment will have to be submitted in a file, within two weeks of the assignment given in class.
- The assignments can be any one or a mix of written paper / Case study paper / Class Quiz / Class presentation, etc. The mix can be allotted a total of 30 marks.
- The assignments shall be assessed by a panel comprising of at least two experts one is the subject faculty & second the Principal or external subject matter expert.

**Written Examination:**

- Written examination in theory will be held Semester-wise at the end of each Semester on a common date for all centres.

**Practical Training Internship & Viva Voce:** (In the second year of the course).

Student will study in depth: One multi-speciality hospital (of minimum 50 beds) which may be Public sector or private sector hospital, for duration two months. **(Internship)**

**OR**

A Healthcare Institution like District Health Office, Government or civic organisation working in healthcare projects/ programmes, community health programme, charitable organisation working in healthcare, or NGO working in healthcare.

- Student shall choose a Multi speciality hospital or a healthcare institution and arrange for his own placement.
- Principal of the AILSG Centre will facilitate the process in case of difficulty.
- He/she will follow a format provided by Principal of the course, using knowledge gained during the course of study, the student will write a Practical Training Placement Report in any of the above (50 bedded hospital or healthcare institution) after his/her completion of Practical training Placement and submit the report one month before the commencement of the 2<sup>nd</sup> year examination.
- The approval of the report contents and its quality by the Principal of the concerned centre is essential criteria for the grant of the degree certificate.
- Guidelines for the coordinators in this regard shall be issued by the Principal of the course.
- Students shall submit the Internship Report within 15 days of completion of their internship.
- The internship report will carry 100 marks. Each student will be in continuous consultation, and approval of Principal of AILSG centre & with the onsite internship mentor.
- Viva voce examination will be held for the students at the end of 2<sup>nd</sup> year on successfully completing requirements of the all the theory Modules, Project Practical Training (Internship) & will be held at the end of 2<sup>nd</sup> year.
- The viva voce examination will carry 50 marks each for the Internship performance evaluation and will cover the entire syllabus & subject matter of their practical training report.

**Project Report & Viva Voce:**

- Students shall submit the Project Report one month prior to the 2<sup>nd</sup> year examination.
- The project report will carry 100 marks.
- Each student will select a topic from the list of topics prepared for the course, in consultation, and approval of coordinator of AILSG centre, well before the 4<sup>th</sup> term starts.

- Viva voce examination will be held for the students at the end of 2<sup>nd</sup> year on successfully completing requirements of the all the theory Modules, Project Practical Training (Internship) & will be held at the end of 2<sup>nd</sup> year.
- The viva voce examination will carry 100 marks each for the Project and will cover the entire syllabus & subject matter of their practical training & project report.

### **Class Room Teaching:**

- Class Room Teaching programme for each module will be held at the designated AILLSG centres.

### **Completion of the Course & Examination Scheme:**

- Minimum duration of the course is two years.
- A student registered for the course will be at liberty to complete assignments and written examination of the course in a flexible manner, within maximum period of four years.
- To be declared successful in completing the course and being eligible to be awarded degree certificate, a student shall meet following requirements:
  1. Passing all the 4 semesters by securing passing marks in each module
  2. Securing passing marks for the Project & Internship
  3. Securing passing marks in the viva- voce examination.
  4. Completing the Practical Training Placement to the satisfaction of Principal of the centre.
  5. 75% attendance is essential for each module separately.

### **Passing Marks:**

- 50% marks in Theory Examination.
- 50% marks in Assignments
- 50% marks for Internship Report and Viva Voce on Internship.
- 50% marks for Project Report and Viva Voce on Project.

### **ATKT Facility:**

Students failing in less than Two subjects in any Semester will be permitted to keep the term up to 3<sup>rd</sup> semester continuously provided further that such students shall not be permitted to keep the term for the IVth semester without clearing and passing in all the failed subjects, and failure in practicals, internal assessment & project reports covered in Ist, IInd & IIIrd semester.

**Registration for admission:**

**Essential Qualification:**

1. Graduates in Medical, Dental, Ayurvedic, Homeopathic, Nursing, Paramedical sciences.

**OR**

Other graduates with 50% or more marks

**OR**

Graduates with working experience in Hospitals / Healthcare Organizations / Nursing Homes, etc. .

2. **Lateral Entry:** (Direct admission to 2<sup>nd</sup> year): The candidates with P.G.Diploma in Hospitals / Healthcare Management / PG Diploma in Hospital Administration from a recognised university are eligible to register for admission directly to the 2<sup>nd</sup> year of the course. (3<sup>rd</sup> Semester).
3. **Preference:** The candidates working in a Hospital or a Healthcare Organisation will be preferred.
4. **Priority:** The candidates sponsored\* by the hospital or healthcare organisation, in which they are working.

\* **Sponsorship:**

- Sponsoring hospital or healthcare organisation will assure requisite leave for attending the classes.
- Facilitate study of hospital / healthcare organisation for Practical

**Study Resources:**

1. **Basic Study material** for all the sub-modules will be provided to the registered candidates. However students are expected to refer to literature and books relevant to the subjects.
2. **List of reference books** for various Modules will be provided to students. Students are expected to read reference books in addition to books provided.
3. **Contact Classes** will be held for all the modules.

## Course Structure & Examination Pattern

### 1<sup>st</sup> year – 1<sup>st</sup> semester

	<b>Subject</b>	<b>Marks</b>	<b>Credit Hrs</b>
1	Principles of Management	100	30
2	National health Systems, policy & health economics	100	30
3	Human Resources in Healthcare & Labour Laws	100	30
4	Materials Management in Healthcare	100	30
5	Hospital OD & Strategic Management in Healthcare	100	30

### 1<sup>st</sup> year – 2<sup>nd</sup> semester

	<b>Subject</b>	<b>Marks</b>	<b>Credit Hrs</b>
1	Finance in Healthcare	100	30
2	Organization Behaviour	100	30
3	Research Methods & Health research	100	30
4	Healthcare IT & Hospital information systems	100	30
5	Hospital Planning (Clinical & support Services)	100	30

### 2<sup>nd</sup> year – 3<sup>rd</sup> semester

	<b>Subject</b>	<b>Marks</b>	<b>Credit Hrs</b>
1	Epidemiology, Social aspects of Health & communication.	100	30
2	Principles of Hospital Administration & Practices	100	30
3	Medico Legal	100	30
4	Quality in Healthcare	100	30
5	Marketing in Healthcare	100	30

### 2<sup>nd</sup> year – 4<sup>th</sup> semester

	<b>Subject</b>	<b>Marks</b>	<b>Credit Hrs</b>
1	Corporate Communication, PR & CRM in Healthcare	100	30
2	Global Healthcare Scenario, Health Insurance & Medical Tourism	100	30
3	Service Operations Management	100	30
4	Internship	100	100
5	Project	100	60

**Total theory teaching hours: 540 hours**

**Marks for each subject: Theory: 70 + Assignments: 30**

**Total Practical (Internship & Project) hours: 160 hrs.**

**Total Marks for each subject: 100**

**Total Course Teaching hours: 700 hours**

**Total Theory Marks: 1260**

**+ Total Assignment Marks: 540**

-----  
**= 1800 Marks**

**Practical Marks for internship: 100**

**+ Project marks 100**

-----  
**Total practical marks = 200 Marks**

**Total Course Marks:**

**Theory Marks .. 1800 marks**

**+ Practical Marks: 200 marks**

-----  
**Total = 2000 Marks**



## Syllabus for MHAS Course

Year 1	Semester I	
Sr. No.	Subject	Content
1	Principles of Management	Functions of management and their application in hospital and healthcare: – Management Vs Administration, Concept of Management Principles, Techniques and Functions-Planning, Organizing- Controlling, Coordinating, Feedback, Evaluation, Decision making and problem solving. Manager As a person –Self awareness, Creative thinking, Problem solving skill, time management, self development.
2	National health Systems, policy & health economics	Concept of health & disease, Concept of Prevention, Preventive Medicine, Introduction to Primary Health Care, Definition, Principles of Health Services, Community Health, Community Medicine. Healthcare System in India, Constitution & health Services at Central and State Levels. National Healthcare Programmes, Health Policy and Administration, National Health Policy, NRHM, RCH. National Urban Health Mission. Basic Concepts in General Economics and Health Economics; Demand, Supply & Elasticity, Markets, Competitions, Micro & Macro level policies and health, Techniques of Economic Evaluation, Equity & Equality. Health & Development.
3	Human Resources in Healthcare & labor laws	Concepts, Role of HR Department, Line and staff Personnel, Manpower Planning, Job Designing (Analysis, Specifications, Descriptions, Evaluation), Recruitment, Selection. Transfers, Promotions, Training, Evaluation, Welfare activities, Wages and Salaries, Incentives, Retirement provisions, Records. Industrial Relations & trade unions; Labour Laws: E.S.I. Act. 1948, Industrial Disputes Act 1947, Payment of Wages Act 1936, Minimum Wages Act 1948, Equal Remuneration Act 1976, Employee Provident Fund Act, 1952, Payment of Gratuity Act, 1972, Law of Contracts, Law of Torts, Indian Trade Union Act, 1926, Negotiable Instrument Act, 1881, Maternity Benefits Act.
4	Materials Management in Healthcare	Definition, scope and importance of materials management. Objectives of materials management. Analysis of materials costs. Value Analysis, Integrated approach to materials management. Functional areas of materials management. Parameters for judging the efficiency of materials function Documents used in materials function. Material identification codes. Role of computers in the materials function. techniques in the materials function. Responsibilities and functioning of stores. Types of stores in hospitals. Stock verification techniques. Material Planning, Purchase, Hospital Stores, Records, Indenting, Issue, Disposal, Inventory Management, Control of stocks, Control of Theft and Pilferage. International Purchasing. Equipment Planning, Specification, Equipment Procurement, Installation, Maintenance; Plant and Machinery Maintenance, Maintenance Contracts, Inventory control of spares. Disposal of Waste and Scrap.
5	Hospital Org Development & Strategic Management in Healthcare	Types of Hospitals and Health Care Institutions . Hospital as Industry, Health sector as a formal organization. Concept of formal organization- Healthcare Organization development. Concept of strategic Management. Importance of Strategic thinking. Strategic planning. Processes. Competitive strategies. To understand strategic management in a hospital set up. Strategic Management Process, Situational analysis in health sector, Strategy formulation and strategy implementation, Process of strategy formation: contemporary theories pertaining to the development of strategy in health care organisations/programmes, and the relationship between an organisation's strategy, structure, internal processes and its external environment during phases in strategy formation; Use of relevant practice-based methods, techniques and tools to facilitate analysis of strategy, SWOT analysis, stakeholder analysis, monitoring techniques and evaluation procedures); Value framework used in social development, ethical organisational practices.

Year 1	Semester II	
Sr. No.	Subject	Content
1	Finance in Healthcare	Basic Accounting Concepts, Functions of Finance, Basic Cost Concepts: Issues and scope of financial management, Role of finance managers, Working capital Management, Sourcing of funds, Feasibility Studies for hospitals, Break even analysis, Hospital services pricing, MIS-Liquidity ratios, Budgeting & risk analysis, Resource mobilization & decision making, Financial Reporting Systems & Audits
2	Organization Behaviour	Concept of Organisational Behaviour, theoretical concepts and applications in Healthcare organisations: Motivation, Leadership, and Supervision, Individual & Group behaviour, Team work, Communication. In organization understanding the human factor-Group dynamics and behaviours; Managerial role and Strategies to maintain effective relationship, Participation and team building. application of motivation theories; promotion of job satisfaction, problems of absenteeism and turnover theories & applications. Leadership and Supervision: Concept, factors influencing leadership role, essentials of leadership, leadership styles, supervision and supervision patterns. Concept of Decision-Making, decision-making process, types of decisions, factors influencing decision-making, management decision techniques. Groups: Types of groups, group processes, group culture and social influence. Types of communication, application of different types of communication. Team Building: Definition of a team, need for team work in the health sector, role of the manager as a team leader, team meetings. Organisational Dynamics & Change: Types of change, sources of change, change process, human element in change.
3	Research Methods & Health Research	Concept of Research, Research methodology Research Process, Research Designs, types of research, tools for research & statistical methods, Theory of hypothesis, Types of surveys, questionnaires, Statistical tests of significance, Data collection & sampling techniques and mathematical models. Data analysis (Univariate & Multivariate) Research presentation, interpretation, standardization and stratification. Preparation of research report. Role of Ethical Committee & Research ethics. epidemiological research. Measurement of disease frequency, Effect of interventions, Applied research with emphasis on health research. Research Format of the WHO and the use of GRIPP (Getting Research into Policy & Planning); development of research protocols/proposals following the Health System Research format including work plan budgets and; justification for the same.
4	Healthcare IT & Hospital information systems	Use of Computers in hospitals and medical care. Computerized communication systems in Hospitals, Telemedicine and Tele-health, Mobile Technology, Internet, Application of RFID, barcodes in hospitals. Basic concepts in data and information, Characteristics of Information and sources of health information, Concept of Management Information System (MIS), Health Information System and its components, Identifying information needs and developing indicators, Designing HMIS, data transmission processing and quality, Ways to enhance use of information in decision making, Uses of HMIS:, Computerisation of HMIS, concept of GIS (Geographic Information system) in hospitals. Concept of electronic medical records, & information security.
5	Hospital Planning, Hospital (Clinical & Support Services)	Introduction, Evolution, Need for health institutions planning, Health care facility planning in India; The Planning Process – Project appraisal Composition of planning team, Selection of site, architect and other consultants, Tender Documents , Architectural Design - Functional and space programming, Health Institution design, Departmental layouts, Inter relationships between services, Utility planning Liaison with agencies for HVAC, medical Gases, CSSD, etc. Planning, Design layout & functional flow of clinical services & support services viz: OPD. casualty, IPD, ICU, OT, health check, day care, physiotherapy, diagnostic labs, pathology & imaging, cath labs, onco dept, paediatric dept, maternity, CSSD etc, other depts like, medical records, pharmacy, mortuary, stores, ambulance services, non clinical dept.: linen & laundry, kitchen, housekeeping, engineering, etc.

Year 2	Semester III	
Sr. No.	Subject	Content
1	Epidemiology, Social aspects of Health & communication.	Concept of demography. Factors influencing population growth, hazards of population growth. Vital statistics and health indicators. Population Policy. Epidemiology of communicable and non communicable diseases. Epidemiological Study. Social aspects of health and disease. Socio-cultural Aspects, Socio-economic Aspects. Social Security and healthcare. Role of voluntary agencies in health & hospital organizations, Social welfare schemes in Government and Non-government Health Organizations, Gender issues. Medical Social Work in Hospitals and Community, Counselling in health and disease related aspects, Crisis Management, Grief Management. Marriage counselling, Stress Management, health Education- Needs. Awareness. Health Education Models and Methods, Health Promotion, Social Marketing, Life Style concept, Social Action, Advocacy, Empowerment, Community Participation. Role of hospital in Disaster.
2	Principles of Hospital Administration & Practices	Role of health / hospital administrator . Management of health care team- Types of committees governing health team. Management of Para-medical personnel , Nurses, field workers, other Para-medical staff. Principles of hospital administration Organization, Process & Procedures of Clinical & non clinical services Organisation of Clinical Services, General and special nursing units, Ward management, Isolation facilities, Management of junior doctors, Management of paramedical staff, nursing service administration, clinical performance reviews. Contracting of clinical & support services. Organization of front office; admissions and billing; banking services; ambulance; medical records; CSSD & pharma supplies; kitchen and dietetics, housekeeping, laundry and linen processes; volunteer department; public areas and staff facilities - entrance and lobby area, public convenience services; executive and professional services units, security; mortuary; administrative services , finance and accounts department; marketing & P.R dept.
3	Medico - Legal	Laws Related to Medical & Health Care (Med. Legal): Concept, Need. Medical Negligence. Types of Medico Legal Cases. Police investigation, Medical Certificates and Death Certificates, Court Procedures, Types of Courts dealing with civil and criminal cases related to Hospitals, Medical negligence & Malpractices, Steps to Control and Related Laws, M.T.P. Act, 1971, Indian Medical Council Act, and code of medical ethics, Organ Transplant Act., PCPNDT (Pre Conception and Pre-Natal Diagnostic Test) Act. HIV-AIDS related policy issues. Laws related to Hospital Management: Right to Information Act. Registration of Birth and Death Act, 1969, Consumer Protection Act, Drug and Cosmetic Act.1940, Regulations regarding Waste Disposal and Environment. Various Council Acts. Public Trust and Societies Registration Act, Clinical Establishment Registration Act. Disciplinary Procedures: Services rules, Responsibility fixing, Enquiry, Types of Enquiry, Enquiry Procedures, Concept of Natural Justice. Punitive measures & impact, Grievance Handling, Conflict Causes & resolution.
4	Quality in Healthcare	History & Evolution of Quality Movement, Quality Assurance, Total Quality management, Continuous quality improvement. Deming's principles, Dr Juran's Trilogy, Kaizen, Philip Crosby's Principles, Lean Six Sigma Orientation. Need for Quality Management in Healthcare, NABH Standards, Accreditations, Indian Accreditations (NABH, NABL), International Accreditations, ISO 9000 Standards, Tools for quality, Healthcare performance indicators, Importance & concept of Patient Safety. Implementation Strategies.
5	Marketing in Healthcare	Marketing Concepts, Need, principles, Significance. Customer Satisfaction. Market research, Marketing planning, Marketing Strategies, Profiles. Control and growth in marketing. Market Analysis, Segmentation, Targets, Product Mix, Pricing Mix. Marketing of hospital and Healthcare services: The Market mix, market plans, pricing decisions, etc. Role of marketing in health care organizations, Strategic Marketing management – Concepts, planning & implementation methods. Concepts of Donor marketing - attracting funds, Planning and its promotion in a competitive market. Corporate Health Services & Corporate health tie-ups.

Year 2	Semester IV	
Sr. No.	Subject	Content
1	Corporate Communication, PR & CRM in Healthcare	Corporate Communication Concept & theory, basics of branding, advertising & media communications, Role of administrator in corporate communication, Trends & Limitations in Healthcare advertising & media communications. Concepts & methods of branding & advertising Healthcare services, Use of various media for health service promotions. Public Relations: Concept. Definition. Concept of Public. Role of Administration. Need of Public Relations. Public Relations as two way process. Method and Media. Customer Relationship Management, Patient Management & CRM. Consumer Satisfaction. Patients Rights, Hospital and Healthcare Organisations Role and responsibility in preserving Patients Rights.
2	Global Healthcare Scenario, Health Insurance & Medical Tourism	International Health Organisations and their role. International Health Regulations, & International health insurance schemes, Concept of HMO, PPO, TPA, etc, International Aid Agencies in healthcare. Medical/ Health Insurance, National Community Health Insurance Schemes, Roles of Governments, NGOs, Private Sectors in healthcare financing and distribution, national Health Insurance schemes, Concept and History of Health Tourism and Medical Health Tourism, Process, Legal and Ethical Issues, Risks, Common fields of care in Medical Tourism, Merging with pleasure Tourism, Issues of Safety and Security, Concerns, Prevention of Malpractices.
3	Service Operations Management	Services: An Overview, Role of Services, Services and Products, Importance of Services , Nature of Services, Service characteristics & Classifications, Service Process Matrix , Services Models – Customer Contact, Moment of Truth & SERVQUAL - Parasuraman, Berry and Zeitham, Dimensions of Service Quality & Service Quality Gaps, Service Operations - Concepts of customer variability, Product & Service Design, Service Design & Management, Queuing theory, Capacity management , Scheduling, PERT & CPM applications Framework for Analyzing Service operations.
4	Internship	2 months internship in a hospital – Hospital dept., layout study, system study, functional study & 2 case studies allotted by assigned mentor
5	Project	A live capstone project implementation OR thesis study on the topic allotted by the assigned mentor, project being spread over the 4 <sup>th</sup> term.