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**PUNE – 411018**

**CENTRE FOR ONLINE LEARNING**

**PIMPRI, PUNE**

**SYLLABUS FOR**

**MASTER OF BUSINESS**

**ADMINISTRATION**

**(M.B.A)**

**Academic Year 2025**

**Semester-III Hospital Administration and Healthcare Management Specialization**

<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-301			<b>Type</b>	Specialization Course
<b>Course Title</b>	Indoor and Outdoor Hospital Services (IOHS)				

**Course Description:**

This course will develop the detail understanding about the structure and process of different indoor and outdoor hospital services. This course will also be utilized as effective tool for quality hospital services to the patient.

**Course Objectives:**

- 1) To understand the different departments structure and process of a hospital; and
- 2) To implement managerial approach in managing the indoor and outdoor hospital services.

**Course Outline:**

**Unit 1: Out Patient Department:** Historical Aspect, Types of OPD, Functions of OPD, Planning, Designs of Buildings, Equipment, Staffing, Work Flow Process\_OPD, Administrative Issues, Monitoring and Evaluation, Management Structure.

**Unit 2: Accident and Emergency Services:** Definitions, Development and Scope, Functions, Type of Emergency Services, Planning Considerations, Equipment, Staff, Ambulance Services, Policies and Procedural Guidelines, Evaluation and Monitoring, The Work Flow Process, Review (Audit) Committee.

**Unit 3: Operation Theatre:** Planning Consideration, Engineering Services, Equipment, Staffing, Maintenance, Needle Stick Injury, Waste Disposal Procedure in OT, Hazards in OT & Safety Measures, Policies in OT, Quality Monitoring for Operation Theatre.

**Unit 4: Intensive Care Unit:** Definition, Admission Criteria in ICU, Types and Levels, Planning Considerations, Equipment, Staffing, Policy and Procedures, Principles of Intensive Care, Monitoring and Quality Assessment, Aspects of Care, Step Down ICU or High Dependency Units.

**Unit 5: Nursing Services – Organization and Administration:** Evolution of Nursing Education in India, Role of Nursing Services, Organization of Nursing Services, Duties and Responsibilities, Staffing Pattern, Norms Recommended for Nursing Staff.

**Unit 6: Ward Management and Nursing Care:** Role of Nurse, Nursing Care Methods, Functions of Nurse, Equipment in Ward, Monitoring and Evaluation.

**Unit 7: Radio Diagnosis and Imaging Services:** Modalities of Radiology, Planning, Equipment Management, Staffing, Policies and Procedures, Radiation Safety Policy, Monitoring and Evaluation.

**Unit 8: Laboratory Services:** Functions, Components, Physical Facilities and Layout, Staff Requirement, Equipment, Workflow, Policies and Procedures, Quality Control, Monitoring, Hazards in Laboratory, Animal House.

**Unit 9: Mortuary Services:** Functions, Planning Considerations, Policies and Procedures, Embalming, Equipment's, Safety Measures.

**Unit 10: Bloods Transfusion Services:** History, Categories and Functions, Planning, Equipment, Staffing, Policies/Procedures, Infections Associated with Blood/Product Transfusions, Blood Components, Autologous Transfusion, Monitoring and Evaluation of Blood Bank.

**Unit 11: Physical Medicine and Rehabilitation (PMR):** Brief History of PMR Services, Disability, Various Approaches to Prevent Disability, Rehabilitation, Physical Facilities and Designing, Staffing and Human Resource, Functions of the Department, Equipment Planning.

**Unit 12: Pharmacy Services:** Important Definitions, Functions, Physical Facilities, Pharmacy and Therapeutic Committee, Hospital Formulary, Drug Distribution Service, Drug Information Service, Pharmacy Policy/Procedure Manual, Labelling, Human Resource Management, Logistics Management in Pharmacy, Medication Incident and Discrepancy Reporting, Security, Narcotics and Controlled drugs, Steps to Prevent Pilferage and Thefts, Quality Management.

**Unit 13: Ambulatory Care Services (ACS):** Ambulatory CARE Sensitive Conditions (ACSC), Ambulatory Care Design Principles, HPMG's Care Model of Ambulatory Care, Ambulatory Care Surgery, Requirements for Ambulatory Care Surgery, Physical Facility, Developing the Future Ambulatory Care Model.

**Unit 14: Obstetrics Care and Neonatal Care Services:** Physical Facilities (Obstetrical Facilities), Types, Physical Facilities, Infant Resuscitation/Stabilization Areas, NICU, Ambient, Lighting in Infant Care Areas, Acoustic Environment.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	<b>Remember</b>	Learn the structure and process of a hospital.
CO301.2	<b>Understand</b>	Understand time management in context of care of patient.
CO301.3	<b>Analyse</b>	Easily manage indoor and outdoor hospital services.
CO301.4	<b>Apply</b>	Enhance skills for indoor and outdoor hospital services.

### **Suggested Reading:**

1. Medical Institute Guidelines
2. Hospital and Nursing Home planning and Organization by SA Tabish
3. Hospital Administration By C. M. Fracis
4. Hospital planning by Kunders
5. BARC Guidelines on radiation safety in hospitals.

<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-302			<b>Type</b>	Specialization Course
<b>Course Title</b>	Ancillary Hospital Services (AHS)				

### **Course Description:**

This course will bring the understanding about the different non-clinical support system in an organization. The standard structure and process about the different support services in a hospital will be learnt through this course.

### **Course Objectives:**

- 1) To learn about the different support services working in hospitals.
- 2) To develop understanding about the standard operating process in hospitals;and
- 3) To implement knowledge about different support services and providing sterile care through theseservices.

### **Course Outline:**

**Unit 1: Sterile Supply Services in Hospitals:** Workflow in CSSD, Physical Facilities, Equipment's, Storage, Organizations, and Work Process in CSSD.

**Unit 2: Medical Record Department:** History, Definition, Characteristics, Functions, Components, Importance.

**Unit 3: Hospital Information Systems (HIS):** Definition of HIS, Aim of HIS, Purpose of HIS, Objectives of HIS, Medical Data, Drawbacks of Manual HIS, Benefits of Computerized HIS, Organizational Structure, Architecture, Modules of HIS, Echelons in HIS, Security of HIS, Critical Success Factors, Selecting a Hospital Information System.

**Unit 4: Linen and Laundry Services:** Categories at Linen in Hospital, Norms of Linen, Color Coding, Linen Storage and Distribution System, Linen Control, Condemnation and Disposal, Types of Laundry Service, Space Requirement, Equipment, Human Resource, Training the Personnel, Washing Process.

**Unit 5: Dietary Services in Hospital:** Importance, Functions, Determination of the Need, Planning Considerations, Equipment and Facilities, Manpower, Workflow, Quality Assurance, Records, Therapeutic Nutrition, Types of Menus, Administrative Considerations.

**Unit 6: Medical Gas:** What Are Medical Gases? Gases and Our Atmosphere, Common Medical Gases Used Around the Hospital, Categories of Medical Gases and Their Associated Hazards, Hazard: Temperature, Hazard: Asphyxiation, Supply and Storage of Medical Gases, Piped Gases, Administration of Oxygen, Oxygen Therapy Delivery Devices.

**Unit 7: House Keeping Services:** Historical Review, Definition, Functions of House Keeping, Equipment's and Materials, following criterion can be useful, Cleaning Agents in Common Use, Cleaning Techniques, Evaluation and TQM, Questions.

**Unit 8: Hospital Security Services:** Need for Safety, Analysis of Need, Threats in Hospitals, Aims and Objectives of Security Management, Planning, Organizational Structure, Employment & Security Training, Security Technology, Security of Patients And Their Belongings, Laws and Security, Job Description of Security Personnel.

**Unit 9: Hospital Acquired Infections (HAI):** Frequency of Infection, Impact of Nosocomial Infections, Definition, Factors Influencing The Development Of Nosocomial Infections, Nosocomial Infection Surveillance, Epidemiology, Dealing with Outbreaks.

**Unit 10: Prevention And Control Of Hospital Acquired Infections(HAI):** Risk Stratification, Reducing Person-To-Person Transmission, Safe Injection Practices, Preventing Transmission from the Environment, Infection Control Precautions in Patient Care, Precautions for Common Hospital Practices, Antimicrobial Use And antimicrobial Resistance, Prevention of Common Endemic Nosocomial Infections, Infection Control Programme.

**Unit 11: Hospital Waste Management:** Definition, Importance Linkage of Bio-Medical Waste Management, Legal Aspects and Environmental Concern, Hazards of Biomedical Waste, Health Care Waste Generation, Principles of Waste Management, Classification, Waste Identification and Waste Control Program for the Health Care Establishments, Segregation of Hospital Waste, Waste Storage, Transportation, Final Disposal, Occupational Hazards and Safety Measures.

**Unit 12: Standard Operating Procedure for Biomedical Waste Management:** BMW Management Committee, Functions of BMW Committee, Waste Inventory, Waste Segregation & Collection, DO'S AND DON'TS, Training & Motivation, BIO-MEDICAL WASTE (MANAGEMENT AND HANDLING) RULES, 1998.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	<b>Remember</b>	Learn about the different support services.
CO302.2	<b>Understand</b>	Understand the operating process in a hospital.
CO302.3	<b>Analyse</b>	Implement the knowledge through services.
CO302.4	<b>Apply</b>	Enhance job opportunities by learning hospital services.

### **Suggested Reading:**

1. Hospital Administration by McGibbony
2. Principles of Hospital Administration by BMSakharkar
3. Healthcare and Distributed Systems Technology: Francesco FEDELE
4. HIS-Navayuginfotech
5. Hospital Administration by McGibbony
6. Health Technical Memorandum 02-01: Medical Gas Pipeline Systems Basic
7. Medical Gas Safety G11102604 Design Services, Salford Royal NHS, Foundation Trust



<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-303			<b>Type</b>	Specialization Course
<b>Course Title</b>	Legal Aspects of Hospital and Health Management (LAHAHM)				

### **Course Description:**

This course will be about learning the various laws related to hospital and its services. This course facilitates the learner to run the hospital in an ethical way as per the Indian Laws related to health careservices.

### **Course Objectives:**

- 1) To understand the statutory provisions to provide hospitalservices;
- 2) To understand the importance of medical ethics;and
- 3) To avoid professional negligence while providing health careservices.

### **Course Outline:**

**Unit 1: Introduction to Legal Aspects in Hospital and Health Care Management:** Changes in Health Care, Basic Terminologies, Legislation in Health Care, Medical Council of India.

**Unit 2: Codes of Medical Practice:** Hippocratic Oath, The Declaration of Helsinki, The Nuremberg Code (1947), Ethical Principles for Medical Research Involving Human Subjects- WMA.

**Unit 3: Indian Council of Medical Research-- Ethical Guidelines for Biomedical Research on Human Participants-2006:** Statement of General Principles in Biomedical Research Involving Human Participants, Ethical Review Procedures, Monitoring, Record Keeping, Administration and Management, Special Considerations, General Ethical Issues, Selection of Special Groups as Research Participants, Drug Trials: Specific Principles, Statement of Specific Principles for Human Genetics and Genomics, Research, Statement of Specific Principles for Research in Transplantation, Stem Cell Research and Therapy, Statement of Specific Principles for Assisted Reproductive Technologies.

**Unit 4: Medical Ethics:** History, Principles of Medical Ethics, Criticisms of Orthodox Medical Ethics, Ethics Committees, Issues in Medical Ethics, Futility of Medical Care, Golden Rules, Indian Medical Council (professional conduct, etiquette, and ethics) regulations, 2002.

**Unit 5: Doctor Patient Relationship:** History, Definition, Importance, Boundary Violations (BVS), Some Concepts in Boundary Issues, Suggestions to Prevent BVS, Duties of R.M.P (Registered Medical



Practitioner), Rights of a Patient, Issues, Professional Misconduct (Infamous Conduct, Action Taken By SMC for Professional Misconduct, Professional Secrecy and Privileged Communication).

**Unit 6: Consent:** History, Nuremberg Code, Legal Basis of Consent, Consent and Indian Law, Types of Consent, Case Study, How Informed Consent Should Be Obtained?, Emergency Situation and Consent, Euthanasia.

**Unit 7: Tort Law in India:** Categories of Tort, Defamation, Economic Torts, Land Torts, Trespass to Land, Nuisance, Rule in Ryland's V Fletcher, Constitutional Torts, Damages, Punitive Damages, Tortious Litigation, Professional Negligence.

**Unit 8: The Transplantation of Human Organs Act, 1994 (TOHA):** Need, Salient Features, Amendments-2011, Types of Donor, Punishment for Violation, Registration Process, Inspection Process, Renewal Process, Documentation, The Transplantation of Human Organs Act, 1994.

**Unit 9: Medical Termination of Pregnancy Act, (MTP) 1971:** Definitions, When Pregnancies Can Be Terminated, Place Where Pregnancy Can Be Terminated, Power to Make Rules, Power to Make Regulations, Protection of Action Taken in Good Faith, Amendment 2002, Indications for MTP, Requirement for Routine MTP, Doctor and Criminal Abortion.

**Unit 10: Medical Records and Law:** Contents of the Medical Records, Medico-Legal Work, Medico-Legal Records, Property Rights, Medical Records in Court, Disposal Of Medical Records, Death Certificate, Dying Declaration, Diagnosis Of Death, The Registration Of Births And Deaths (Amendment) Bill, 2012

**Unit 11: The Consumer Protection Act:** The Consumer Rights, The Consumer Protection Act 1986.

**Unit 12: Conception & Pre-natal Diagnostics Techniques (Prohibition of Sex Selection) Act, 1994 (PCPNDT Act):** Regulation of Genetic Counselling Centers, Genetic Laboratories & Genetic Clinics, Regulation of Pre-Natal Diagnostic Techniques, Central Supervisory Board, Appropriate Authority and Advisory Committee, Registration of Genetic Counselling Centers Genetic Lab & Genetic Clinics, Offences and Penalties, Miscellaneous, Towards Stronger Implementation of the PCPNDT Act, Amendments.

**Unit 13: Drugs and Cosmetics Act:** Drugs Technical Advisory Board, Drug Consultative Committee, Prohibition of Import of Certain Drugs or Cosmetics, Powers of Central Government to Make Rules, Offences, Manufacture, Sale and Distribution of Drugs, Penalties, Ayurvedic & Unani Drug Technical Advisory Board, Miscellaneous, Schedules.

**Unit 14: Industrial Dispute Act:** Strikes and Lockout, General Prohibition of Strikes and Lockouts, Illegal Strikes and Lockouts, Layoff and Retrenchment, Special Provisions Relating to Lay-Off, Retrenchment and Closure in Certain Establishments, Penalties.

**Unit 15: Workmen Compensation Act:** History, Scope and Coverage, Definitions, Doctrine of Notional Extension, Amount of Compensation, Appeals, Schedules, ESMA 1984.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	<b>Remember</b>	Learn the statutory provisions to provide hospital services.
CO303.2	<b>Understand</b>	Understand the legal terms related to hospital services.
CO303.3	<b>Analyse</b>	Differentiate professional negligence in providing health care services.
CO303.4	<b>Apply</b>	Apply ethics in medical sector.

### **Suggested Reading:**

1. Legal Aspects in Healthcare Management: A Compilation of Relevant Acts and Legislations.
2. Code Of Ethics-WMA
3. ICMR Code of Ethics
4. American Fertility Society. Guidelines for Human Embryology Laboratories.
5. FertilSteril 1992
6. Bhardwaj KR, Purohit DC, Dhawan BN editors. Laboratory Animal Ethics and Technology. Lucknow: Central Drug Research Institute, 1991
7. Boer GJ: Ethical Guidelines for the Use of Human Embryonic or Foetal Tissue for Experimental and Clinical Neuro Transplantation and Research
8. European CNS Transplantation and Restoration (NECTAR).
9. Coats M.E. The Germ Free Animals in Research. New York: Academic Press. 1968
10. Indian Medical Council:- (Professional Conduct, Etiquette and Ethics) Regulations, 2002 Code of Ethics
11. Medical Ethics: A Practical Guide to Patient Care Related Ethics, Conventions And Laws, By Dr. Mansoor Elahi

<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-304			<b>Type</b>	Specialization Course
<b>Course Title</b>	Marketing of Health Care Services (MHCS)				

### **Course Description:**

This course will bring efficiency to the hospital administration professional to promote hospital and health care services with the help of knowledge of Marketing Management. This course will inculcate the knowledge about how to promote health care services in the market.

### **Course Objectives:**

- 1) To understand the concept of marketingmanagement;
- 2) To promote the health care services and develop the health care business;and
- 3) To develop business plans for the health careservices.

### **Course Outline:**

**Unit 1: Services Marketing:** Definition, The History of Marketing, Marketing of Services, Major Stakeholders in the Health Care Service, Dynamic Relations Among Health Care Stakeholders, The Changing Health Care Environment.

**Unit 2: Health Care Marketing:** Importance of Health Care Marketing, Marketing in Health Care Industry, Healthcare Developments, Emerging Trends in Health Care Industry, Need for Health Care Marketing, Evolution of Health Care Marketing, Reasons for Barriers to Health Care Marketing, Why Healthcare Marketing is Different?, Developments Encouraging Health Care Marketing, Definitions, Reasons to Do Health Care Marketing, Future of Health Care Marketing, How to Provide Great Quality of Service- Gap Model, SERVQUAL Model, Best Practices in Service Quality Management, Easy Tips For Improving Service Quality in Hospitals, Basics of Health Care Marketing, Elements of Health Care Marketing Orientation, Relationship of Marketing with Other Functional Areas, Market Mix Health Care Industry, How to Develop a Comprehensive Marketing Plan for Hospital and Health Care Industry, How to Develop Brand Strategies for Services, How to Build Customer Satisfaction and Loyalty– Customer, Relationship Management(CRM).

**Unit 3: Basic Marketing Concepts:** Marketing, Needs/Wants/Demands, Health Care Marketing, Market, Community Outreach, Communication, Health Care Products, TheMarket Mix- The Four Ps of Marketing, Marketing Management, Marketing Environment.

**Unit 4: Determinants of the Utilization of Health Care Services:** Personal Factors Affecting Utilization of Health Care, Other Factors, Demand-Provider Factors.

**Unit 5: How Health Care Buyers Make Choices:** Overview: Key Psychological Processes, Stages in Change Theory, Perception, Health Belief Model, Learning, Memory, Encoding, Retrieval, Healthcare Consumers and Consumer Behaviour, The Buying Decision Process-Five Stage Model, Organizational Buying and Decision Making, Stages in Buying Process, Business Relationships: Risks and Opportunities.

**Unit 6: Market Planning and Strategy in Health Care Setting:** Overview: Defining the Organization's Purpose and Mission, Basics of Marketing Planning Process, Strategic Planning- Health Care Marketing, Goal Setting, Strategy, Five Forces Analysis, Internal Rivalry, Threats of New entrants, Threats of Substitutes and Complements, Supplier Power, Approaches to Marketing Strategies, Strategic Alliances, The Composition and Content of a Marketing Plan, Evaluation of Marketing Plan.

**Unit 7: Market Segmentation, Targeting, Positioning, and Competition:** Overview of Market Segmentation, Patterns of Market Segmentation, Segmentation of Consumer Markets, Geographic Segmentation, Demographic Segmentation, Psychographic Segmentation, Behavioral Segmentation, Segments of Business Market, Sequential Segmentation, Market Targeting, Evaluating and Selecting the Market Segments, Market Positioning, Differentiation Strategies, Personnel Differentiation, Channel Differentiation, Image Differentiation, Competing Forces and Competition, Balancing Customer and Competitor Orientation.

**Unit 8: Designing and Managing Health Care Marketing Channels:** Overview-Marketing Channels and Value Networks, Importance of Channels, Value Network, Role of Marketing Channels, Identification of Major Channel Alternatives, Evaluation of Major Alternatives, Channel Management Decisions, Conflict, Cooperation, Legal and Ethical Issues in Channel Relations.

**Unit 9: Emerging Marketing Techniques:** Emerging Marketing Techniques, Main Skills of Marketers, How Marketing is Organized in Health Care, Relationship Marketing, How Business and Marketing is Changing, Functions of Marketing Manager, Direct to Consumer Marketing, Business To Business Marketing, Internal Marketing, Concierge Services, Database Marketing, Customer Relationship Marketing, Internet Marketing, Limitations of Contemporary Marketing Techniques, Marketing Audit.

**Unit 10: Price Setting in Health Care Practice:** Pricing Objectives, Setting the Price, Price- Setting Methods, Selecting the Final Price, Price Discounts and Allowances, Initiating And Responding to Price Changes, Value Based Pricing, Pricing Strategies Implementing, The Pricing Policy: Strategic Consideration.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	<b>Remember</b>	Learn the basic concepts of health care services in context of marketing.
CO304.2	<b>Understand</b>	Understand the concept of marketing management with health care.
CO304.3	<b>Evaluate</b>	Easily grab the opportunity to promote health care services.
CO304.4	<b>Create</b>	Develop business plan for health care services.

### **Suggested Reading:**

1. Marketing Health Services By Richard KThomas
2. Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System  
By Philip Kotler, Joel Shalowitz, And Robert J.Stevens
3. Bennett, P. D. (ed.) 1995. Dictionary of Marketing Terms, 2nd Edition. Chicago: American  
Marketing Association
4. Berkowitz, E. N. 1996. Essentials of Health Care Marketing. Gaithersburg, MD:Aspen.



<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-305			<b>Type</b>	Specialization Course
<b>Course Title</b>	Community Health & Hospital Safety & Risk Management (CHSRM)				

### **Course Description:**

This course will bring effectiveness in the primary health care services. It also will help to control the spread of communicable disease.

### **Course Objectives:**

- 1) To understand the different concept of communicablediseases;
- 2) To improve the condition of occupational health; and
- 3) To learn the government health care system inIndia.

### **Course Outline:**

**Unit 1: Introduction to Basics of Community Health:** Concepts in Community Health, Indicators of Health, Community Health in India, Natural History of Disease, Epidemiological Triad, Levels of Prevention and Control, Disease Prevention, Control, Elimination, and Eradication, Transmission of Communicable Diseases, Monitoring and Surveillance, Disease Surveillance at National Level, Disease Surveillance at Global Level: International Health Regulations2005.

**Unit 2: Principles of Primary Health Care:** Approaches to Health Care, Primary Health Care– Definition, Major Attributes of Primary Health Care, Elements of Primary Health Care, Principles of Primary Health Care, Community Health Worker's Scheme, Delivery Structure of Primary Health Care in RuralAreas.

**Unit 3: Health Care Delivery System in India:** Health Services in Independent India, Salient Features of Various Committees, National Health Programmes, National Health Policies, National Population Policy, Five Year Plan.

**Unit 4: National Health Planning Process:** Planning Process, Constraints in Health Planning Process, Planning Commission, Central Health Administration in India, State Health Administration, District Level Medical Service, Urban Area Medical Service, Nongovernmental Sector.

**Unit 5: National Rural Health Mission:** Goals, Strategies, Plan of Action, Institutional Mechanisms, Technical Support, Role of NGOs, Mainstreaming AYUSH, Outcomes, Monitoring and Evaluation, Three-

Tier System of Health Care in India.

**Unit 6: National Health Program:** Types, Classification, RNTCP, National Programme for Control of Blindness (NPCB).

**Unit 7: Reproductive and Child Health Programme:** Evolution, Principles of RCH II, Goals, Components, Indicators, ICDS.

**Unit 8: Occupational Safety and Health Epidemiology and Bio Statistics:** Reasons for Occupational Health Measures, Common Workplace Hazard, Work Environment, Aetiology of Industrial Accidents, Prevention of Industrial Accidents, Safety Audit, Employees State Insurance Act, 1948, Epidemiology, Biostatistics.

**Unit 9: Introduction to Hospital Safety and Risk Management:** Components of Safe Health Care, History of Patient safety, Alarming Statistics on Patient Safety, Common Causes of Safety Hazard, Magnitude of the problem, WHO and Patient Safety, Stakeholders in Patient Safety, Important Factors to Ensure Patient Safety, Important Definitions.

**Unit 10: Management of Errors in Hospital:** Some Important Issues, Definition of Errors, Classification of Errors, Systems Approach to Error Management, Swiss Cheese Model of System Errors, Predisposing Factors for Errors, Flaws in the System, Patient Safety Indicators, Trigger Tools, Patient Safety Goals, Safety Audit.

**Unit 11: Adverse Events and Analysis:** Definitions, Causes of Adverse Events/Errors, Sentinel Events, Event Chain Analysis, Incident Reporting, Types of Reporting of Adverse Events, Systems Analysis of Incident, Characteristics of a Successful Reporting System, SBAR Technique, Benefits of Incident Reporting, Hazard Analysis.

**Unit 12: Hospital Patient Safety Programme:** Definitions, Approaches Towards Safety: A Comparison with Aviation Industry, Hospital Safety Strategy, Risk Reduction at a Glance, Principles of Hospital Safety Policy, Safety Management Committee, Patient Safety Management Program (PSMP), Implementation of Patient Safety Management Program (PSMP), Human Factors Engineering and Patient Safety, ABCS of Patient Safety.

**Unit 13: Medication Errors:** Causes, Risk Analysis, Predisposing Factors, Medication Errors- Measures for Prevention, LASA (Look Alike and Sound Alike) Drugs & Medication Errors.

**Unit 14: Surgical Procedure Errors:** Predisposing Factors, Common Surgical Errors, Facts About Surgical Safety, and Objectives for Safe Surgery, Approaches to Surgical Safety, Methodology to Prevent



Errors, Patient Safety and Anesthesia, Root Cause Analysis.

**Unit 15: Safety in Critical Care Areas:** Importance, Prevention of Adverse Events in ICU, Hand Hygiene, Safe Critical Care: Quality Control Interventions–Tips, Fire Safety.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	<b>Remember</b>	Learn the basic concepts of health care service.
CO305.2	<b>Understand</b>	Understand the concept of communicable diseases.
CO305.3	<b>Evaluate</b>	Implement skills to improve the condition of occupational health.
CO305.4	<b>Analyse</b>	Analyse the government health care system in India.

### **Suggested Reading:**

1. Suryakantha A H. Community Medicine with recent advances. 2nd Edition, Jaypee, Bengaluru, 2010
2. Indian Institute of Population Sciences National Family Health Survey – 3 (2005- 2006): Mumbai, India. Also available from <http://www.nfhsindia.org/nfhs3.html>
3. American Public Health Association. Control of Communicable Diseases Manual 19th Edition. Heymann D L (editor), Washington DC 2008
4. WHO website: [www.who.int/csr/outbreaknetwork/en/](http://www.who.int/csr/outbreaknetwork/en/)
5. Fire Safety in Health Care Facilities by M.E. Newman Principles of Hospital Administration Mc Gibony

<b>Semester</b>	3	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-306			<b>Type</b>	Specialization Course
<b>Course Title</b>	Quality Management in Healthcare Services (QMHS)				

### **Course Description:**

This course will bring the effectiveness into the hospital services. It will provide an opportunity to learn the various quality standards in a hospital.

### **Course Objectives:**

- 1) To learn specification and standard to be provided into the hospital services;
- 2) To learn the different hospital accreditation like NABH, JCI etc.; and
- 3) To bring orderliness into the health care services.

### **Course Outline:**

**Unit 1: Introduction to Quality:** What is Quality?, Definition of Quality, Why Quality?, Aspects of Quality of Care, Dimensions of Quality, Differences Between Manufacturing and Service Organizations, Some Important Concepts on Quality, Benefits of Quality, Cost of Quality, Quality System.

**Unit 2: Evolution of Quality Management:** Evolution of TQM, Quality Gurus, Total Quality Management-TQM, Quality Tools, Quality Function Deployment-QFD, Methodology: Implementing Quality, Quality Awards, Quality Management and Operations Management (OM), Keys to Success, The Future of Quality Management.

**Unit 3: Modern Quality Management Techniques:** Central to the Approach Are Such Techniques, Kansei Engineering, Taguchi Methods, SIX SIGMA, Continuous Quality Improvement, Lean, NADCAP.

**Unit 4: Introduction to Kaizen:** Definition, Philosophy of Kaizen, Important Terms, The Five Golden Rules of the Kaizen Management, The Framework for Kaizen Management, The Kaizen Constituents, Tools and Techniques of Kaizen, Benefits of Kaizen, Kaizen-The Three Pillars, Housekeeping:- 5S Methodology, Seven Deadly Wastes, Standardization, Kaizen And Innovation, Kaizen and "Humanware" Parameters, Kaizen and Total Quality Management (TQM), Kaizen and Suggestion Systems, Proposal (Teian) System Versus Traditional Suggestion Systems.

**Unit 5: Quality Concepts in Healthcare:** What is Quality in Healthcare?, Subjective and Objective Aspects of Quality, Elements: Quality of Health Care, Evolution of Health Care Quality, Sigma Gap,

Challenges That Quality Poses to Health System, Why Quality in Health Care?, Elements of Healthcare Delivery, Goals of Quality Improvement, Benefits of Quality Improvement, Quality Perspective-Aspects of Quality, Five Stars of Service Quality, Customer in Health Care Service, Quality Dimensions in Health Care, Service Gaps in Health Care Delivery, Frame Work of Quality in Hospital, Assessment of Service Quality in Hospitals, Quality-Pdca Cycle and Health Care, Quality- Indicators - In Health Care Organizations, Patient Satisfaction And Quality Of Care, Quality and Patient Safety.

**Unit 6: Process for Building a Strategy for Quality in Health Care Organizations:** Improving Quality and Whole System Reform, Dimensions of Quality in Health Care, Roles and Responsibilities in Quality Improvement, A Process for Building a Strategy for Quality, Analysis: For Building A Strategy for Quality, Mapping the Domains, Deciding on Interventions.

**Unit 7: A Model for Quality Management in Hospitals:** Health Care Delivery System- A Functional Description of Quality, The Relationship of Quality to Cost, A System for Continuous Quality Improvement and Cost Control, Specifications and Standards, A Model for Quality in Health Care, A Model for Content Quality in Health Care.

**Unit 8: Quality Evaluation through Statistical Approach in Hospitals:** The Hospital as A System, Hospital Processes, Quality Monitoring Framework, Validation of Statistical Analysis, Prerequisites for Evaluation, What Is Hospital Performance? Methods of Performance Measurement, Criteria and Standards of Evaluation.

**Unit 9: Accreditation- The Joint Commission (JCI)- Part I:** Benefits of Accreditation, JCI and Accreditation, Goal of JCI Accreditation Initiatives, General Eligibility Requirements for Survey, Standards, International Patient Safety Goals (IPSG), Access to Care and Continuity of Care (ACC), Patient and Family Rights (PFR).

**Unit 10: Accreditation- The Joint Commission (JCI) - Part II:** 10.1 Assessments of Patients (AOP), Care of Patients (COP), Anesthesia and Surgical Care (ASC).

**Unit 11: Accreditation- The Joint Commission (JCI) –Part III:** Medication Management and Use (MMU), Prevention and Control of Infections (PCI), Quality Improvement and Patient Safety (QPS), Facility Management and Safety (FMS), Staff Qualifications and Education (SQE), Management of Communication and Information (MCI), Governance, Leadership, and Direction (GLD.)

**Unit 12: National Accreditation Board for Hospitals & Healthcare Providers (NABH):** What Is NABH? Organizational Structure of NABH, NABH Standards, Assessment Criteria, Preparing for NABH Accreditation-Steps, NABH Accreditation Procedure.

### **Course Outcome:**

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	<b>Remember</b>	Learn specification and standard to be provided in the hospital services.
CO306.2	<b>Understand</b>	Learn various accreditations.
CO306.3	<b>Apply</b>	Implement orderliness in the health care services.

### **Suggested Reading:**

1. Quality Management in Hospitals Paperback–by S. K. Joshi (Author)

**Semester-IV Hospital Administration and Healthcare Management (HAHM) Specialization**

<b>Semester</b>	4	<b>Course Credits</b>	4	<b>Specialization</b>	HAHM
<b>Course Code</b>	OMBHA-401			<b>Type</b>	Specialization Course
<b>Course Title</b>	Hospital Administration & Bio-medical Waste Management (HABWM)				

**Course Description:**

This course will give the in-depth knowledge about hospital administration and bio medical waste management, medical tourism.

**Course Objectives:**

- 1) To understand the human resource requirement of the hospital and to plan the human resource requirement of the hospital;
- 2) To understand the human resource challenges in health care services; and
- 3) To learn the role of hospital in primary healthcare.

**Course Outline:**

**Unit 1: Introduction to Hospital and Health Care Management:** Rationale and Importance of Hospital Management, What Is A Hospital? Evolution of Hospitals, Role of Hospital, Classification of Hospitals, Challenges of Hospitals, Looking Ahead.

**Unit 2: Role of Hospital Administrator:** Hospital Organization and Administration, Indian Scenario, Duties of a Hospital Administrator, Skills of a Hospital Administrator, Attributes of a Hospital Administrator, Role Profile of a Hospital Administrator.

**Unit 3: Role of Hospitals in Primary Health Care:** Definition of Primary Health Care, Rationale for Adopting Primary Health Care, Brief History of Primary Health Care, Elements of Primary Health Care, Goals of Primary Health Care, Objectives of Primary Health Care, Pillars of Primary Health Care, Principles of Primary Health Care, Strategies of Primary Health Care, Problems of Implementation of Primary Health Care Programme, Why Should Hospitals Be Involved in Primary Health Care Delivery?, What is the Ideal System of Health Care Delivery?, How to Integrate Primary Health Care Into Hospital System?

**Unit 4: Medical Insurance:** Tax Based System or Social Insurance, International Scenario, Indian Scenario, Key Stakeholders, Types of Health Insurance, Cashless TPA, IRDA, CBHI, Private Health