

UNIVERSITY OF MADRAS
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME
SYLLABUS WITH EFFECT FROM 2023-2024

934E908: Specialization Courses in Hospital Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908A	Health Policy and Health Care System	Elective	3	-	-	-	3	3	25	75	100
934E908B	Hospital Planning and Administration	Elective	3	-	-	-	3	3	25	75	100
934E908C	Hospital Records Management	Elective	3	-	-	-	3	3	25	75	100
934E908D	Hospital Core Services	Elective	3	-	-	-	3	3	25	75	100
934E908E	Hospital Support Services	Elective	3	-	-	-	3	3	25	75	100
934E908F	Quality Assurance in Healthcare	Elective	3	-	-	-	3	3	25	75	100
934E908G	Operations Management in health care	Elective	3	-	-	-	3	3	25	75	100
934E908H	Health care Governance and Technology	Elective	3	-	-	-	3	3	25	75	100
934E908I	Total Quality Management in Hospital	Elective	3	-	-	-	3	3	25	75	100
934E908J	Health Care Accreditation and Law	Elective	3	-	-	-	3	3	25	75	100

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908A	Health Policy and Health Care System	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide an in-depth understanding of various frameworks on social determinants of health and broad concepts of Health scenarios in India.										
C2	To understand the activities of health agencies in India and the functions of international health organizations in the health care sector.										
C3	To illuminate the dimensions of public health policy, their structure, funding, governance, and their integration into the healthcare system.										
C4	To understand the overview of the Health Care Sector in India and assess the healthcare delivery system in the Hospitals.										
C5	To provide an overview of the various elements of Medical Tourism and to realize the potential of government policy on medical tourism in India.										
UNIT	Details							No. of Hours	Course Objectives		
I	Determinants of Health; Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.							9	C1		
II	Organizations for Health; Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI – Rockefeller Foundation – Ford Foundation - CARE - International organizations – WHO – UNICEF – UNDP.							9	C2		
III	Health Policy; Meaning – Need – National health policy – features – National health programmers in India – Health planning – Planning under Five Year Plans – Plan Outlays. – National Population Policy.							9	C3		
IV	Health care; concept of health care – Levels; Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private, Government, Corporate Hospitals.							9	C4		
V	Medical Tourism; Role of Medical Tourism, Methods to attract Foreign Medical; Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.							9	C5		
	Total							45			

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Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand broad concepts of public health and role of healthcare in Human Development, Economic Development and Inclusive Growth.	P01, P05
CO2	Be able to apprehend basic principles of international health organizations in order to give them a better understanding of the wider context of health systems and public health across various countries.	P04, P08
CO3	Be able to learn the process of public health policy making and plans in healthcare system in India.	P04, P08
CO4	Be able to classify the health care the system at primary, secondary and national level and government machinery setup in India.	P06, P08
CO5	Have better understanding of medical tourism marketing, regulatory laws & Ethical issues for Medical Tourism.	P04, P06
Reading List		
1.	https://alraziuni.edu.ye/uploads/pdf/An-Introduction-to-Community-Health.pdf	
2.	https://www.who.int/docs/default-source/primary-health/vision.pdf	
3.	https://ncert.nic.in/textbook/pdf/gess302.pdf	
4.	https://www.researchgate.net/publication/25109436_Health_Policy_An_Introduction to Process and Power	
Reference Books		
1.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012	
2.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
4.	Moniz Cynthia D(2018), Health Care Policy and Practice, fifth edition, Taylor & Francis.	
	Park K, Textbook on Hygiene and Preventive Medicine, Banarsidas, Bhanoy	
5.	Park Textbook of Preventive and Social Medicine 23rd edition (park psm) (English, Hardcover, K. PARK), 2015	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

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Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2				3			
CO 2				2				3
CO 3				3				2
CO 4						2		3
CO 5				S	3	M	2	

3-Strong

2-Medium

1-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908B	Hospital Planning and Administration	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To make the students understand the concept of hospital administration.										
C2	To provide insights on the location layout of hospitals.										
C3	To highlight on effective analysis of hospital utilization.										
C4	To throw light on critical, administration and service zone.										
C5	To understand different standards maintained in hospital.										
UNIT	Details							No. of Hours	Course Objectives		
I	Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.							9	C1		
II	Planning: Principles of Planning – Planning process – Size of the hospital – Size selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.							9	C2		
III	Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.							9	C3		
IV	Hospital Design: Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.							9	C4		
V	Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others. Standard in Hospital: General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.							9	C5		
Total								45			

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Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the concept of hospital administration.	P01,P04
CO2	Have insights on the location layout of hospitals.	P02,P06
CO3	Know the effective analysis of hospital utilization.	P02,P05
CO4	Have knowledge on critical administration & service zone.	P01,P08
CO5	Understands the different standards maintained in hospitals.	P07,P08
Reading List		
1.	https://www.pdfdrive.com/hospital-planning-and-administration-e25041502.html	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	
3.	https://www.vpmthane.org/adf/Uploads/Hospital_Admin.pdf	
4.	http://202.91.76.90:81/fdScript/RootOfEBooks/E%20Book%20Collection%202021%20-%20A/MANAGEMENT/OBM752%20-%20Hospital%20Management%20(Ripped%20from%20Amazon%20Kindle%20eBooks%20by%20Sai%20Seena).pdf	
Reference Books		
1.	Shi, L. & Singh, A. D., 2009. Delivering Health Care in America, 4th ed., Jones & Bartlett Publishers.	
2.	Paradkar, R. A., 2008. Hospital and Clinical Pharmacy, 1st ed., Pragati Books Pvt.Ltd.	
3.	Ruggiero, S. J., 2008. Staffing patterns in hospital pharmacy; four case studies, 2nd ed., Duquesne University Press.	
4.	Schneider, J. M., 2010. Introduction to Public Health, 3rd ed., Jones and Bartlett Publishers, Inc.	
5.	Miller, M. K., 2006. Planning, Design, And Construction of Health Care Facilities, 1st ed., Joint Commission Resources.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

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Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2			3				
CO 2		2				3		
CO 3		2			3	3		
CO 4	2							3
CO 5							2	3

3-Strong

2-Medium

1-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908C	Hospital Records Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To help the students in using of Information technology in Healthcare industry.										
C2	To acquaint the students with Hospital records maintenance systems.										
C3	To enhance the students with knowledge of latest trends in record maintenance.										
C4	To provide the students with insights on challenges in record maintenance.										
C5	To deliver students about the significance of statutory compliance in record administration.										
UNIT	Details							No. of Hours	Course Objectives		
I	Hospital Records; Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police – court of Law, Education and Research.							9	C1		
II	Records Management; Registers, Forms; Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations – latest trends in record maintenance – Electronic forms of records maintenance							9	C2		
III	Types – Out - patient record, in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.							9	C3		
IV	Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.							9	C4		
V	Medical Registers; Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues. Medical Forms and Reports; Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.							9	C5		
Total								45			

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Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn using of Information technology in Healthcare industry.	P01, P02
CO2	Be able to acquire knowledge with respect to Hospital records maintenance systems.	P02, P08
CO3	Be able to enhance their knowledge of latest trends in record maintenance.	P06, P08
CO4	Get familiarized with the challenges in record maintenance.	P02, P03
CO5	Know about the significance of statutory compliance in record administration.	P02, P07
Reading List		
1.	https://www.researchgate.net/publication/343577236_HEALTH_RECORD_MANAGEMENT_SYSTEM_IN_PUBLIC_HOSPITALS_-AN_ANALYSIS	
2.	https://www.researchgate.net/publication/228740128_Electronic_Medical_Records_Management_Systems_An_Overview	
3.	http://www.irmt.org/documents/educ_training/public_sector_rec/IRMT_hospital_records.pdf	
4.	https://www.jlab.org/ir/records/handbook/records_handbook.pdf	
Reference Books		
1.	Rajendra Pal and Korlahalli J S, Essential of Business Communication, Sultan Chand and Sons, New Delhi	
2.	Prasantha Ghosh K, Office Management, Sultan Chand and Sons, New Delhi.	
3.	Francis CM and Mario C de Souza, Hospital Administration, 3 rd Ed. Jaypee Brothers, New Delhi	
4.	George, M A, The Hospital Administrator, Jaypee Brothers, New Delhi.	
5.	DC Joshi, Mamta Joshi, Hospital Administration, Jaypee brothers, 1 st edition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

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Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2		2						3
CO 3						2		3
CO 4		2	3					
CO 5		2					2	

3 - Strong

2 - Medium

1 - Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908D	Hospital Core Services	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Hospital Services										
C2	To provide insights on Clinical Services										
C3	To throw light on importance of Non-Clinical Services										
C4	To discuss on Nursing services										
C5	To create awareness Hospital General Services and Hospital Information System										
UNIT	Details							No. of Hours	Course Objectives		
I	Hospital Services: Meaning – Types – Clinical – Non-Clinical – Nursing and Administrative Services, Departments in the Hospital Management.							9	C1		
II	Clinical Services: Part I - Meaning – Importance-Types – Overview of each service. Clinical Services: Part II – Types Anesthesia – Internal medicine- Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery – General Pediatrics – Urology – Obstetrics and Gynecology – Neonatology – Physiotherapy.							9	C2		
III	Non-Clinical Services: Blood Bank Management, Meaning – Importance – Types – Blood Bank, Non-Clinical Services: Diagnostic Services (Laboratory Services): Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – Microbiology-Immunology, Non-Clinical Services: Radiology and Imaging Services – Nuclear medicine – Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.							9	C3		
IV	Nursing Services: Objectives – Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit: Determining nursing complement in hospital – Health education.							9	C4		
V	Hospital Administrative Services: Hospital administration – Hospital administrator – Duties of							9	C5		

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	hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services: General and medical purchase – General stores, Hospital Information System: Computer and hospital information system.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiar with the basic concepts of Hospital Services	PO4, PO6, PO8	
CO2	Compare and use appropriate Clinical Services	PO4, PO6	
CO3	Categorize Non-Clinical Services, Medical staff organization and community health.	PO4, PO6, PO8	
CO4	Summarize and manage Nursing services	PO4, PO6, PO8	
CO5	Contrast and use Hospital General Services and Hospital Information System	PO4, PO6, PO7	
Reading List			
1.	Kumar R and Goel S L, Hospital Managerial Services, Deep and Deep Publications, 2004,		
2.	Goel S L, Primary Health Care Management, Deep and Deep Publications, 2001		
3.	Journal of Hospital Medicine, Society of Hospital Medicine.		
4.	Journal of Hospital Infection, Elsevier.		
References Books			
1.	S.L.Geol, R.Kumar, Hospital Core Services, Hospital administration in the 21 st century, Deep & Deep Publication, 2004.		
2.	Gurol-Urganci Ipek, Understanding Health Services 2 nd edition, Open University Press.		
3.	<u>S. L. Goel</u> , & <u>R. Kumar</u> , Hospital Supportive Services, Deep & Deep Publication, 2004.		
4.	Joseph Tan, Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics (Advances in Healthcare Information Systems and administration) 1st Edition, IGI Global, 2018.		
5.	Lawrence F. Wolper, Health Care Administration: Managing Organized Delivery Systems, 5th Edition. Jones and Bartlett Publishers, Inc., 2010.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External	End Semester Examination	75 Marks	

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Evaluation		
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		3		3
CO 2				2		3		
CO 3				2		3		3
CO 4				2		2		3
CO 5				2		3	2	

3 - Strong

2 - Medium

1 - Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908E	Hospital Support Services	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Hospital Support Services										
C2	To provide insights on Documentation and various services related to Emergency										
C3	To demonstrate importance of Laboratory safety and management										
C4	To elucidate on Dietary Services and Hospital Diets										
C5	To summarize on occupational hazards and Holistic Approach To Health										
UNIT	Details							No. of Hours	Course Objectives		
I	Basics of Hospital Support Services: Principles and methods of organizing, clinical and support services for hospitals. Role of supportive services / departments in the hospital management Nursing Care and Ward Management.							9	C1		
II	Laboratories and Rules: Duties and responsibilities – Documentation and records Emergency Services: Ambulance service – First aid measures. Meaning-Importance of various services relate to Emergency Laboratories for Investigation: Laboratory rules – Conduct – Housekeeping.							9	C2		
III	Laundry and Linen Services: Safety in the laboratory – Blood bank management Linen and Laundry: Meaning – Importance – Type of service. Laundry arrangements – Washing materials – Washing arrangements.							9	C3		
IV	General Kitchen Equipment Store: Dietary Services and Hospital Diets: Important and function Equipment – Store – Day store – Visual arrangements General kitchen – Special diet kitchen –Food distribution.							9	C4		
V	Holistic Approach to Health: Occupational Hazards – Physical Hazards, Chemical hazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards. Evolution of Health Care delivery system– Changing trends in evolution of health care delivery system.							9	C5		
	Total							45			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			

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CO1	Be familiar with the basic concepts of Hospital Support Services	P01, P02,P03
CO2	Compile and manage Documentation and various services related to Emergency	P03, P05,P06
CO3	Understand importance of Laboratory safety and management	P02,P04,P05,P08
CO4	Moderate Dietary Services and Hospital Diets	P03, P04, P08
CO5	Reflect concepts on occupational hazards and Holistic Approach To Health	P03, P06, P07,P08
Reading List		
1.	https://www.jaypeedigital.com/book/9789352501328	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	
3.	https://www.academia.edu/38166165/Healthcare and Hospital Management Edited book Excel	
4.	https://www.scribd.com/document/460337396/Hospital-Support-Services-pdf	
Reference Books		
1.	Natrajan Sangeetha,Hospital support service, Excel Books, 2010.	
2.	S. L. Goel & R Kumar, Hospital support service, Deep & Deep Publication, 2004..	
3.	Francis CM & Mario C de. Souza, Hospital Administration, 3rd ed., Jaypee Brothers, 2019.	
4.	George, MA, The Hospital Administrator, Jaypee Brothers, N. Delhi, 2003.	
5.	Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A.	
6.	Llewellyn Davies R, & Macaulay H.M.C, Hospital Planning and Administration, Monograph series, Geneva , W.H.O, Jaypee Brothers, 1966.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

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Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2	3					
CO 2			2		2	3		
CO 3		2		3	2			3
CO 4			2	3				3
CO 5			2			3	3	3

3 - Strong

2 - Medium

1 - Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908F	Quality Assurance In Healthcare	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of quality in Healthcare										
C2	To provide insights on Quality planning for Health service organization										
C3	To throw light on Tools of evaluating quality in medical care										
C4	To elucidate on Quality Assurance										
C5	To discuss on Quality Circle & Recognition										
UNIT	Details							No. of Hours	Course Objectives		
I	Quality-meaning, concept, importance-Quality terminologies-quality philosophies-Deming’s 14 points, Juran & Crosby.							9	C1		
II	Quality planning for service organization-Customer satisfaction-cost of quality, determinants of quality in medical care-norms for medical staff-Medical Audit. Medical Audit Committee.							9	C2		
III	Tools of evaluating quality in medical care-Aspects of medical care that need evaluation-TQM concept- ISO 9000 Series, its implication on hospitals; Quality control techniques-Elective Competence, Bench marking.							9	C3		
IV	Quality Assurance-major functions of Quality Assurance-patient care evaluation-Utilisation review, Continuous medical Education, Continuous Monitoring and Credentialing-Documentation Process-Communication System.							9	C4		
V	Quality improvement-Problem solving-Employee Participation-instruction & measurement-Quality Circle-Quality Recognition-Quality Awards.							9	C5		
	Total							45			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be familiar with the basic concepts of quality in Healthcare							P01, P02			
CO2	Implement Quality planning for Health service organization							P03, P04, P08			
CO3	Use Tools of evaluating quality in medical care							P03, P05, P06, P08			

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CO4	Plan Quality Assurance and audit the processes	P05, P06, P08
CO5	Form Quality Circles & Recognize improvements	P03, P05, P08
Reading List		
1.	https://www.jaypeedigital.com/book/9789350909652	
2.	https://www.moh.gov.gh/wp-content/uploads/2016/02/Healthcare-Quality-Assurance-Subdistrict.pdf	
3.	https://www.researchgate.net/publication/353807287 Text book of Quality management	
4.	https://www.pdfdrive.com/an-introduction-to-quality-assurance-in-health-care-e184351049.html	
Reference Books		
1.	Avedis Donabedian, An Introduction to Quality Assurance in Health care, OUS Publisher, 2003.	
2.	Gyani J Girdhar, Handbook Of Healthcare Quality & Patient Safety, 2 nd Edition, Association of Health Care Providers 2017.	
3.	Robert C Lloyd, Quality Health Care: A Guide to Developing and Using Indicators 2nd Edition, Jones & Bartlett Learning; 2nd edition 2017.	
4.	Richard H. Egdahl, Paul M. Gertman, Quality Assurance in Health care, Imprint unknown, 1979.	
5.	Roger Ellis, Quality Assurance of Healthcare: A Hand Book, CRC Press, 1993.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2			2	2				2
CO 3			2		2	3		3
CO 4					2	2		3
CO 5			2		2			3
3 - Strong			2 – Medium			1 - Low		

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908G	Operations Management in Healthcare	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize students with the fundamentals of operations management in healthcare										
C2	To provide insights on capacity planning, scheduling and management of patient flow										
C3	To train students on the use of data analytics for planning and improving hospital operations.										
C4	To orient students on operational metrics in hospitals and inventory management.										
C5	To impart knowledge on implications of supply chain on operations & logistics of hospitals										
UNIT	Details							No. of Hours	Course Objectives		
I	Operations Management in Healthcare: Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities -Trends in Operations Management - The Challenge and the Opportunity -History of Performance Improvement-Evidence-Based Medicine and Pay-for-Performance. Healthcare Operations and Systems Management							9	C1		
II	Planning and Scheduling: Basic principles of forecasting-Forecasting patient demand and volumes-Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management. Process Improvement and Patient Flow							9	C2		
III	The planning process: Analyze operations and environment -Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management: Focus on Six Sigma, The Lean Enterprise-Simulation							9	C3		
IV	Operational Metrics: Financial distress in healthcare. Operational Metrics, Benchmarking, and Analysis-Productivity and Operational Planning- Purchasing and Inventory Management							9	C4		
V	Implications of Supply Chain: Define supply chains-							9	C5		

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	Flows in supply chain- Supply chain strategy for hospitals- Forecasting and Supply Chain Management- Implications for Operations and Logistics Management -		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have deeper understanding of operations management concepts.	P01, P02, P04,P06	
CO2	Know about capacity planning, scheduling and management of patient flow	P01, P03, P04, P05	
CO3	Be able to use data analytics for planning and improving hospital operations.	P01, P04, P06, P07	
CO4	Know to prepare operational metrics in hospitals and manage inventory	P01, P02, P04	
CO5	Appreciate the role of supply chain on operations & logistics of hospitals	P01, P06, P07, P08	
Reading List			
1.	http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4828/1/Handbook%20of%20Healthcare%20Operations%20Management%20Methods%20and%20Applications.pdf		
2.	https://www.springerpub.com/operations-management-in-healthcare-second-edition-9780826147714.html		
3.	https://www.scribd.com/document/407884865/Hospital-Operations-Management-pdf		
4.	https://www.yumpu.com/xx/document/view/62502602/download-in-pdf-operations-management-in-healthcare-strategy-and-practice-by-corinne-m-karuppan-pdf-books		
Reference Books			
1.	Langabeer, J. R. (2007) Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers.		
2.	Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2013) The strategic management of health care organizations, 7nd Edition, San Francisco, CA: John Wiley & Sons.		
3.	Gordon, P. (1998) Seniors' Housing & Care Facilities: Development, Business & Operations, US: Urban Land Institute		
4.	Hopp, W. J. & Lovejoy, W. S (2012) Hospital Operations: Principles of High Efficiency Health Care, Upper Saddle River, NJ: Pearson FT Press		
5.	Levin, D. J., & Joseph, A. (2010) Planning, Design, and Construction of Health Care Facilities, 2nd Edition, US: Joint Commission Resources		
6.	Vissers, J., & Beech, R. (2005) Health Operations Management: Patient flow logistics in Health Care, Oxon, UK: Routledge.		

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Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2		3		3		
CO 2	2		2	3	3			
CO 3	2			2		3	3	
CO 4	2	3		3				
CO 5	2					2	3	3

3 - Strong

2 - Medium

1 - Low

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Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To familiarize code of medical ethics	P01, P04
CO2	To provide insights on medico legal aspects – the medical termination of pregnancy act 1971	P01, P04, P08
CO3	Have insights on medical jurisprudence	P03, P05, P06, P08
CO4	Learn legal framework related to patents’ rights, medical malpractices.	P01, P04, P08
CO5	Have better understanding on healthcare technology	P02, P05, P08
Reading List		
1.	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.454.5816&rep=rep1&type=pdf	
2.	https://www.opentext.com/file_source/OpenText/en_US/PDF/e-Gov%20Book.pdf	
3.	https://www.researchgate.net/publication/312087204_A_Model_for_Good_Governance_of_Healthcare_Technology_Management_in_the_Public_Sector_Learning_from_Evidence-Informed_Policy_Development_and_Implementation_in_Benin	
4.	https://www.researchgate.net/publication/209937763_Information_System_for_Health-Care_in_E-Government	
Reference Books		
1.	S K. Singhal The Doctor & Law,2 nd edition 2009	
2.	Dr.V.V.Pillay, Forensic Medicine and Toxicology, 18 th edition 2017.	
3.	AMA Council on Ethical and Judicial Affairs (Author), Southern Illinois University at Carbondale (Author), Southern Illinois University School of Law (Contributor), Code of medical ethics, Revised edition 2002	
4.	G. Spekowius, T. Wendler, Robert Matthews and Nand Relan, Advances in Healthcare Technology: Shaping the Future of Medical Care, vol 6, July 2006.	
5.	Medical Termination of Pregnancy Act, 1971 alongwith Rules, 2003 & Regulations, 2003, Professional Book Publishers; 2015th edition (1 January 2015),	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

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Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2			3				
CO 2	2			3				3
CO 3	2				2	3		
CO 4	2			3				3
CO 5		2			3			3

3 - Strong

2 - Medium

1 – Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908I	Total Quality Management in Hospital	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of TQM in Hospitals										
C2	To provide insights on approaches to quality management in hospitals										
C3	To throw light on quality assurance methods										
C4	To elucidate on quality certification systems										
C5	To create awareness on quality accreditations in hospitals										
UNIT	Details							No. of Hours	Course Objectives		
I	TQM & Six-Sigma: TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis– Root Cause Analysis – Quality Improvement Teams.							9	C1		
II	Process Approach to Quality Management in Hospitals: Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.							9	C2		
III	Quality Assurance Methods: Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.							9	C3		
IV	Quality Certification Systems: Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.							9	C4		

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V	Quality Accreditation in Hospitals: Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission –Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patent Rights and Education – Benefits of NABH to Hospital – Employees – Patents and TPA’s.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To familiarize the students to the basic concepts of TQM in Hospitals	P01, P02	
CO2	To provide insights on approaches to quality management in hospitals	P02, P04, P07, P08	
CO3	To throw light on quality assurance methods	P03, P05, P06, P08	
CO4	To elucidate on quality certification systems	P05, P06, P08	
CO5	To create awareness on quality accreditations in hospitals	P03, P05, P08	
Reading List			
1.	https://www.researchgate.net/publication/314284735 <u>Total Quality Management in Healthcare</u>		
2.	https://www.academia.edu/37034010/Total_Quality_Management_in_Healthcare_Total_Quality_Management_in_Healthcare		
3.	https://www.routledge.com/The-Textbook-of-Total-Quality-in-Healthcare/Al-Assaf-Schmele/p/book/9780963403049		
4.	http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf		
Reference Books			
1.	Dr. Sayeeda Amtul Mahboob, TQM practices of hospitals in Hyderabad, March 2021		
2.	K. Shridhara Bhat, Total Quality Management – Text & Cases, Himalaya Publishing House, 2017		
3.	William J. Kolarik, creating quality, July 1999.		
4.	Balasubramanian Mahadevan, Total Quality Management in the Healthcare industry: An Efficient Guide for Healthcare Management, 2022.		
5.	Mohammed R Twati, Total quality management implementation in the healthcare industry Paperback – Import, 6 June 2019		

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Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2		2		2			3	3
CO 3	2				2	3		3
CO 4					2	3		3
CO 5			2		2			3

3 - Strong

2 - Medium

1 - Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E908J	Health Care Accreditation and Law	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To impart multi-dimensional knowledge about Quality management in the hospital to the students.										
C2	To learn about the Quality accreditation, control and management in general and in details for hospitals.										
C3	To learn about those laws which are applicable for healthcare formation.										
C4	To get an over view of legal contract and provisions of acts related to healthcare system										
C5	To understand about Health Care Waste, Legal guidelines on Waste Disposals, Coding different Wastes, Treatment and Disposal, Management issues, Maintenance of records and reports.										
UNIT	Details							No. of Hours	Course Objectives		
I	Evolution of Quality Management: Definition, origin & growth of Quality Management, Need & Benefits for quality management in healthcare, Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, Performance review – Assessment / Methods, Quality Management of diagnostic facilities, Assessment of Client satisfaction-Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.							9	C1		
II	Benchmarking of Quality Standard: Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000, Role of Quality Council of India (QCI), NABL, NABH, JCI, BIS, ACHS Accreditation-Implementation strategies for Quality Programmes- Top Management Commitment, Organizing Implementation, Action Plan, Group Meeting, Training, documentation, internal audit, application for certificate, final audit, Leadership issues. Selection of pilot projects, Quality initiatives in Indian Health Care Organization.							9	C2		
III	Laws Relating to Healthcare Formation: Promotion-Forming society-The Companies Act-Law of							9	C3		

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	Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics –Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.		
IV	Healthcare Services and Law: Contractual obligations in Hospital Services- Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI-Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.	9	C4
V	Laws Pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules- Radiation Safety System.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To understand about Quality management in hospitals and other healthcare facilities.	P01, P07, P08	
CO2	To Know the quality in operational activities and role of each stakeholder of hospital industry in maintaining quality management.	P06, P07, P08	
CO3	To familiarize the legal and ethical issues pertaining to the Hospitals Formation.	P04, P05, P08	
CO4	To apply the knowledge of contract in the functioning of the hospital.	P01, P02, P05, P06	
CO5	Have better idea and understanding about Ensuring waste being recycled/disposed safely by proper guidelines.	P03, P05, P06, PO7	
Reading List			
1.	https://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf		
2.	https://www.amazon.in/Hospital-Healthcare-Accreditation-Guidelines-NABH-		

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	ebook/dp/B085GB9LBR	
3.	https://www.nabh.co/images/Standards/NABH%205%20STD%20April%202020.pdf	
4.	https://www.researchgate.net/publication/262956444_Accreditation_of_Health_Care_Academic_Medical_Institutions	
Reference Books		
1.	BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee brothers Publications, second Edition, 2009	
2.	Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd, 2nd Edition, 2009	
3.	S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, First Edition, 2010	
4.	James R Evans, James W Dean, Jr., Total Quality (Management, Organisation and Strategy), Excel Books, New Delhi, 2nd Edition, 1999	
5.	Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press, First Edition, 2014	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2						2	3
CO 2						2	2	3
CO 3				2	3			3
CO 4	2	2			3	3		

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CO 5			2		2	3	3	
3 - Strong			2 - Medium			1 - Low		