



SHRI
DHARMASTHALA
MANJUNATHESHWARA
UNIVERSITY

Ordinance Governing
MD Hospital Administration
Curriculum 2019-20

SHRI DHARMASTHALA MANJUNATHESHWARA UNIVERSITY

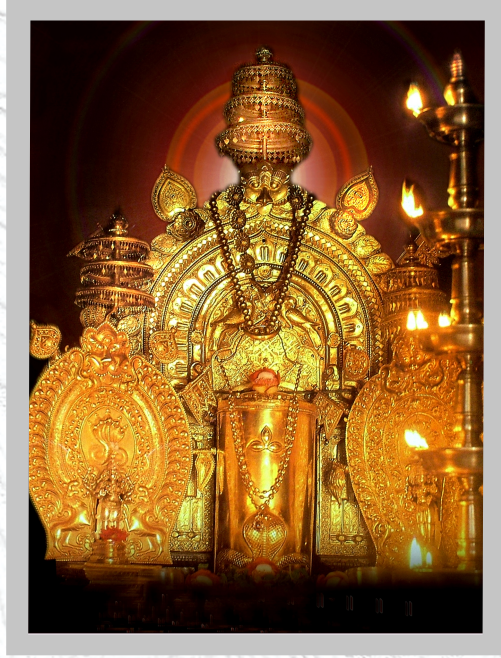
(A State Private University established under the Shri Dharmasthala Manjunatheshwara University
Act No 19 of 2018 of Government of Karnataka and Notification No. ED 261 URC 2018 dated 19th December 2018)

Manjushree Nagar, Sattur, Dharwad - 580 009, Karnataka, India
6th Floor, Manjushree Block SDM Medical College Campus

+91 836 2321127,2321126,2321125,2321124 sdmuniversity.edu.in

sdmuo@sdmuniversity.edu.in ; registrar@sdmuniversity.edu.in

|| Om Shri Manjunathaya Namaha ||




Shree Kshethra Dharmasthala


Edition Year : 2019-20

Shri Dharmasthala Manjunatheshwara University,
Manjushree Nagar, Sattur, Dharwad - 580 009, Karnataka, India
Phone: 0836-2321127
email: sdmuo@sdmuniversity.edu.in

**Published by
Registrar**

Shri Dharmasthala Manjunatheshwara University
6th Floor, Manjushree Block SDM Medical College Campus
Manjushree Nagar, Sattur, Dharwad - 580 009, Karnataka, India

 +91 836 2321127,2321126,2321125,2321124

 sdmuo@sdmuniversity.edu.in ; registrar@sdmuniversity.edu.in

 sdmuniversity.edu.in



SHRI
DHARMASTHALA
MANJUNATHESHWARA
UNIVERSITY

THE LOGO

Poojya Dr D. Veerendra Heggade, Hon'ble Chancellor of the University, while searching for an appropriate Logo for the University, saw a photograph picked from Temple Architecture showing Wings of a Bird, sculpted in Indian style and wanted it to be incorporated in the logo for the University, as the Wings symbolize 'Spreading of Knowledge beyond Boundaries'. Further it was felt that the Central theme of the logo should be 'Rudra' (The Linga) with three wings on each side. In this way, the logo of the University was conceptualized.

Hence:

1. The central part represents **Rudra** who Demolishes Darkness.
2. The Three **horizontal lines on The Linga** stand for Samyak Darshan (Right Belief), Samyak Gyan (Right Knowledge) and Samyak Charitra (Right Conduct).
3. The **Wings** symbolize spreading of Knowledge across the boundaries.
4. Base line "**Truth Liberates**" highlights the Purpose of Education: to liberate oneself unconditionally. It shows that it is not discipline, nor knowledge nor the efforts to freedom that liberate but Truth is what liberates you from all your conditioning and ignorance.

The overall significance of Shri Dharmasthala Manjunatheshwara University's Logo is:

Darkness of ignorance is destroyed by the flow of knowledge to bring Liberty to everyone, by realizing the truth. And, it should spread globally without the boundaries as hindrance.



SHRI
DHARMASTHALA
MANJUNATHESHWARA
UNIVERSITY

VISION

Shri Dharmasthala Manjunatheshwara University will set the highest standards of teaching and learning by awakening the intelligence of the students and nurturing the creativity hidden in them by creating an environment where the ancient wisdom blends with modern science, to transform them into whole human beings to face the challenges.

MISSION

- ▶ To ensure that the journey of education is inspiring, pleasant and enjoyable.
- ▶ Attract the best of teachers and students.
- ▶ Achieve high principles of trust, love and spirituality in the students.
- ▶ Create a collaborative, diverse and exclusive community.
- ▶ Transform the student of today to be a leader of tomorrow and a better human being.
- ▶ Produce passionate teachers.
- ▶ Evolve innovative teaching techniques.
- ▶ Create a peaceful environment.
- ▶ Prepare the student to face the social challenges.
- ▶ Create a University of which the Nation is proud of.
- ▶ Be an effective partner in Nation Building.
- ▶ Create an Eco-friendly University.
- ▶ Create a University based on the principles of beauty, love and justice.

||Om Shanti! Om Shanti! Om Shanti||



SHRI
DHARMASTHALA
MANJUNATHESHWARA
UNIVERSITY

6th Floor, 'Manjushree' Building
SDM Medical College Campus
Sattur, Dharwad - 580009

0836 247 - 7510 / 7511
Fax: +918362461651
registrar@sdmuniversity.edu.in

SDMU/Notif/28/2019

Date: 24 - 04 - 2019

NOTIFICATION

Regulations and Curricula of Medical Postgraduate Degree Courses in Clinical Subjects - 2019

- Ref:**
1. Minutes of the Board of Studies - Medical PG held on 16-03-2019 (SDMU/BOS PG: 01/2019 dated 16-03-2019)
 2. Minutes of the 1st Joint Faculty Meeting held on 19-03-2019 (Letter No: SDMU/JF/M-01/85/2019; Dated: 19-03-2019)
 3. Minutes of the 1st Meeting of Academic Council held on 20-03-2019 (Letter No: SDMU/AC/M-01/93/2019; Dated: 21-03-2019)
 4. Minutes of the 2nd Meeting of BoM held on 22-03-2019 (Letter No: SDMU/BoM/M-02/94/2019; Dated: 23-03-2019)

Ordinance: In exercise of the powers conferred under Statutes 1.1 (Powers - Section xii), 1.2 (Powers and Functions - Section vii), 1.4 (Powers and Functions - Sections ix & x), 1.5b (Powers and Functions - Sections b & c) of Shri Dharmasthala Manjunatheshwara University, the BoM is pleased to approve and notify the Ordinance governing Regulations and Curricula of the following Medical Postgraduate Degree/ Diploma Courses in Clinical Subjects - 2019:

Sl No	Course	Sl No	Course
1	M. D. (General Medicine)	7	M. D. (Hospital Administration)
2	M. D. (Pediatrics)	8	M. S. (General Surgery)
3	M. D. (Dermatology)	9	M. S. (Ophthalmology)
4	M. D. (Psychiatry)	10	M. S. (Orthopedics)
5	M. D. (Anaesthesiology)	11	M. S. (Otorhinolaryngology)
6	M. D. (Radio-Diagnosis)	12	M. S. (Obstetrics & Gynecology)

Diploma

1. Diploma in Public Health

The ordinance shall be effective for the students joining the courses during 2019-20 and onwards.

By Order

REGISTRAR

- To:**
1. The Principal, SDM College of Medical Sciences & Hospital.
 2. Members of BoG, BoM & Academic Council, Shri Dharmasthala Manjunatheshwara University

- Copy to:**
1. The Vice-Chancellor, Shri Dharmasthala Manjunatheshwara University
 2. The Controller of Examinations, Shri Dharmasthala Manjunatheshwara University

INTRODUCTION

Hospitals are growing more and more complex with enormous process of the medical science in all dimensions. As per the requirement of the country, the role of the hospital is to function as the hub of a whole system of health care, linking the total preventive and curative medicine. Besides programme management inside the hospital including its fiscal, material and personnel administration, the hospital will have to provide effective leadership for the organisational development and community participation so as to improve the quality of life with healthier total population. Development of dynamic administration for hospital expeditiously through formal and adequate education programme is, therefore, of paramount and urgent importance.

OBJECTIVE:

The objectives of the degree course in Hospital Administration leading to M.D. in Hospital Administration are:

- a) To impart theoretical backgrounds of academic disciplines of management science in general for the purpose of application in the hospital and health services in particular to:-
 - i. Improve the quality of patient care; and
 - ii. Ensure optimum utilisation of the resources and facilities.
- b) To inculcate the understanding and knowledge of the complex nature of health and medical care administration and to foresee the antagonising and synergising variables towards the role performance of the hospitals.
- c) To develop administrative and executive leadership founded on thorough understanding and knowledge of organisational problems, employee productivity and social responsibilities in the existing milieu.
- d) To motivate for learning and research in hospital administration by actual involvement in the operational processes of problem identification, decision making and implementation.

INSTRUCTIONAL OBJECTIVES: At the end of the training programme of six academic terms of 3 years consisting of didactic lectures, seminars and workshops, project and case studies, journal club and role playing, field visits, administrative residency and 3 attachments, the following instructional tasks will be achieved:-

a) General Administration and Management of Hospital:

- i. The student will be able to conceptualise the strategic planning, policy formulation and decision making in administration of hospitals, which emerge from judicious and meaningful combination of technological, economic, social, political and psychological processes.
- ii. The student will follow the scientific approach to the administration in general and the hospital administration in particular.
- iii. The student will be able to work independently in financial & materials management. He will be able to assess on sound basis the total financial needs of a hospital and thus plan and measure the results scientifically.
- iv. After the student is exposed to the techniques of inventory control, he on his own will be able to evolve economic quantity orders and methods for proper storage and flow of drugs and dressings, which is a must for smooth running of a hospital.
- v. The student will be able to solve the human relations problems, i.e. the tension between the workers and the managements, as he will be fully conversant with the principles of personnel management.
- vi. The student will be able to handle manpower planning, personnel selection, job analysis, job specifications and development of staffing pattern to suit the needs of an organisation
- vii. The student will be fully conscious of the fact that the hospital is a social institution; and will be able to integrate the job of different professionals to work as a team to run the hospital efficiently and meet the health needs of the community.

b) Health Administration and Medical Care:

- i. The student will be fully competent to apply health administration principles in delivering medical care in the hospital as well as through its outreaches in the community.
- ii. The student will be able to assess socio-economic and cultural conditions, and their impact on health and disease for planning of appropriate medical care to the community generating their participations.

- iii. The students will be able to work independently in studying the patterns of diagnosis, and treatment both preventive and curative of the diseases in the hospital as well as in the community, and be able to organise medical care within the resources as per availability with appropriate measures to control cost.
- iv. The student will learn epidemiological and bio statistical techniques to help proper planning of the medical care programme incorporating appropriate disciplines of medical, health and health-related sciences.
- v. The student will be able to plan, organise, direct, and evaluate urban as well as rural medical care, with special reference to the medical care provided by a hospital.

c) Hospital Administration and Hospital Planning:

- i. While applying the principles of hospital administration, the student will be able to plan for a new hospital commensurate with the needs of the community and will be the most suitable person to know what to build, where to build and how to build. At the same time he will be in a position to guide the architects with regard to what are the essential requirements in hospital planning and constructions to get the effective utilisation of space at a minimum cost. The student will thus be able to plan and design a hospital from the smallest to the largest ones as per the needs and resources of the community. He will also be competent to modernize, modify and extend the existing ones as needed.
- ii. Given relevant training in planning of maintenance of the buildings, etc. he will be fully competent to organise hospital engineering services, so that any major breakdown likely to occur can be prevented.
- iii. The student will be able to evaluate the future course of action with regards to the role of the hospital management, keeping in view the social pattern, the economic conditions and the political philosophy of a community.
- iv. As a future hospital administrator, the student will be able to plan how to manage various administrative support areas of the hospital.

d) Administration of clinical and Non clinical Services:

- i. The student will be able to assess clinical and non-clinical needs of the patients, physicians and other Para-medical personnel.

- ii. The student will be able to appreciate the modalities for organising the clinical as well as non-clinical services.
- iii. The student will be able to continue improving the patient care and augment quality of service in all its dimensions, by his leadership, determination and foresight.

PROGRAMME STRUCTURE

PART I - GENERAL ADMINISTRATION (GA)

- GA 1. Management Principles.
- GA 2. Human Resource Management
- GA 3. Materials Management in a Hospital
- GA 4. Basic Accounting
- GA 5. Financial Management
- GA 6. Cost Accounting
- GA 7. Organizational behaviour
- GA 8. Marketing Services
- GA 9. Information Systems
- GA 10. Business Law and Regulations

PART II - HEALTH ADMINISTRATION (HE)

- HE 1. Medical Sociology
- HE 2. Health Economics
- HE 3. Health Administration in India
- HE 4. Medical Care Systems
- HE 5. Biostatistics
- HE 6. Research Methodology
- HE 7. National Health Programmes
- HE 8. Epidemiology - General
- HE 9. Health Information Systems
- HE 10. Legal Aspects of Health Care

PART III – HOSPITAL ADMINISTRATION & HOSPITAL PLANNING (HA)

- HA 1. Hospital Organisations
- HA 2. Hospital Planning
- HA 3. Nursing Service Administration.
- HA 4. Quality Assurance
- HA 5. Legal Aspects of Hospitals.

PART IV- ADMINISTRATION OF CLINICAL & NONCLINICAL SERVICES (AS)

- AS 1. Organisation & Administration of clinical services.
- AS 2. Organisation & Administration of Supportive Services.
- AS 3. Case Studies
- AS 4. Dissertation
- AS 5. Seminars
- AS 6. Hospital Visits

GENERAL ADMINISTRATION (GA)

➤ **GA.1: MANAGEMENT PRINCIPLES:**

- ▶ Introduction
- ▶ Definition
- ▶ Characteristics of Management
- ▶ Management - A Profession
- ▶ Principles of Management
- ▶ Management and Administration
- ▶ Emergence of Management thought: Traditional Versus Modern
- ▶ Management as a behavioral Science
- ▶ Functions of Management
- ▶ Principles of Scientific Management
- ▶ Modern Management - System Approach

➤ **Managerial Planning:**

- ▶ Introduction
- ▶ Nature of Planning
- ▶ Objectives of Planning
- ▶ Limitations of Planning
- ▶ Process of Planning
- ▶ Types of Planning
- ▶ Strategies of Planning
- ▶ Policies
- ▶ Rules
- ▶ Procedures
- ▶ Programmes
- ▶ Budgets

➤ **Mechanics and Dynamics of Organising:**

- Process of Organising
- Principles of Organising
- Formal & Informal Organisation

- Span of Control
- Line & Staff Authority Relationship
- Line Organisation
- Line and Staff Organisation
- Functional Organisation
- Need of Flexibility in an Organisation

➤ **Authority & Delegation:**

- Introduction
- Authority defined
- Bases of Authority
- Modern Context
- Types of Organisational Authority
- Delegation
- Barriers of Delegation
- Encouraging Delegation
- Conclusion

➤ **Direction & Leadership:**

- Importance of Direction
- Principles of Direction
- Element of Direction
- Leadership
- Nature of Leadership
- Leadership and Management
- Leadership Styles
- Leadership as a Continuum
- Functions of Leadership
- Importance of Leadership
- Theories of Leadership
- Qualities of a Good Leader

➤ **Controlling in Management:**

- Process of Controlling
- Requirement of Adequate Control
- Significance of Control
- Techniques of Managerial Control
- Traditional Techniques

- ♦ Budgetary Control
 - ♦ Non budgetary Control
- Modern Control or Network Techniques
- PERT (Programme Evaluation & Review Technique)
- CPM (Critical Path Method)
- **MBO:**
 - Introduction
 - Objectives
 - Key result areas (KRA)
 - Top Man's commitment
 - Conclusion
- **Tools & Techniques of Modern Management:**
 - Introduction
 - Application of newer management techniques for health care
 - Methods of modern management techniques
- **Operational Research:**
 - Concepts
 - Techniques
 - Applications of OR techniques in Hospital
 - ♦ Simplex Method
 - ♦ Transportation Method
 - ♦ Simulation models
 - ♦ Queing theory
 - ♦ Inventory Control
 - Definition of operational research (OR)
 - Techniques of applying modern mathematical model
 - Conclusion
- **Communication :**
 - Introduction
 - What is communication
 - Basic concepts
 - Types of communication
 - Major problems in communication
 - Barriers of communication
 - Principles of good communication
 - The manager and the communication network

GA.2: HUMAN RESOURCES MANAGEMENT

➤ **Personnel Management in Hospitals:**

- Definition and importance
- Needs of employees
- Essence of personnel management
- Policies
- Elements of personnel programme
- Need for continued evaluation
- Conclusion

➤ **Man Power Planning:**

- Introduction
- Importance of manpower planning
- Types of planning
- Methods and factors involved in planning
- Manpower control and review
- Manpower management
- Practice in India
- Limitations of manpower planning
- Conclusions

➤ **Industrial Relations:**

- Introduction
- Evaluation of Industrial Relations
- Definition, scope and disputes of industrial relations
- Scope & aspects of industrial relations
- Objectives of industrial relations
- Causes of dispute
- Trade Unions
- Functions of Trade Unions in India
- Approach to Industrial relations
- Scope of the Industrial Relations Functions
- Functional requirement of successful industrial relation programme
- Organs of industrial peace
- Industrial relations in health services industries
- Reasons why health care employees join union
- Industrial laws relating to the hospitals in India
- Role of the administration in labour relations

- **Wage fixation in bargaining practice:**
 - Individual bargaining
 - Formalised machinery
 - Collective bargaining
 - Requisites for collective bargaining
 - Position in India
 - Joint negotiating committee
 - Limitations of collective bargaining
 - Statutory methods of wage fixation
 - Some important judicial findings
 - Conciliation Officers
 - Wage Board
 - Industrial courts, industrial tribunals and national tribunals.

- **Employees Welfare:**
 - Introduction
 - Differences between wages and fringe benefits
 - Benefits and services
 - Objectives of fringe benefits
 - Theory of individual protection
 - Factors influencing employees benefit and services programme
 - Coverage of benefits
 - Classification
 - Employee services
 - Problems raised by benefit programme

- **Performance Appraisal:**
 - Introduction
 - Meaning and purpose of appraisal
 - Methods of appraisal
 - MBO approach to appraisal
 - Layout of a model proforma
 - Conclusion

- **Counseling:**
 - Introduction
 - Counseling for H.R.D.
 - Situations demanding counseling
 - Structural requirements
 - Counseling as a process
 - Skill for counseling
 - Conclusions

GA.3: MATERIALS MANAGEMENT IN HOSPITALS

➤ Objectives:

To help, learn the scientific methods, materials, equipment and planning, procuring, storing and dispensing including maintenance.

- Concept of stores
- Importance of stores in the hospitals
- Storing
- Types of stores - medical, surgical, linen, general
- Supply and replacement of stock
- Cardex systems and use of bin cards
- Stock verification
- Control of pilferage
- Inventory control - meaning, scope, definition
- ABC/VED Analysis
- Economic order quantity
- Lead time
- Safety stock
- Quality control over supplies
- Purchase controls
- Pricing - rate contract, tendering
- Purchase of capital equipment
- Purchase verses, leasing
- Import policies, procedures
- Customs and excise and exemptions
- Letter of credit
- Maintenance of equipment, plants, property
- Preventive maintenance, repair
- Maintenance contract
- Store audit
- Materials planning
- Disposal of unserviceable articles
- Price forecasting
- Inspection
- Dispensing/distribution

GA.4: BASIC ACCOUNTING

- Principles of Book keeping
- Accounting concepts
- Importance and scope of financial accounting
- Books of accounts, accounting entries
- Cash and accrual accounting, revenue and capital Expenditure
- Income and expenditure accounts
- Trial balance
- Operation of bank accounts, bank reconciliation
- Preparation of final accounts with adjustments for reporting income and financial positions
- Issues in the determination of income
- Depreciation
- Inventory valuation
- Audit of final accounts of companies
- Analysis and interpretation of financial statement

GA.5: FINANCIAL MANAGEMENT

- **Functions of finance**
 - Management of current assets
 - Dividend decisions
 - Concept in taxation of income
 - Internal control and internal audit
 - Budgeting and control - budget for revenues, inpatient revenue, special service revenue, cash budgets, capital expenditure budgets
 - Forecasting
 - Financial information system
 - Short term and long term financing
 - Issue of shares, debenture bonds
 - Convertible debentures
 - Loan from commercial, industrial banks
 - Lease financing
- **Structures:**
- Concepts of financial management and their application in hospitals.
 - Trends in financing of health and hospital services
 - Sources of financing
 - Resource mobilisation and preparing proposals for financing

- Capital investment analysis
- Capital finance decisions
- Allocation of resources
- Capital and operating expenditure
- Budgeting and control - Budget for revenues, inpatient revenue, special service revenue, cash budgets, capital expenditure budget, techniques of analysis, budgeting process, forecasting and planning for bed-need and other facilities.

GA.6: COST ACCOUNTING

- Introduction to cost systems
- Resources, cost centers, products
- Systems for operational control and performance measurement
- Activity based cost systems in service functions
- Activity based cost systems to influence behavior Hospital rate setting
- Break even analysis

➤ **Structures:**

- Cost of health care
- Costing of the hospital services
- Hospital financial management
- Hospital financing
- Resource generation
- Cost containment
- Role of gate keeping in hospitals
- Impact of finances on the high technology medical equipment decision
- Health economics
- Decentralisation of financial resources

GA.7: ORGANISATIONAL BEHAVIOUR

- Basics of sociology
- Basics of anthropology
- Basics of Psychology
 - ✓ Concepts and issues
 - ✓ Application of behavioural sciences concepts in hospitals
 - ✓ Dynamics of organisational behaviour
- Human behavior
- Formal and informal groups
- Motivation process
 - ✓ Motivation: - Meaning
 - ✓ Process of motivation

- ✓ Importance of motivation
- ✓ Principles
- ✓ Techniques
- ✓ Importance of behavioural sciences and motivation
- ✓ Sound motivation system
- ✓ Theories of motivation
- ✓ Maslows need hierarchy theory
- ✓ Herzburg's two factor theory
- ✓ McGregor's theory X and theory Y
- ✓ Morale
- Johari window
- Briggs-Myers scale of personality test
- Personality assessment tests
- Team building skills
- Concepts of political sciences
- Machivilien principles vis-a-vis hippocratic oath
- Ethics in medicine
- Health economics
- Organisational climate and design
- Conflict management
- Organisational dynamics and change
- Stress management
- Organisational Development (OD) - concept, objectives and goals, processes, behavioural science approach to O.D
- Team building

GA.8: MARKETING MANAGEMENT

- **Meaning and importance of marketing**
 - Marketing concept and issues - nature, importance, purpose and
 - Objectives of business policy
 - Business cycle
 - Marketing strategies
 - Strategies evaluation and control
 - Marketing management principles
 - Marketing information and research
 - Source of marketing information
 - Measurement and scaling
 - Environment analysis and researches
 - Marketing research
 - Marketing ethics

- Pricing policy
- Demand analysis, cost analysis, competitive analysis
- Marketing of health services
- Marketing of hospital services
- Privatisation of health and hospital services

GA.9: INFORMATION SYSTEMS MANAGEMENT

- **Fundamentals of Computers**
 - Input to computer
 - Storage Devices
 - Central Processing Unit
 - Computer Output

- **Data Communication and Networks (2hours)**
 - Data Communication
 - Local Area Networks
 - Electronic Mail
 - Wide Area Networks

- **Systems Software**
 - Microsoft Disk Operating System (12 hrs.)
 - Compilers
 - Interpreters
 - Windows

- **Application Software (27 hrs.)**
 - Word Processing
 - Electronic spread sheet
 - Database Management software
 - Graphics

- **Basics of Programming (6 hrs.)**
 - Programming Languages
 - Flow Charts
 - Structural Programming

- **Computer Applications (5 hrs.)**
 - Hospital Information Systems
 - Office Automation
 - Decision Support Systems

- Expert Systems
- Multimedia
- Image Archiving
- Computer Applications in Medicine
- Desk Top Publishing

➤ **Computer Resources Management (5 hrs.)**

- Planning for Computerization
- Selection of computers
- Selection of Software packages
- Computer manpower
- Uninterrupted Power Supply for Computers
- Computer Viruses - Protection from
- Computer Maintenance

Introductory concepts of System Analysis and Design

GA.10: BUSINESS LAW & REGULATIONS

- Law of contracts
- Special contracts
- Sale of goods act
- Types and characters of negotiable instruments
- Companies act
- MRTP, Monopolies, restrictive and unfair trade practices
- Pollution control

HEALTH ADMINISTRATION

➤ HE.1: MEDICAL SOCIOLOGY:

- Introduction to Sociology of Health (Medical Sociology) Branches of Medical Sociology.
- Sociological perspectives of Health, illness and Healing
- Culture, Health and illness
- Sick role behavior
- Illness behavior
- Psychosocial models of illness behaviour
- The profession of Healing (a phenomenological approach)
- Doctor patient interaction
- Making of a Doctor
- Making of a Nurse
- The institutional perspective.
- Dynamics of institutional behaviour.
- Hospital as an institution
- Medicine as an institution
- Medicine as an institution of Social Control
- Organisational perspective
- Organisational culture
- Case study of organisations
- Health and illness (a philosophical perspective)
- Alternatives for the future
- Social issues and health

➤ HE.2: HEALTH ECONOMICS:

- Basic economics
- Analysis of Demand and supply
- Economic aspects of health care in India
- Budgets of central & state Governments
- Health insurance schemes.

➤ HE.3: HEALTH ADMINISTRATION IN INDIA:

- Health in Indian constitution.
- General introduction to organisation of health services in India
- Central, State, Defense, Railways & other public sector undertakings and voluntary health agencies.
- Evolution of corporate hospitals

- Review of Reports on Health Care:
 - Bhore Committee, Mudaliar Committee, Jain Committee,
 - Mukherjee Committee, Rao Committee, Kartar Singh Committee and Srivastava Committee reports.
 - Five year plans with special reference to health plans.
 - National health policy
- **HE.4: MEDICAL CARE SYSTEM:**
- Need and Demand for Medical Care
 - Availability and cost of Medical Care
 - Study of the entire hospital and medical care system of the country in the context of the overall community health service
 - Primary care
 - Rural Medical Care
 - Urban Medical Care - Medical care system in Metropolitan cities
 - Relationship of the medical care provided by hospitals with medical care services that are provided through dispensaries and primary health centers.
 - Study of the Administration of Health Insurance Schemes like C.G.H.S. and E.S.I., Social security measures
 - Medical Care System in other countries:
- ✓ U.S.A.
 - ✓ U.K.
 - ✓ Russia
 - ✓ China
 - ✓ Srilanka
 - ✓ Chile
 - ✓ Cuba, African countries and health insurance schemes etc. other developing countries (This should include health care delivery system, types of hospitals cost of care, accreditation of hospitals system of levying charges)
 - ✓ Quality of Medical Care - Medical Audit
 - ✓ Progressive patient care
 - ✓ Organization and administration of better medical care
 - ✓ Indigenous system of Medical Care
 - ✓ Alternative health Strategy
 - ✓ Comprehensive Health Projects with rural development
 - ✓ Regionalisation-Organisation and functioning
 - ✓ Rehabilitation
 - ✓ International organisations related to health services

➤ **HE.5: BIOSTATISTICS & HEALTH STATISTICS:**

- Basic concepts - Introduction, definitions
- Elementary ideas
- Basis of Medical Research
- Presentation of data
- Frequency distribution
- Measurements of central tendency Mean, Median, Mode
- Measurement of dispersion, mean and standard deviation
- Sampling
- Testing of hypothesis
- Tests of significance, Normal test, "t" test and chi-square test.

➤ **HE.6: RESEARCH METHODOLOGY:**

- Introduction
- Planning a research project and selecting a research problem, Research design.
- Bibliographical data.
- Field data.
- The schedule & questionnaire
- The interview
- Observations - unstructured & structured.
- The case study.
- Measurement & analysis of data.
- Interpretation and report writing.

➤ **HE.7: NATIONAL HEALTH PROGRAMMES:**

Control of communicable diseases:

- Small pox
- Cholera
- Leprosy
- Trachoma
- S.T.Diseases
- Immunization
- Filaria
- Helminthiasis
- Malaria
- T.B.
- Family Welfare
- MCH
- Aids, diabetes, Cancer control programmes

➤ **HE. 8: EPIDEMIOLOGY:**

- Evaluation and uses of epidemiology
- Definitions and terminology
- Natural history of disease and role of hospital in various levels of prevention
- Types of epidemiology
- Methods of epidemiological studies
- Socio-economic status and occupation as determinant in disease distribution
- Cause and effect relationship
- Age as variable in epidemiology
- Epidemiology of an acute infectious disease (Cholera)
- Epidemiology of a chronic disease (Rheumatic Heart Disease)
- Epidemiology of a non-disease entity (accidents)
- Epidemiology of hospital infection
- How to investigate an epidemic and role of the hospital in its control
- Common diseases in India - their epidemiology and prevention
- Common causes of disability resulting in dependency and non-productivity
- Screening and surveys

➤ **HE.9: HEALTH STATISTICS:**

- Need for health statistics
- Methods of registration - fallacies and difficulties and model and sample registration scheme
- Common rates and ratios in India
- Incidence and Prevalence rates
- Morbidity Statistics - problems of measurement, sources of morbidity and morbidity surveys
- Health reports
- ICD
- Notifiable diseases

➤ **HE.10: LEGAL ASPECTS OF HEALTH CARE:**

- Laws relating to communicable diseases
- International Health Regulations
- Notifiable diseases
- Vaccination certificates
- AIDS Bill
- Environmental Protection Act

- Occupational Hazards
- Food and drug laws
- Law relating to vital events - central births and death registration act
- Mental health bill
- CPA, Industrial Laws
- Labour Laws.

HOSPITAL ADMINISTRATION & HOSPITAL PLANNING

- HA.1.HOSPITAL ADMINISTRATION:
 - Introduction to the hospital field
 - Definitions - hospitals and medical care institution, types, control
 - Functions - Medical Care, Prevention, Professional education and Research
 - Role of hospital in Health Spectrum
 - History and Development of Hospitals
 - Hospitals of India today
 - Number, Type, Size, Distribution, Ownership, Utilisation Ratios, Trends, Problems Features and distinction between Govt., Corporate, Private, Voluntary and Public undertaking hospitals.

- **Hospital Administration**
 - Principles
 - Responsibilities
 - Functions

- **Hospital Organisation:**
 - Organisational Structure:
 - The Governing Authority
 - The Administrator
 - Clinical Aspects
 - Channels of authority and communication
 - Different models of organisational structures in various types of hospitals
 - Merits and Demerits of different models
 - Job description of various positions
 - Chain of authority, authority responsibility and operational relationship between various positions

➤ **The Hospital Administrator:**

- Qualification
- Responsibilities
- Authority Relationship
- Motivation
- Role
- Functions
- Medical Director v/s Chief Executive. Job description and operational relationship. Medical v/s Non-Medical Administrator.

➤ **Specialised Hospitals:**

- Chronic diseases hospital
- Cancer hospital
- Infectious disease hospital
- Psychiatric hospital
- Ayurvedic hospital
- Children's' hospital
- Maternity hospital
- Geriatric hospital

➤ **Problems of hospital administration**

- Case Method Study of Hospital Problems
- Nursing Problems in Hospital
- Human relations in Hospital
- Importance of public understanding and support Techniques of Public Relationships
- Health Education in Hospital-responsibilities of the hospital to the General public, Methods of health education in Hospital and their importance
- Hospital Hazards and Fire Safety
- Disaster programmes
- Administration of a teaching hospital, special problems
- Administration of a voluntary hospital including private nursing homes
- Administration of a General Hospital, District Hospital, Taluk
- Hospital and Municipal Hospital
- Recent trends in hospital administration
- Training of medical manpower in hospitals
- Administrative & Biosocial Researches in hospitals
- Hospital Management Information System
- Hospital Statistics
- Evaluation of hospital care and methods of evaluation

➤ **HA.2: HOSPITAL PLANNING:**

✓ General Introduction:

- Community Diagnosis
- Planning of the hospital in general:
- What to build, where to build and how to build
- Bed allotment

➤ **Hospital Planning - Role of Hospital Consultant:**

- Strategic planning
- Project conceptualization
- Enumeration and description of project as an entity
- Space programming
- Adjoincy delineation
- Functional requirements
- Preparing architects briefs
- Operations planning
- Human resource planning
- Equipment planning
- Functional zoning of hospital building
- External and internal traffic inside the campus
- Internal functional layout
- Functional specific input for structural design
- Rodent and pest control for hospital building
- Hospital furniture planning
- Computer networking in hospital building
- Communication and P.A.system in hospital building

Role of the Architect: In the planning stages, preliminary sketches, final plans, working drawing, specifications, cost estimates, construction problems and contract modifications.

➤ **Site Survey:**

Physical environment, possibility for expansion utilities water, electricity, sewer lines, telephone, transportation and others.

➤ **Hospital Buildings:**

- External Architectural aspects
- Internal arrangements
- External services
- Residential accommodation
- Hospital hygiene - importance thereof
- Hospital lighting

- Ventilation
- Planning of individual services and departments
- Land scaping in hospitals
- Role of administrator in building a hospital
- Processing a hospital project
- **Planning of specific hospitals:**
 - 1000 bed hospital teaching or general
 - 500 bed hospital (district level)
 - 200 bed hospital
 - Taluka Hospital
 - Tuberculosis hospital of 500 beds
 - Primary health Centre
 - Other specialised hospitals
 - Taking over and commissioning a new hospital
 - Alteration and additions in an existing hospital
- **Planning the maintenance department:**
 - Engineers Office
 - Workshop of various types
 - Repair and Maintenance schedule
- **Preparing equipment list for the new hospital:**
 - Built in equipment
 - Non expendable, locally available or to be Imported
 - Expendable equipment
- **Medical Equipment plan:**
 - Need identification
 - Enumeration, description and specification of each equipment
 - Market survey
 - Tender notification
 - Short listing of suppliers
 - Technical evaluation of equipment
 - Negotiation
 - Purchase
 - Installation and Commissioning
 - After sales maintenance Mechanical services in hospitals: Lifts, boilers, incinerators, A.C.plants, etc.
 - Utility items in hospitals
 - Hospital planning and indigenous system of medicine

➤ **HA.3: NURSING SERVICE ADMINISTRATION:**

- Nursing profession
- Definition and Classification
- Professional & Hierarchical classification
- Nursing Education Scenario

➤ Job description of nurses at various levels and various Depts.

- Nursing Organisation structure
- National, State Hospitals and Community levels.
- Nurses and doctors relationship
- Nurses and patients relationship
- Nurse as a social and professional entity
- Staffing norms in various types of hospitals and different departments
- Service condition of hospital
- Recent trends in nursing profession and nursing practices

➤ **HA.4: QUALITY ASSURANCE:**

- Quality concept
- Verifiable standards and parameters in evaluation of quality
- Evaluation as a tool of quality assurance programmes
- Concept of concurrent evaluation
- Cyclic evaluation
- Terminal evaluation

➤ **HA.5: LEGAL ASPECTS OF HOSPITALS:**

- Introduction of hospital as an Industry
- Similarities and distinction between production industry and hospitals
- The comparative similarities and distinctive features between workers (Workforce) in production industry and hospital.
- Medico legal procedure requirements and patient care conflict
- Broad introduction to medical jurisprudence. Consent.

➤ **Negligence, Law of torts**

- Legal position regarding patient confidentiality and ownership of medical records.

ADMINISTRATION OF CLINICAL SERVICES (A.S)

➤ **AS.1: CLINICAL SERVICES:**

- Outpatient Department
- Medical Services (including STD, Leprosy & Chest Diseases)

- Surgical services (Orthopaedics, reconstructive, Urology, Cardiothoracic, Eye & ENT)
- Operating Department
- Paediatric Services
- Dental Services & Maxillo facial surgery
- Psychiatric Services
- Radiological and other imaging services
- Casualty & Emergency Services
- Hospital Laboratory Services
- Anaesthesia Services
- Obstetrics & Gynaecology services
- Neuro Surgery Services
- Neurology Services
- Paediatric Surgery services
- Intensive care unit
- Acute cardiac care unit
- Special clinics
- Cardiorespiratory services
- Gastroenterology services
- Endocrinology services
- Nuclear Medicine Department
- Physical Medicine Department
- Burns, Paraplegic and Malignant Diseases Treatment Centres
- Nephrology Services
- Renal dialysis unit

➤ **AS.2: SUPPORTIVE SERVICES**

- Enquiry, Registration
- Admission Office transfer to other hospitals including Sanatoria.
- Medical Superintendent's Office, Reports and Returns, Medical Boards, Entitlement of treatment, filing and book keeping.
- Hospital standing orders.
- Hospital welfare service including canteen stores.
- Indian Red cross Society and Hospitals.
- Ward management
- Medical Stores and Pharmacy Services.
- Pharmacy & Drug and Cosmetics Act.
- Manufacturing in hospitals.
- Blood Bank and Transfusion services.
- Central Sterile Supply department (C.S.S.D.).

- Oxygen Manifold/Concentrator.
- Hospital Risk Management.
- Dietary Services.
- Hospital Laundry.
- Hospital gardens.
- Medical Records
- Death in hospital. Brought in dead.
- Fatal documents.
- Mortuary.
- Maintenance and repair including sophisticated equipments.
- Pest and Rodent Control.
- Inspection, Medical Superintendent's rounds.
- Purchase Dept.

➤ **Transportation in hospital:**

- Intramural
- Extramural
- Staff, Patient, Visitors, Vendors
- Administrative measures for control of Hospital Infection
- Exit interview & discharge procedure

➤ **AS.3: CASE STUDIES, DISSERTATION, SEMINAR, LIBRARY WORK:**

➤ **CASE STUDIES:**

Students will be individually attached in rotation to the different departments/services of affiliated hospitals. The programme of didactic lectures will be so arranged that they are able to spend 18 hours per week (3 hours daily on all days) except first 12 weeks. They may have to spend more time outside working hours. Each student will study the allotted department as comprehensively as possible. They will correlate the theoretical and practical aspects of the hospital administration and be involved in problem identification, decision making and implementation of concrete solution as related in these departments. They will also accompany the Medical Superintendent/Deputy Medical Superintendent on his weekly rounds of the hospital and also attend his conferences. The students will also be available to carry out detailed study of any emergent hospital problem. They will learn how to send convening order for a meeting, prepare agenda and write down minutes of a meeting.

- The students will write out a case study report of approximately 3000 words while attached to the following departments:

- Outpatient department including emergency services
- Medical Superintendent's office
- Stores-general including furniture
- Medical Stores and Pharmacy
- Dietary Services
- Linen and Laundry Services
- Nursing Services and ward management
- OT, ICU, Specialised Services.

➤ **Other areas for case study Clinical Areas:**

- Imaging Services
- Invasive/Noninvasive Cardiac Diagnostic Laboratory.
- Medically Assisted Reproduction Centres
- Bed Utilization. Supportive Areas:
- Blood Bank Services
- Laboratory Services
- Pharmacy Manufacturing
- Hospital Gas Supply
- Medical Records

Behavioural and Sociological Aspects:

- Absenteeism in Nursing Staff
- Emergency call system and response pattern
- Patient satisfaction
- Visitors satisfaction
- Communication to patients and their relatives.
- Patient Guidance System
- Effectiveness of Medico Social Dept. Operation Research Techniques:
- Scheduling of patients for operations
- Scheduling of patients for special investigations.
- Transmission of patient samples and reports. Administrative Areas:
- Admission/discharge procedures
- Investigation procedures of patient's complaints
- Administrative office procedures
- Decision making procedures in administrative areas
- Waste disposal and universal precautions. Financial Areas:
- Billing Section
- Pricing of diagnostic/therapeutic procedures

Legal:

- Medico-legal cases
- Consumer forum cases
- Legal cases relating to personnel matters.

These case study reports will be critically evaluated by the faculty members of the Department of Hospital Administration and awarded marks for internal assessment. After completion of study of all the departments, each student will be asked to present his case study report to the rest of the group and the subject will be discussed by members of the faculty and the students. Officers from the concerned departments will also be invited to these discussions. Such discussions will be held once a week. The presenting student will be required to read all the relevant literature on the subject from the library.

DISSERTATION:

Every student will choose a topic in consultation with his guide (recognised teacher) within 3 months of his joining the course will pursue the research methodology and write a dissertation for submission as per the requirements of the University.

SPECIAL ADMINISTRATIVE ATTACHMENTS

The aim of the attachment is to familiarise the students with the special features and functioning of various types of medical institutions and medical administrative offices, both Govt. and non-government located in and around Dharwad and Hubli. One, two or three or more days will be allotted depending upon the size and importance of the place.

Medical Institutions to be visited will be contacted in advance and purpose of the visit/attachment explained so that a responsible person conducts these students and explain things adequately.

Place of attachment

1. Hospital for chest diseases
2. Dental College
3. Artificial Limb Centre
4. Manufacturing Section
5. School of Nursing
6. A Taluk Hospital
7. A rural health centre and peripheral centres
8. An urban health centre
9. Maternity and Child Welfare Centre

10. Civil Hospital Dharwad
11. Taluk Office for Vital Registration
12. KIMS, Hubli
13. DIMAHNS, Dharwad
14. Transfusion Centres
15. UHTC (SDM), Dharwad
16. RHTC, Yadwad
17. An Ayurveda Hospital
18. Office of Drug Controller
19. Any other Institutions decided by the Department

➤ **Methodology of Teaching:**

- Administrative attachment to smaller hospitals
- Department must offer consultancy in hospital planning to have exposure for the students or attachment with Hospital Planner/Architect on some hospital projects.

VISIT TO OTHER HOSPITALS/INSTITUTIONS

Hours available 60 (12 days including travelling) The aim of this visit is to acquaint the students with medical institutions/administrative offices which are not available locally and are important from instructional point of view.

While visiting KIMS, the P.G. students will be attached to the Office of the Dean, KIMS, Hubli whose help will be necessary in arranging these visits. A total of 12 days have been allotted, the students will also study the working of office of the DHO, Dharwad regarding management of Government programme for health delivery.

➤ **EXAMINATION:** Conducted at the end of the course twice each year starting on 1st May or 1st December.

- 1st paper: General administration.
- 2nd paper: Health Administration.
- 3rd paper: Hospital Administration and Hospital Planning
- 4th paper: Administration of clinical and non-clinical services.

- ✓ Oral Examination
- ✓ Practical Examination
- ✓ Internal assessment
- ✓ Qualifying marks 50% in aggregate and 40% in each paper.

RECOMMENED BOOKS & JOURNALS:

Text Books:

1. Tabish: Hospital and Nursing Homes – Planning, Organising & Management
2. Step by step Hospital designing and Planning- Dr Malhotra.
3. Medical records Organisation and Management- Mogli
4. Hospital acquired infection and control – Nita Patvardhan
5. Modern Trends – Planning and Designing of hospitals:
6. Emergency medical services & Disaster management – Dave gupta
7. Safe management of healthcare waste.
8. ICU Book
9. G.D Kunders for hospitals
10. Hospital upplyg and management by D K Sharma
11. Financial Management I.Mpandey
12. Purchase and Material management –Nair
13. OB- VSP Rao
14. Management Text case – VSP Rao
15. Accounting for Management: Dr Jawaharlal.
16. Hospital Office practice – Marion Collion
17. Control of HAI – Lowberry and Geddes
18. Control in Hospital upply and inventory – Charles Housely
19. Hospital purchase – Housely
20. Management of Hospital – Rockwell Schulz
21. Hospital Management – Collin Grant
22. Modern Technology for hospitals – Indian Society for Health and Hospital Administrators
23. Hospital Management – Dr Dave
24. Hospital Administration Office – Rowland

25. Hospital Management – A guide to departments- Rowland
26. Koontz 7th edition
27. Basic Operation Research – Moore
28. Hospital infection control- Priciples and Practice – Mary castle
29. Prevention and Control of Nosocomial infection – Wenzel
30. Hospital epidemiology and Infection control – May Hale
31. Research Methodology – CP Kothari
32. Epidemiology – Park and Park
33. Ashwathappa K. Human Resource and Personnel Management. Tata Mcgraw hill
34. Srivastava SC. Industrial relations and Labour laws
35. Arun Monappa. Industrial relations Tata Mcgrawhill

36. Decenzo David. Personnel and Human Resource Management. Prentice Hall of India.
37. Kotler Philip & Clarke Roberta- Marketing for healthcare Organisations, Prentice hall.
38. Ramaswamy VS & Namkumari S. Marketing management – Planning, implementation and control- Macmillan India.
39. Kuchchal MC- Business laws, Vikas Publishing house
40. Bhatia SK. Business ethics and managerial values. Deep and Deep publications.
41. Murthy CSV. Business ethics – Text and cases. Himalaya Publishing house.

Journals:

1. Journal Of Academy Of Hospital Administration
2. Journal of Healthcare Management
3. Health Administrator
4. Harvard Business Review
5. Hospital Administration – Indian Hospital Association



SDM College of Medical Sciences & Hospital



SDM College of Dental Sciences & Hospital



SDM College of Physiotherapy &
SDM Institute of Nursing Sciences



Shri Dharmasthala Manjunatheshwara University



SDM Research Institute for Biomedical Sciences



Panoramic View of Campus