M.Sc. Hospital Administration - Course Structure under CBCS
(applicable to the candidates admitted from the academic year 2008-2009 onwards)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Course Title</th>
<th>Ins. Hrs / Week</th>
<th>Credit</th>
<th>Exam Hrs</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Core Course – I (CC)</td>
<td>Principles of Hospital Administration &amp; Health Economics</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – II (CC)</td>
<td>Epidemiology</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – III (CC)</td>
<td>Basic Biological Science Part-I</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – IV (CC)</td>
<td>Organizational Behaviour</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – V (CC)</td>
<td>Biostatistics</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>30</td>
<td>23</td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>II</td>
<td>Core Course – VI (CC)</td>
<td>Basic Biological Science Part-II</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – VII (CC)</td>
<td>Hospital Facilities Planning &amp; Administration</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – VIII (CC)</td>
<td>Hospital Information System</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – IX (CC)</td>
<td>Ethics, Legal aspects of Hospital</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Elective – I</td>
<td>Materials Management</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>30</td>
<td>23</td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>III</td>
<td>Core Course – X (CC)</td>
<td>Marketing for Health Care Services</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – XI (CC)</td>
<td>Management Concepts</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – XII (CC)</td>
<td>Managerial Communication, Public Relations &amp; Counselling</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>40 60</td>
</tr>
<tr>
<td></td>
<td>Elective - II</td>
<td>Human Resource Management</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Elective – III</td>
<td>Research Methodology</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>30</td>
<td>21</td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>IV</td>
<td>Core Course – XIII (CC)</td>
<td>Accounting &amp; Financial Management</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td></td>
<td>Core Course – XIV</td>
<td>Administration of Hospital Staff and Medical Record Managements</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>40 60</td>
</tr>
</tbody>
</table>
**Note:**

Core Courses include Theory, Practicals & Project

<table>
<thead>
<tr>
<th>No. of Courses</th>
<th>14 - 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit per Course</td>
<td>4 - 5</td>
</tr>
<tr>
<td>Total Credits</td>
<td>70</td>
</tr>
</tbody>
</table>

**Elective Courses**

(Major based / Non Major / Internship)

<table>
<thead>
<tr>
<th>No. of Courses</th>
<th>4 – 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit per Course</td>
<td>4 – 6</td>
</tr>
<tr>
<td>Total Credits</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>Practicals</td>
<td>40</td>
<td>60</td>
</tr>
</tbody>
</table>

**Project**

<table>
<thead>
<tr>
<th>Component</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation</td>
<td>80</td>
</tr>
<tr>
<td>[2 reviews – 20+20 = 40 marks] Report Valuation</td>
<td>40 marks</td>
</tr>
<tr>
<td>Viva</td>
<td>20</td>
</tr>
</tbody>
</table>

Passing Minimum in a Subject

- **CIA**: 40%
- **UE**: 40%

**Aggregate 50%**

<table>
<thead>
<tr>
<th><strong>Project Work</strong></th>
<th>Project Work</th>
<th>Elective - IV Quality Assurance</th>
<th>Elective - V Strategic Management and Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6</td>
<td>5</td>
<td>4 - 3</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>75</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td>70</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total</strong></th>
<th>30</th>
<th>23</th>
<th>500</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Grand Total</strong></th>
<th>120</th>
<th>90</th>
<th>2000</th>
</tr>
</thead>
</table>

********************

<table>
<thead>
<tr>
<th>Elective - IV Quality Assurance</th>
<th>6</th>
<th>4</th>
<th>3</th>
<th>25</th>
<th>75</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective - V Strategic Management and Planning</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>30</th>
<th>23</th>
<th>500</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Grand Total</th>
<th>120</th>
<th>90</th>
<th>2000</th>
</tr>
</thead>
</table>

********************

<table>
<thead>
<tr>
<th>Project Work</th>
<th>6</th>
<th>5</th>
<th>-</th>
<th>-</th>
<th>-</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective - IV</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td>Elective - V</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Credits</th>
<th>70</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Total Credits</th>
<th>20</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>25</td>
</tr>
<tr>
<td>Practicals</td>
<td>40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dissertation</th>
<th>80 Marks</th>
<th>[2 reviews – 20+20 = 40 marks] Report Valuation</th>
<th>40 marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viva</td>
<td>20 Marks</td>
<td></td>
<td>20 marks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Passing Minimum in a Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIA 40%</td>
</tr>
<tr>
<td>UE 40%</td>
</tr>
</tbody>
</table>

**Aggregate 50%**
Objective: This module will introduce students to the field of management & Health Economics. It covers the historical emergence of management as a professional field and academic enterprise and also the various economic aspects to be dealt with in the health care sector. Students will be confronted with the core competence areas of management & health economics.

Contents:

Unit-1
Management-Definition - -management as a process-managerial skills-levels of management.
Concepts of management-models of management- functions of management.
Evolution of Management theory-Peter Drucker-Henry Fayol’s 14 principles of management - Management by objectives.

Unit-2
Parts of Hospital – Role of Hospital in Health care delivery – External relationship in Hospital Management – Hospital, relation to other health care services – Role of hospital administrator

Unit-3

Unit-4
Health market – categorization of consumption – Engel’s Law of Utility Analysis – Indifference analysis

Unit-5

References:
Harold Koontz, Heniz, Weimirich: Management
James A.F., Stones., R Edward: Management
Rustom S. Daver: Principles of Management
Mr. Edwin Marshal: Managerial Economics, Mc Graw Hill
R.L. Varshni & K. maheshwary : Managerial Economics, S. Chand
S. Mookerjee : Economics – Fundamentals & Foundations
CORE COURSE II – EPIDEMIOLOGY

Objective: To apply the tools of Epidemiology for the prevention of diseases the promotion of Health & the formation of social relevance. To use epidemiological research to detect association between modifiable hereditary, social & environmental factors and specific disease prevention.

Contents:

Unit-1

Unit-2
Fundamental measures of disease frequency (prevalence, cumulative incidence, incidence density) and of risk factors – disease association (risk, relative risk, attribute risk, odd’s ratio)- applied measures of disease frequency.

Unit-3

Unit-4

Unit-5
Discription and analysis of epidemiological data - prevention and summerizatlon of data – evaluating the role of Chance – evaluating the role of Bias.

References:

Benean Sm A.S : Control of communicable disease in man American PH Association NY.
Objective: The course enables the students to perceive the biological structure and basis of human biology and pathogens and to understand the spectrum of health and disease to evolve health promotion strategies in system management.

Contents:-

Unit-1
An introduction to basic Human anatomy and study of basic vital organs. Anatomy of Heart, Ear, Eye, Brain, Kidney.

Unit-2

Unit-3

Unit-4
Microbiology: Introduction to Classification & General Characteristics of various microorganisms - microbiology of food born diseases and food preservation relating.

Unit-5

References:
Anatomy and Physiology for Nurses.
Physiology : K. Madhavan Kutty
Microbiology : Ananthanarayanan
Phraseology : Chatterjee
Entomology : Roy and Brown
Objective: To familiarize the students with the behavioral patterns in various context in an organisation and to develop insight into one’s own self and the functioning of others.

Contents:

Unit-1
Organisational behavior: nature - scope - significance - importance - classification.
Organisational Goal - importance - individual goals - group goals.

Unit-2
Job satisfaction - theories - promoting job satisfaction - problems of absenteeism and employee turnover.

Unit-3

Unit-4
Decision making - process - types - influencing factors - management techniques.

Unit-5
Organisational dynamics and change - types - sources - change process - behavioral sciences approach to OD - power and politics - control - organisational effectiveness - organisational climate - organisational culture.

References:
Stephan M. Mitchwell: Health Care Management - A text book in organisation theory
George F.Wieland: Improving health care management, Organisational development and change.
CORE COURSE V - BIOSTATISTICS

Objective: To assess health status and needs of the community for planning, implementation and evolution of health programs for hospital/health management.

Unit-1

Unit-2
Measures of central tendency - mean (calculation for individual, discrete and continuous series - mode ( for individual series ). Empirical relations connecting mean, median and mode. Merits and demerits of each type.
Measures of dispersion: Range and mean deviation (for individual series) - Standard deviation (Calculation for individual, discrete and continuous series. Co-efficient of variation - uses.

Unit-3
Correlation - different types of correlation - scatter diagram - correlation coefficient - rank correlation coefficient. Regression - basic concepts - linear regression - lines of regression

Unit-4
Sampling techniques: Criteria of good sample - sampling designs - simple random sampling - stratified sampling - systematic sampling - Multi-phase & multi-stage sampling - sample size - use of sampling - errors in sampling.

Unit-5
Tests of significance - uses - sampling distribution - standard error - null hypothesis - levels of significant - test of large sample - normal test - test for proportion - test for small sample - simple test paired test - Unpaired test chi square test(for a 2x2 table)

References:
Objective: The course enables the students to perceive the basic principles of Pharmacology and the importance of pathology in relation to various systems of human body

Contents:-

Pharmacology:

Unit-1
Introduction to Pharmacology – Routes of Drug Administration – Distribution and Bio Transformation

Unit-2

Unit-3
Chemotherapy of tropical diseases, vitamins, antibiotics, antihelminthes

Pathology:

Unit-4
Importance of study of pathology in relation to various systems of human physiology

Unit-5
Hospital Machinery & its functions - basic equipments – specialized equipments – their functions & utilization in the Hospital.

References:

Tripathi : Pharmacology, JayPee
Santhoskar : Pharmacology, Popular
Seth : Pharmacology, BICL
Panikar : Text Book of Medical Parasitology, JayPee
Braunsli : Outlines and Review of Pathology, JayPee

**************************
Objective: The course enables the students to plan in advance to face the various problems related to hospital administration and to take preventive actions accordingly. This also enables the students to acquire knowledge about the concepts for provision of good facilities for patient care to ensure best possible return on investment in health facility through good planning.

Unit-1
Hospital Planning – objectives- guiding principles in planning Hospitals – facilities & services- Preliminary survey & feasibility study.

Unit-2
Selection of Location – functional plans of Hospital construction - the design team(Architect, Engineer & Hospital Administrator) – financial planning – equipment planning- Human resource planning - functional and operational planning.

Unit-3
Furnishing and equipping the Hospital – commissioning the Hospital – organization of the Hospital – organizational structure – planning & designing of Administrative departments.

Unit-4

Unit-5
External interference in planning (Govt. agencies & Local bodies).

References:-
Desai V A : Hospital Administration Vol 1 Madurai, 1989
Goel S L & Kumar R : Hospital Administration and Management Vol 2,New Delhi., Deeps
Hall T.L &Mejia A : Health Manpower planning-principles, Methods and issues.

******************************************************************************
CORE COURSE VIII - HOSPITAL INFORMATION SYSTEM

Objective: The Course is intended to provide theoretical knowledge about the modern
trends in information system and to develop skill to create hospital information system by
analyzing available models.

Unit-1

HIS - introduction - meaning - concepts - its application to the organization - different
computer languages - (practical MS office).
Information system for decision making - its relevance to hospital design -
confidentiality- security - privacy of HIS.

Unit-2

Structure of HIS - formal & informal system - information networks - operational
functions - information requirements - modularity concepts.
Control and information - information for operational control - financial - material - other
resources - information for management planning and control.

Unit-3

Approaches to the development of HIS - bottom approach - top - down approach -
process/procedure/form driven methods - quantitative methods - automated procedures.

Unit-4

HIS Design - define the problem - set objectives - information needs - information
sources - development and selection of alternative gross design - document the system
concepts –

Unit-5

System information services: Information centers - Current Awareness Services (CAS) -
Selective Dissemination of Information (SDI) - online - offline - information services -
online services in medical science.

References:
Gorden B. Davis & Margrath H. Oslon: Management information system - Conceptual
Robrt M Muedick & Joel E. Ross: Information system for modern management., Prentice
Hall India Pvt Ltd.
Bakkar A.R. & Mol J.L.: Hospital information system - Effective Health Care Vol.1
Amsterdam.
Griesser G etl Data Protection in Health Information system - Considerations and
Guidelines.
CORE COURSE IX – ETHICS, LEGAL ASPECTS OF HOSPITAL ADMINISTRATION

Objective: The course is intended to guide students to understand the various levels of Health administration and their functioning and also to have a general idea about the legal aspects related to Hospitals.

Contents:

Health Care Administration:

Unit-1
Health Care Administration at the Union Level - Organization and working of the ministry of Health & Family Welfare – Indian Systems of Medicines.

Unit-2
Health Administration at the State level - Organization of State Health Dept. – Structure & functions. District Health Care Administration – Structure & Functions.

Unit-3
National Health Planning – analysis of the Govt. Committee reports – Decision on the Five year health plan of the Govt.

Legal Frame Work:

Unit-4

Unit-5

References:

S.L. Goel, Health Care System & Management, Deep &Deep Publications
Syed Amin Tabish, Hospital & Health Service Administration, Oxford University Press
Agarwal V.K. : Consumer Protection-Law & Practice, BLH Publishers & distributers
Dr. Mahendra K. Joshi : Doctor & Medical Law, Ahammedabad
ELECTIVE I - MATERIALS MANAGEMENT

Objective: The course is intended to provide an in-depth knowledge about the scientific methods of purchasing, storing and dispensing of materials in hospitals.

Unit-1

Materials Management - concepts - importance in organisation - relation to other administrative functions - organisation of materials management department - role and functions of materials managers.

Unit-2

Stores - Concepts of stores - importance in hospital settings - types of stores in a hospital - layout - location - store routine - supply and replacement of stock - stores audit - stock verification - control of pilferage.

Unit-3

Inventory control - definition - scope - advantages - ABC - VED analysis - EOC lead time - safety stock - just in time - inventory models - scientific techniques - deterministic model - probabilistic model.

Unit-4

Purchase - right quantity - right price - right time - right source - price (requirement planning) forecasting methods. Methods of purchasing - ABC - VED - analysis in purchase control - vendor selection - purchase of capital equipments.

Unit-5

Information system development for Materials Management - standardization on materials - bar codes - trends in material control - role of computers in materials management.

References:

Starr and Miller: Inventory Control - Theory & Practice, Prentice Hall India
Gopalakrishnan P. & Sandilya M.S Stores Management & Logistics.
**CORE COURSE X - MARKETING FOR HEALTH CARE SERVICES**

**Objective:** The course introduce the student to the concepts of marketing and its dimensions involving service, production, promotion and its application to health care delivery systems.

**Unit-1**
Marketing Concept - definition - scope. Hospital Administrators and marketing - Environment - Opportunities and challenges.
Market analysis: Health care needs - factors influencing patient behavior - market segmentation - chief determining variables - targeting and product positioning for heath care services.

**Unit-2**
Market research and information: Steps -market information - market decision support systems - demand forecasting.

**Unit-3**
Promotion: Objectives - promotion cost - promotional budgets - determining promotional mix planning - promotional campaigns.
Advertising and Publicity: types - levels of advertising - advertising expenditure - advertising decisions -publicity.

**Unit-4**
Market information system: Marketing channel - physical distribution - channel design

**Unit-5**
Marketing programme: market mix - product decisions - price decisions - location of hospital services - planning extension services.
Camp organizing and planning: community health care programmes - medical camps - awareness of camps - planning and organizing medical camps - follow - up.

**References:**
- Kolter Philps: Marketing for Health Care Organisations.
- Lovelock: Services Marketing - Text, cases and reading.
OBJECTIVES: The course will orient the students about the quality to be maintained and to be observed in hospital services and will help them to develop and control hospital programmers.

UNIT-1


UNIT-2


UNIT-3


UNIT-4

Documentation process – communication system.
Quality control – definition – objective – control systems-just in time

UNIT-5

Quality improvement – problem solving – employee participation – instruction and measurement in service organizations – Quality circle – Quality evaluation – methods-
Medical audit – patients’ feedback.

REFERENCES:

James R Evans & William M Lindsay: The Management and Control of Quality, Jaico Publishing House, Bombay
William F. Roth Jr: A systems Approach to quality control; Jaico Publishing House Bombay
Tito Coti: Building Total Quality – A Guide for Management, Chapmann Hall
Objectives: The topic is intended to provide knowledge and skills about various communication proceedings involved in the management process and also to acquaint them the need of effective public relations & counselling.

Contents:-

Unit-1
Communication in Management Process – meaning & importance – Formal & Informal Communication – methods – Barriers of communication

Unit-2

Unit-3
Meeting documentation - notice of the meeting - agenda - writing minutes - minute book - writing meeting reports – Writing annual reports.

Unit-4

Unit-5

References:

Krishna Mohan & Meera Banerji: developing Business Communication., McMillian Education Ltd.,
Raymond V Lesikar John., D Pettit Jr. & Lakshman C Arya: Business communication.,
All India Traveler Book Seller., New Delhi.
Margues & Raja : Organizational Development, Prentice Hall.

***************************
ELECTIVE II - HUMAN RESOURCE MANAGEMENT

Objective: The course enables the student to get perspective on human resources. Further it familiarizes the students with various concepts, issues and practices in dealing with people in health sector organizations.

Unit-1


Unit-2


Unit-3


Unit-4


Unit-5


References:

Dale S. Beach: Personal., Mac Millian Publishing Co.,
Finley RT: Personal Manager and his job., American Management Association, New York.
Tripati P.C.:Personnel Management and Industrial Relations., Sulthan Chand & Co.,
J.B. Miner & M.G. Miner: Personal and industrial Relations A Managerial Approach
Southwick Arthur F: law of Hospital and Health Care Administration.

**************************************************************************
**Objective:** The course enables the student to understand the different ways to utilize firm’s resources within its environment to reach its objective and to impart the knowledge and skills to identify the need for facilities, selection and effective utilization and maintenance of facilities.

**Unit-1**


**Unit-2**


**Unit-3**


**Unit-4**


**Unit-5**


**References:**

P.K. Ghosh : Strategic Management & Planning, Sultan & Chand  
Azhar Kasmi: Business Policy. 
Kotler Philip : Marketing’s role in non-profit organizations, PHI  
Joseph P Peters & Simone T. Sehg : Managing strategy change in Hospital – 10 success stories, PHI  
Objectives: The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and with the basic concepts of financial planning and control and its applications in the financial decision making.

Unit-1

Unit-2

Unit-3
Basics of preparation of financial accounts – profit & loss account- balance sheet –

Unit-4

Unit-5

References:

**********************************************************
ELECTIVE V - RESEARCH METHODOLOGY

Objectives: The topic is intended to provide an adequate knowledge about research methods to help them in research work settings whenever survey design and secondary data analysis is involved in the health system.

Unit-1


Unit-2

Hypothesis - testing of hypothesis bias. Research design in medical research - types - descriptive - experimental - exploratory - ecological - cohort - action research - case control.

Unit-3


Unit-4

Data processing and analysis - problems - types of analysis - inference - planning - evolution.

Unit-5


References

Goode and Hatt: Research Methods in Social Sciences.

MARKETING FOR HEALTH CARE SERVICES

Objective: The course introduce the student to the concepts of marketing and its dimensions involving service, production, promotion and its application to health care delivery systems.
Contents:

**Unit-1**


**Unit-2**


**Unit-3**

Promotion: Objectives - promotion cost - promotional budgets - determining promotional mix planning - promotional campaigns. Advertising and Publicity: types - levels of advertising - advertising expenditure - advertising decisions -publicity.

**Unit-4**

Pricing - Meaning - importance - factors determining prices - objectives - pricing policy and structure - pricing procedure - new product pricing. Market information system: Marketing channel - physical distribution - channel design

**Unit-5**

Marketing programme: market mix - product decisions - price decisions - location of hospital services - planning extension services. Camp organizing and planning: community health care programmes - medical camps - awareness of camps - planning and organizing medical camps - follow-up.

**References:**

Kolter Philps: Marketing for Health Care Organisations.
Lovelock: Services Marketing - Text, cases and reading.
Management Concepts

Unit I
Introduction
Management – Definition, Principles, Functions and Role, Management as science, art and profession, contribution of Taylor, Henry Fayol and Elton Mayo in the area of management

Unit II
Planning and Decision Making
Planning: Definition importance of planning, steps in planning, types of planning, Limitation of planning, Types of plans – Objectives, Hierarchy of objectives, MBO – Process, Benefits. Problems & Limitations, Policies & Procedures – Characteristics of sound policy & procedures
Decision Making process, Making effective decision.

Unit III
Organising
Organisation structure – Role, Features of good organisation structure, Departmentation, bases of departmentation (Function, Product Territory, Process, Customer), Span of management, centralization & Decentralisation – Factors determining degree of decentralization

Unit IV
Directing
Motivation – definition, Importance, Motivation Theories – Maslow, Herzberg, McGregor’s motivation theories. Job enrichment, Job enlargement, Job rotation, Job satisfaction. Leadership – Definition, Qualities of a leader, Leadership styles-power orientation, Managerial Grid, Tridimensional Grid
Communication – Communication process, oral, written & Nonverbal communication, Formal & Informal communication, barriers in communication, making communication effective.

Unit V
Controlling
Definition, Importance of control, steps in controlling, essentials of effective control system, Management by exception, Benefits of management by exception.

Reference:
2. Dinkar & Tagore, Business Management

MANAGERIAL COMMUNICATION, PUBLIC RELATION AND COUNSELLING
**Objectives:** The topic is intended to provide knowledge and skills about various communication proceedings involved in the management process and also to acquaint them the need of effective public relations & counselling.

**Contents:**

**Unit-1**
Communication in Management Process – meaning & importance – Formal & Informal Communication – methods – Barriers of communication

**Unit-2**

**Unit-3**
Meeting documentation - notice of the meeting - agenda - writing minutes - minute book - writing meeting reports – Writing annual reports.

**Unit-4**
Public relations - scope - tools - public relation as a catalyst for change.
public relations - with individual - group organisation - press - government departments.
Press language - news - new writing - publicity - media planning.

**Unit-5**

**References:**

Krishna Mohan & Meera Banerji: develeping Business Communication., McMillian Education Ltd.,
Raymond V Lesikar John., D Pettit Jr. & Lakshman C Arya: Business communication.,
All India Traveler Book Seller., New Delhi.
Margues & Raja : Organizational Development, Prentice Hall.

**HUMAN RESOURCE MANAGEMENT**
Objective: The course enables the student to get perspective on human resources. Further it familiarizes the students with various concepts, issues and practices in dealing with people in health sector organizations.

Contents:-

Unit-1


Unit-2


Unit-3


Unit-4


Unit-5


References:

Dale S. Beach: Personal., Mac Millian Publishing Co.,
Finley RT: Personal Manager and his job., American Management Association, New York.
Tripati P.C.:Personnel Management and Industrial Relations., Sulthan Chand & Co.,
J.B. Miner & M.G. Miner: Personal and industrial Relations A Managerial Approach
Southwick Arthur F: law of Hospital and Health Care Administration.

RESEARCH METHODOLOGY
**Objectives:** The topic is intended to provide an adequate knowledge about research methods to help them in research work settings whenever survey design and secondary data analysis is involved in the health system.

**Contents:**

**Unit-1**

Research methods - meaning - types - objectives - nature - scope.
Scientific research - role of theory in research - research problem - concepts - formulation - identification - selection of research problems in management.

**Unit-2**

Hypothesis - testing of hypothesis bias.
Research design in medical research - types - descriptive - experimental - exploratory - ecological - cohort - action research - case control.

**Unit-3**

Methods of data collection - source - methods - tools - observation - personal interviews - interview schedule.

**Unit-4**

Data processing and analysis - problems - types of analysis - inference - planning - evolution.

**Unit-5**


**References**

Goode and Hatt: Research Methods in Social Sciences.

**ACCOUNTING AND FINANCIAL MANAGEMENT (Basics)**
Objectives: The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and with the basic concepts of financial planning and control and its applications in the financial decision making.

Contents:

Unit-1

Unit-2

Unit-3
Basics of preparation of financial accounts – profit & loss account- balance sheet –

Unit-4

Unit-5

References:

Administration of Hospital Staff
Unit-I

Ward Management: Ward, ward nursing, ward level, inventory, receipt of patients, types of beds, bed space requirements, discharge procedures, specific requirements for specialties, preventing of hospital infections.

Unit-II -Risk Management & Disaster Management

Meaning of risk management, general principles of risk identification, risk management philosophy implementing risk management, legal implications, common disasters –national level, hospital level – guiding principles in managing the situations, formation of disaster management groups.

Unit-III -Recent developments

Challenges for the hospital administrator, vital role of hospital administrator, telemedicine, health tourism, medical transcription, joint venture hospitals, emergence of corporate hospitals, ISO, health insurance, medical transcription, TQM.

Unit IV - Hospital Statistics:

- Outpatient statistics - daily average outpatient attendance, average out patient attendance etc.
- Inpatient statistics – Bed occupancy rate, bed turn over rate.
- Hospital morbidity mortality - gross & net death rate, Institutional death rate, anesthesia death rate, post operative death rate, MMR, IMR

Unit V - Medical Records

- Definition – Importance with reference to patient doctor, hospital & research.
- Brief mention about ownership rights & privileges, policies governed, procedures with reference to numbering system, unit system, International Classification of disease & its usage.
- Medical audit committee – constitution, functions and limitation. Service by service discussion in Medical Audit.

Reference Books:

1. Charles shaw. Medical Audit – A Hospital handbook standards of Care & Practice
2. Syed Amin Tabish, Hospital & Health service Administration, Oxford Univeristy press
3. Francis CM. & Mario C de Souza, Hospital Administration, Jay pee Brothers, New Delhi
5. Sankar Rao, Hospital Organization & Administration
6. Kuxt Darr, Hospital Organization & Management

Quality Assurance

Unit-I
Quality-meaning, concept, importance-Quality terminologies-quality philosophies-Deming’s 14 points, Juran & Crosby.

**Unit-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.

**Unit-III**


**Unit-IV**


**Unit-V**

Quality Improvement-Problem solving-Employee Participation-instruction & measurement-Quality Circle-Quality Recognition-Quality Awards.

References:-

James R Evans & William M Lindsay: The Management and Control of Quality, Jaico Publishing House, Bombay

William F. Roth Jr: A systems Approach to quality control; Jaico Publishing House Bombay


**STRATEGIC MANAGEMENT AND PLANNING**

**Objective:** The course enables the student to understand the different ways to utilize firm’s resources within its environment to reach its objective and to impart the knowledge and skills to identify the need for facilities, selection and effective utilization and maintenance of facilities.

**Contents:**

**Unit-1**


**Unit-2**

Unit-3


Unit-4


Unit-5


References:

P.K. Ghosh : Strategic Management & Planning, Sultan & Chand
Azhar Kasmi: Business Policy.
Kotler Philip : Marketing’s role in non-profit organizations, PHI
Joseph P Peters & Simone T. Sehg : Managing strategy change in Hospital – 10 success stories, PHI