



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024.

M.Sc. Hospital Administration - Course Structure under CBCS

(applicable to the candidates admitted from the academic year 2008-2009 onwards)

Sem ester	Course	Course Title	Ins. Hrs / Week	Credit	Exam Hrs	Marks		Total
						Int.	Extn.	
I	Core Course – I (CC)	Principles of Hospital Administration & Health Economics	6	5	3	25	75	100
	Core Course – II (CC)	Epidemiology	6	5	3	25	75	100
	Core Course – III (CC)	Basic Biological Science Part- I	6	4	3	25	75	100
	Core Course – IV (CC)	Organizational Behaviour	6	5	3	25	75	100
	Core Course – V (CC)	Biostatistics	6	4	3	25	75	100
		Total		30	23			
II	Core Course – VI (CC)	Basic Biological Science Part-II	6	5	3	25	75	100
	Core Course – VII (CC)	Hospital Facilities Planning & Administration	6	5	3	25	75	100
	Core Course – VIII (CC)	Hospital Information System	6	5	3	25	75	100
	Core Course – IX (CC)	Ethics, Legal aspects of Hospital	6	4	3	25	75	100
	Elective – I	Materials Management	6	4	3	25	75	100
		Total		30	23			
III	Core Course – X (CC)	Marketing for Health Care Services	6	5	3	25	75	100
	Core Course – XI (CC)	Management Concepts	6	4	3	25	75	100
	Core Course – XII (CC)	Managerial Communication, Public Relations & Counselling	6	4	3	40	60	100
	Elective - II	Human Resource Management	6	4	3	25	75	100
	Elective – III	Research Methodology	6	4	3	25	75	100
		Total		30	21			
IV	Core Course – XIII (CC)	Accounting & Financial Management	6	5	3	25	75	100
	Core Course – XIV	Administration of Hospital Staff and Medical Record Managements	6	5	3	40	60	100

	Project Work		6	5	-	-	-	100
	Elective - IV	Quality Assurance	6	4	3	25	75	100
	Elective - V	Strategic Management and Planning	6	4	3	25	75	100
		Total	30	23				500
		Grand Total	120	90				2000

Note:

Core Courses include Theory, Practicals & Project

No. of Courses	14 - 17
Credit per Course	4 - 5
Total Credits	70

Elective Courses

(Major based / Non Major / Internship)

No. of Courses	4 – 5
Credit per Course	4 – 6
Total Credits	20

	Internal	External
Theory	25	75
Practicals	40	60

Project

Dissertation	80 Marks	[2 reviews – 20+20	=	40 marks
		Report Valuation	=	40 marks]
Viva	20 Marks			20 marks

Passing Minimum in a Subject

CIA	40%	} Aggregate 50%
UE	40%	

CORE COURSE I - PRINCIPLES OF HOSPITAL ADMINISTRATION & HEALTH ECONOMICS

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

Nature & Scope of Economics – Demand analysis – Law of demand – Demand Curve – Supply analysis – Consumer behavior.

Unit-4

Health market – categorization of consumption – Engel's Law of Utility Analysis – Indifference analysis

Unit-5

Value for money in Health Care – Health Policies – Government's Role in Different Socio-economic Systems. Pricing Policy.

References:

- Harold Koontz, Heniz, Weimirich: Management
- James A.F., Stones., R Edward: Management
- Rustom S. Daver: Principles of Management
- James A William: Hospital Management., Mac Milliam Education Ltd., New Delhi.
- Mr. Edwin Marshfield : 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

Epidemiology: Basic Concepts – Definition & Back Ground – Design Strategies in epidemiological research – statistical association & cause. Types of epidemiological studies – descriptive studies – case control studies - control cohort studies – intervention studies.

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

Epidemiology of communicable diseases – Classification of communicable diseases – agents – vectors – disinfection – surveillance – investigation- containment – control – eradication.

Unit-4

Epidemiological approach to diseases – Malaria, Filaria, Cholera, Chicken Pox, Mumps, HIV/AIDS, Hepatitis. Screening methods – Evaluation of screening programs.

Unit-5

Description and analysis of epidemiological data - prevention and summarization of data – evaluating the role of Chance – evaluating the role of Bias.

References:

- Park K: Textbook of Preventive & Social Medicine. M/S Bhanarasidas, Jabalpur.
Robert L. Healt: Principles of Epidemiology - A self teaching guide. Academic Press London.
Morris J.N. :Uses of epidemiology, Churchill Livingstone Londone.
Benear Sm A.S : Control of communicable disease in man American PH Association NY.

CORE COURSE III - BASIC BIOLOGICAL SCIENCE – Part-I
(Applied Anatomy, Physiology and Microbiology)

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

Physiology: Introduction to Human physiology & study of various systems – Circulatory system – Central Nervous System – Autonomous Nervous System, Reproductive System, Digestive System, Respiratory System – Sensory organs and their functions – Glands.

Unit-3

Biochemistry of proteins – Fat – Amino acids – Carbo hydrates metabolism – Enzymes – Vitamins – Hormones – Blood chemistry

Unit-4

Microbiology: Introduction to Classification & General Characteristics of various micro organisms - microbiology of food born diseases and food preservation relating.

Unit-5

Introduction to Prasitology – commonly preveilling parasites – diseases – identification and treatment.

References:

Anatomy and Physiology for Nurses.
Physiology : K. Madhavan Kutty
Microbiology : Ananthanarayanan
Phraseology : Chatterjee
Entomology : Roy and Brown

CORE COURSE IV - ORGANISATIONAL BEHAVIOUR

Objective: To familiarize the students with the behavioral patterns in various context in an organisation and to develop insight into ones own self and the functioning of others.

Contents:-

Unit-1

Organisational behavior: nature - scope - significance - importance - classification.
Organisational Goal - importance - individual goals - group goals.
Individual behavior: Personality - learning - attitudes - perception - motivation - job satisfaction.

Unit-2

Motivation - theories of motivation- frustration -conflict management - stress management.
Job satisfaction - theories - promoting job satisfaction - problems of absenteeism and employee turn over.

Unit-3

Leadership - concepts - theories - functions - models - factors influencing leader ship role – essentials of leader – styles. Supervision - basic principles – styles of supervision - patterns of supervision – role of trust & conflicts.

Unit-4

Decision making - process - types - influencing factors - management techniques.
Division of labour – principles. Group in organisation – formal & informal groups – Group dynamics – Inter personal relationships. Team Building – importance.

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:

Fred Luthans: Organisational behavior., McGraw Hills., New York.
Robuins S.P.: Organisational behavior., Eaglewood Cliffs., New Jersey, Prentice Hall Inc.
Koreman: Organisational Behaviour at Work - Organisational behaviour., McGraw Hill publishing Co.,
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

Statistics - definition - meaning - branches - biostatistics - vital statistics. Application and uses of biostatistics in health management and epidemiology.

Statistical data - methods of data collection - classification of data - construction of frequency distribution table - tabulations of data - general rules of tabulation - types of tabulation.

Presentation of data - diagrammatic - graphic - types - line - bar - pie - scatter - pictogram - spot man - histogram - frequency polygon - frequency curve - ogive.

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

Probability: basic concepts. Normal distribution - binomial distribution - characteristics - standardizes normal variate.

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:

- Rao NSn: Elements of Health Statistics., Tat Book Agency, Varanasi.
Mahajan B.K.:Methods of Biostatitics, kothari Book Depot., AD Marg., Bombay.
Potti L.R.: A test book of statistics, Yamuna Publications, Thrivandram.
Lancaster H.O.: Introduction to Medical Statistics, Johnwiley & Sons., New York.
Leius A.E.: Biostatitics in Medicine Little Brown & Co. Boston.

CORE COURSE VI - BASIC BIOLOGICAL SCIENCE – Part-II

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

Study of action of drugs in the system including Central Nervous System, Autonomic Nervous System, Eye, Respiratory System, Cardiovascular System, Blood, Kidney, Gastro intestinal tract, Uterus.

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
Braunslu : Outlines and Review of Pathology, JayPee

CORE COURSE VII HOSPITAL FACILITIES PLANNING AND ADMINISTRATION

Objectives: 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

Planning & designing of Medical services – Out patient & emergency services – clinical laboratories - radiology dept. – Medical records dept. Central Sterilization and Supply Dept. (CSSD) – pharmacy – food service – house keeping – nursing dept. –surgical dept. - labour & development suites.

Unit-5

External interference in planning (Govt. agencies & Local bodies).
Waste Management in Hospitals – Methods – Types of wastes. Maintenance planning – Electrical – Civil – Safety & security – water supply. Application of method study – work measurement study – Time management.

References:-

- G.D. Kunders : Hospitals-Planning, Design & Management, Tata Mc. Graw Hill
Convert Richard P &Mc Nulty Elizabeth: Management Engineering for Hospitals, Chicago.
Dee gum 11 &Arthur: Management by Objectives, Maryland, Aspen 1977.
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 Foundation, Structure and development., Mc Graw Hill Book Co.

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.

Bakkar A.R.:Hospital Information System Risks., Failures and Actions., Amsterdam.

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

Medico-legal Problems – types – case handling procedures – police investigation – court deliberation – death certificates - Consumer Protection Act-1986 and Hospitals – Medical Negligence - Medical Malpractice.

Unit-5

Clinical Investigation Laws – Blood Transfusion Act – Medical Termination of Pregnancy Act – Drugs & Cosmetics Act – Birth & Death Registration Act – Pre-natal Diagnostic Techniques(Regulation & Prevention of Misuse) Act.

References:

- S.L. Goel, Health Care System & Management, Deep & Deep Publications
- Syed Amin Tabish, Hospital & Health Service Administration, Oxford University Press
- Misra S.N.: Labour & Industrial Laws, Central Law Publications, Allahabad.
- Agarwal V.K. : Consumer Protection-Law & Practice, BLH Publishers & distributors
- Dr. Mahendra K. Joshi : Doctor & Medical Law, Ahammedabad
- Bag R.K. : Law of Medical Negligence & Compensation, Eastern Law House, New Delhi

ELECTIVE I - MATERIALS MANAGEMENT

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

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 selecton - 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:

- Dutta A.K. Integrated Materials Management., S. Chand & Co. New Delhi, 1989.
Starr and Miller: Inventory Control - Theory & Practice, Prentice Hall India
Gopalakrishnan P. & Sandilya M.S Stores Management & Logistics.
England W.B. & Lenders M.R.: Purchasing & Materials Management, Tara pore Vala & Sons.
Lal A.B.: Inventory Models and the problems of price fluctuations, Sree publishing Book House.
Peek ham H.H.: Effective Materials Management., Tara pore vala D.B. & Co., Bombay.

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 health care services.

Unit-2

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

Product service: Product line - product mix - product life cycle - branding - packaging - product positioning - new product opportunities - product development process - new product - failure and success.

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 Management - Analysis, planning, Implementation and control.

Kolter Philps: Principles of Marketing; Prentice Hall, Eaglewood Cliffs., NJ.,1980.

Kolter Philps: Reading in Marketing Management., Tata MacGraw Hill, New Delhi,1980

Kolter Philps: Marketing for Health Care Organisations.

Lovelock: Services Marketing - Text, cases and reading.

CORE COURSE XI - QUALITY MANAGEMENT FOR HOSPITALS

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

Quality – meaning – importance. Total Quality Management (TQM) – concepts – significance – quality management – philosophies – Demings 14 points – Juran & Crosby.

Unit-2

Quality planning for service organization – customer satisfaction – cost of quality – quality organizing functions – organizational structure.

Unit-3

Quality Systems – introduction – ISO – 9000 series of standards – overview – implementation – accreditation .

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’ feed back.

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, Chapman Hall

P.L. Jain : Quality Control & Total Quality Management, Tata Mc Graw Hill

CORE COURSE XII - 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

Business communication - meaning & significance - types. Business correspondence - drafting of business letters - reports – circulars - press releases – press conferences.

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

Counselling – Definition – scope – importance – types – techniques of effective counselling – Self environment in an organization – Relationships – interpersonal effectiveness – dimensions of effectiveness.

References:

Dalmer Fisher: Communication in Organisation's., Jaico Publishing Co., Bombay.

Balan K.R. Prof: Corporate Public Relations., Sterling Publishers Pvt. Ltd .,N. Delhi.

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.

Edger Schein & Warren Benis : Personal & Organizationa change through Group methods, Tata Mc Graw Hill.

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

Definition – Concepts – scope –relation to other departments – organization of the department – functions.

Unit-2

Man power planning – job analysis – job description – recruitment – selection – methods of selection – Types of interviews – types of tests – induction.

Unit-3

Training & development – need for training – types & methods – performance appraisal – motivation – counseling.

Unit-4

Wage & Salary administration – principles and techniques of wage fixation - Job evaluation - Merit rating methods of wage payment – incentive schemes – employee welfare – occupational safety – collective bargaining – employee participation in management.

Unit-5

Labour relations – ESI Act – Factories Act – Payment of wages act – provident fund & provisions - trade union act – promotion - transfer – discipline – disciplinary procedures –Planning for retirement.

References:

Chatterjee NN: Management of Personals in Indian Enterprises, Allied Book Agency, Calcutta.

Dale S. Beach: Personal., Mac Millian Publishing Co.,

Finley RT: Personal Manager and his job., American Management Association, New York.

Mammoria C.B.:Personnel Management, Himalaya Publishers

Tripathi 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.

ELECTIVE III - 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.

Unit-1

Strategic Management – meaning – benefits – process of strategic planning & management. Levels of strategy - dimensions of strategic decisions – strategic planning in non-profit organizations - N.C. Kinsey's 7-S frame work.

Unit-2

Organization purpose or mission – corporate objectives – SWOT analysis – objectives & goals – importance – need. Identifying critical success factor - BCG Matrix – GE Business Portfolio Matrix.

Unit-3

Social aspects of strategic management – concepts – dimensions – Environmental analysis – meaning – need for environmental scanning – characteristics of environmental analysis – environmental forces – internal & external.

Unit-4

Strategic choice – corporate portfolio analysis, industry – competitor analysis – strategic implementation – issues in implementation – resource allocation – structural implementation – organizational design & change.

Unit-5

Forecasting techniques – Delphi method – visionary forecasts – Time series analysis – moving average – exponential smoothing – strategic and operational control.

References:

P.K. Ghosh : Strategic Management & Planning, Sultan & Chand

Chari S.N : Modern Production and Operations Management, Wilsey Eastern Ltd. New Delhi.

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

John A. Pearce & Richard B. Robinson : Strategic Management, AITBS Publishers.

CORE COURSE XIII - ACCOUNTING AND FINANCIAL MANAGEMENT

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

Accounting Concepts- conventions and definitions- branches of accounting & classification of accounting – distinguished assets – liabilities – income & expenses. Understand nature of debit & credit.

Unit-2

Documentation – form of record maintenance – journalizing the transaction – cash book – purchase book – sales book – sales return book – purchase return book – opening balance incorporation – preparation & posting – balancing of ledger accounts – trial balance – bank reconciliation statement.

Unit-3

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

Unit-4

Ratio analysis - introduction – benefits – problems (only simple problems), financial management - introduction – meaning – objectives – advantages – limitations – difference between management accounting and cost accounting.

Unit-5

Cost accounting – meaning – cost classification – elements of costing – cost sheet – Budgeting – meaning – scope – problems in fixed budget – cash budget – flexible budget – production budget – sales budget – special issues in Hospital finance management.

References:

- Khan M.Y. Jain P.K. : Financial Management, Tata Mc Graw Hills
Prasanna Chandra : Financial Management, Tata Mc Graw Hills
Bhattacharya S.K. &
Dearden J. : Accounting for Management-Text & Cases, Vikas Publishing.
S.N. Maheswari : Financial Management, Sultan Chand Publications.
M.C. Shukla &
T.S.Grewal : Advanced Accounts, Sultan Chand & Co.
S.P. Jain &
K.L. Narang : Cost accounting – Principles & Practices, kalyani Publishers.

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

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.
Sampling – concepts – advantages - limitations – types.

Unit-4

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

Unit-5

Research report – introduction – types – contents of report – steps in drafting reports

References

Sarantakos: Social Research., Macmillan Press., Australia.
Festinger and Katz: Social Research., Long man., London
Jathoda Marie et al: Research methods in Social Relations., Free Press., New York.
Kothari C.R.: Research methodology - Methods and techniques. Wiley Eastern Limited., Delhi.
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.

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Unit-1

Marketing Concept - definition - scope. Hospital Administrators and marketing - Environment - Opportunities and challenges.

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Unit-2

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

Product service: Product line - product mix - product life cycle - branding - packaging - product positioning - new product opportunities - product development process - new product - failure and success.

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 Philips: Marketing Management - Analysis, planning, Implementation and control.
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- Kolter Philips: Reading in Marketing Management., Tata MacGraw Hill, New Delhi,1980
- Kolter Philips: 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 organization 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:

1. L.M.Prasad, Principles & Techniques of Management, Sultan Chand & Sons.
2. Dinkar & Tagore, Business Management
3. Koontz Z & 'O' Donnel, Essentials of Management
4. Tripathi & Reddy, Principles of 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

Business communication - meaning & significance - types. Business correspondence - drafting of business letters - reports – circulars - press releases – press conferences.

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

Counselling – Definition – scope – importance – types – techniques of effective counselling – Self environment in an organization – Relationships – interpersonal effectiveness – dimensions of effectiveness.

References:

Dalmer Fisher: Communication in Organisation's., Jaico Publishing Co., Bombay.

Balan K.R. Prof: Corporate Public Relations., Sterling Publishers Pvt. Ltd .,N. Delhi.

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.

Edger Schein & Warren Benis : Personal & Organizationa change through Group methods, Tata Mc Graw Hill.

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

Definition – Concepts – scope –relation to other departments – organization of the department – functions.

Unit-2

Man power planning – job analysis – job description – recruitment – selection – methods of selection – Types of interviews – types of tests – induction.

Unit-3

Training & development – need for training – types & methods – performance appraisal – motivation – counseling.

Unit-4

Wage & Salary administration – principles and techniques of wage fixation - Job evaluation - Merit rating methods of wage payment – incentive schemes – employee welfare – occupational safety – collective bargaining – employee participation in management.

Unit-5

Labour relations – ESI Act – Factories Act – Payment of wages act – provident fund & provisions - trade union act – promotion - transfer – discipline – disciplinary procedures –Planning for retirement.

References:

Chatterjee NN: Management of Personals in Indian Enterprises, Allied Book Agency, Calcutta.

Dale S. Beach: Personal., Mac Millian Publishing Co.,

Finley RT: Personal Manager and his job., American Management Association, New York.

Mammoria C.B.:Personnel Management, Himalaya Publishers

Tripathi 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.
Sampling – concepts – advantages - limitations – types.

Unit-4

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

Unit-5

Research report – introduction – types – contents of report – steps in drafting reports

References

Sarantakos: Social Research., Macmillan Press., Australia.
Festinger and Katz: Social Research., Long man., London
Jathoda Marie et al: Research methods in Social Relations., Free Press., New York.
Kothari C.R.: Research methodology - Methods and techniques. Wiley Eastern Limited., Delhi.
Goode and Hatt: Research Methods in Social Sciences.

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

Accounting Concepts- conventions and definitions- branches of accounting & classification of accounting – distinguished assets – liabilities – income & expenses. Understand nature of debit & credit.

Unit-2

Documentation – form of record maintenance – journalizing the transaction – cash book – purchase book – sales book – sales return book – purchase return book – opening balance incorporation – preparation & posting – balancing of ledger accounts – trial balance – bank reconciliation statement.

Unit-3

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

Unit-4

Ratio analysis - introduction – benefits – problems (only simple problems), financial management - introduction – meaning – objectives – advantages – limitations – difference between management accounting and cost accounting.

Unit-5

Cost accounting – meaning – cost classification – elements of costing – cost sheet – Budgeting – meaning – scope – problems in fixed budget – cash budget – flexible budget – production budget – sales budget – special issues in Hospital finance management.

References:

- Khan M.Y. Jain P.K. : Financial Management, Tata Mc Graw Hills
Prasanna Chandra : Financial Management, Tata Mc Graw Hills
Bhattacharya S.K. &
Dearden J. : Accounting for Management-Text & Cases, Vikas Publishing.
S.N. Maheswari : Financial Management, Sultan Chand Publications.
M.C. Shukla &
T.S.Grewal : Advanced Accounts, Sultan Chand & Co.
S.P. Jain &
K.L. Narang : Cost accounting – Principles & Practices, kalyani Publishers.

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
4. Goel SL. & Kumar R., Hospital Administration & Management, Deep & Deep Publications
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

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-Core Competence, Bench marking.

Unit-IV

Quality Assurance-major functions of Quality Assurance-patient care evaluation-Utilisation review, Continuous medical Education, Continuous Monitoring and Credentialing-Documentation Process-Communication System.

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

Tito Coti : Building Total Quality – A Guide for Management, Chapman Hall

P.L. Jain : Quality Control & Total Quality Management, Tata Mc Graw Hill

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

Strategic Management – meaning – benefits – process of strategic planning & management. Levels of strategy - dimensions of strategic decisions – strategic planning in non-profit organizations - N.C. Kinsey's 7-S frame work.

Unit-2

Organization purpose or mission – corporate objectives – SWOT analysis – objectives & goals – importance – need. Identifying critical success factor - BCG Matrix – GE Business Portfolio Matrix.

Unit-3

Social aspects of strategic management – concepts – dimensions – Environmental analysis – meaning – need for environmental scanning – characteristics of environmental analysis – environmental forces – internal & external.

Unit-4

Strategic choice – corporate portfolio analysis, industry – competitor analysis – strategic implementation – issues in implementation – resource allocation – structural implementation – organizational design & change.

Unit-5

Forecasting techniques – Delphi method – visionary forecasts – Time series analysis – moving average – exponential smoothing – strategic and operational control.

References:

P.K. Ghosh : Strategic Management & Planning, Sultan & Chand

Chari S.N : Modern Production and Operations Management, Wilsey Eastern Ltd. New Delhi.

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

John A. Pearce & Richard B. Robinson : Strategic Management, AITBS Publishers.