

REVISED SYLLABUS OF MASTER'S DEGREE IN HOSPITAL MANAGEMENT

(To be effective from the academic year 2013-14)

I. The Master's Degree in Hospital Management (MDHM) is a two year post-graduate program offered by:(i) Apollo Institute of Hospital Administration and (ii) Department of Hospital Management of Deccan School of Management, both the institutions are affiliated to Osmania University and approved by AICTE.

II. ADMISSION

A candidate seeking admission into the program must satisfy the following criteria: i) Must possess a graduate degree of any university treated as equivalent in medical and non-medical field with 50% aggregate (45% for SC and ST candidates) (ii) Must have qualified in the entrance test, conducted by the Convener, Osmania University in the year of the admission. The marks based on Entrance test are considered for the preparation of the merit list.

Candidates will be allotted to the course strictly depending on the merit secured at the entrance test, and subject to the rules and regulations in force from time to time including the reservations in vogue in Osmania University.

No admission / readmission / promotions are to be made after the expiry of four weeks from the date of commencement of instruction.

Duration and Course of the Study: The duration of the course is four semesters of theory and practicals. Each semester shall comprise 14-16 weeks of instruction.

No supplementary or any other examination shall be conducted during the instruction period of the semester.

A candidate admitted to the MDHM course will forfeit his / her seat and admission stands cancelled if:

He / she fails to fulfill the requirement for the award of the degree as specified, namely, double the period of the course (i.e. complete the course within four academic years) from the time of admission into the course.

III. AWARD OF DEGREE:

The MDHM degree will be conferred on a candidate who has pursued a regular course of study for two academic years as prescribed in the scheme of instruction and has passed all the examinations.

A regular course of study for eligibility to appear MDHM examination of a semester shall mean putting in attendance of not less than 75% aggregate in the subjects listed in the scheme of instruction. Provided that, in specific cases and for sufficient cause shown, the Vice-Chancellor, on the recommendation of the Principal, may condone the deficiency not exceeding 10% in attendance on medical grounds when the application submitted at the time of the actual illness is supported by a certificate from an authorized medical officer, and approved by the Principal. In case of condonation in attendance on medical grounds the applicant shall pay the prescribed fee.

IV: SCHEME OF INSTRUCTION AND EXAMINATION

Instruction for various subjects shall be provided by the college as per the scheme of instruction and syllabus prescribed.

The program of instruction, examination and vacations shall be notified by the university. At the end of each semester, university examinations shall be held as prescribed in the scheme of examination.

Backlog examinations shall be conducted only at the end of the semesters II and IV.

A student shall be deemed to have passed the semester examination if he/she secures not less than 40% marks in each paper.

The evaluation of the following will be done by a Committee:


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- i) Hospital Visits (Report & Presentation):
- ii) Project Work (Report & Presentation):
- iii) Dissertation & Viva-Voce:

These are {i.e. i), ii), iii)} are evaluated on a grading system of A, B, C, D and E as per university norms by a committee. The committee will consist of:

- a) Chairman, BOS in Business Management or his/her nominee as the Chairman.
- b) One Professional Hospital Administrator / Health Care Consultant / Health Care Academician as member
- c) Principal or his/her nominee of the concerned college as Convener.

The Internship at the end of IV Semester will be evaluated by the host administrator under whom the student worked for his Internship. The evaluation is on the parameters designed by the university and a certificate from the host administrator that the candidate completed internship.

Internal Assessment:

The pattern followed by the Osmania University for the internal assessment for the post graduate programs will be followed for this course also.

V: RULES OF PROMOTION:

The rules of promotion are as under:

From semester I to semester II: Undergone a regular course of study of semester I and registered for the semester I examinations.

From semester II to semester III: A) Undergone a regular course of study of semesters I and II, and B) The number of backlogs, if any, of semester I and II taken together shall not exceed 50% of the total number of papers / subjects prescribed for semester I and II.

From semester III to semester IV: Undergone a regular course of study of semester III and registered for semester III examinations.


* Registration means obtaining a Hall ticket for the said examinations.

VI: AWARD OF DIVISION

Candidates who have passed all the examinations of the MDHM course shall be awarded divisions in accordance with the total aggregate marks secured by them in all the semester examinations taken together.

First Division with Distinction:	70% and above
First Division	60% and above but less than 70%
Second Division	50% and above but less than 60%
Pass Division	40% and above but less than 50%

Candidates who have not passed the examinations in the first attempt along with the batch in which they were admitted are not eligible for getting rank certificates, medals etc.


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MASTER'S DEGREE IN HOSPITAL MANAGEMENT (MDHM) REVISED
COURSE STRUCTURE AND SCHEME OF EXAMINATION

SEMESTER I (6 Subjects + Hospital Visits)

Code	Subject	SCHEME OF INSTRUCTION		SCHEME OF EXAMINATION			
		Lectures/ week	Practical	Duration in hours	Internal marks	External marks	Total
101	Hospital Organization and Management Theory	4	-	3	20	80	100
102	Economic & Health Environment and Policy	4	-	3	20	80	100
103	Accounting for Hospitals	4	-	3	20	80	100
104	Statistics for Hospital Management	4	-	3	20	80	100
105	Business Communication Skills for Hospital Managers	4	-	3	20	80	100
106	Information Technology for Hospitals	2	2	3	20	60 *T	20 **P
107	***Hospital visits & (Report Presentation)	-	-	-	-	-	Grade
	TOTAL	22	2		120	480	600

*T =Theory **P = Practicals

***Hospital Visits: Students shall be taken on a visit to a minimum of 3 hospitals of different category, and spend around 60 hours which includes the visit time and the report writing time and presentations of the visits.

SEMESTER-II (6 Subjects + Project Work)

Code	Subject	SCHEME OF INSTRUCTION		SCHEME OF EXAMINATION			
		Lectures/ week	Practical	Duration in hours	Internal marks	External marks	Total
201	Human Resources Management	4	-	3	20	80	100
202	Marketing of Hospital Services	4	-	3	20	80	100
203	Operations Research	4	-	3	20	80	100
204	Research Methods for Hospital Management	4	-	3	20	80	100
205	Health Economics	4	-	3	20	80	100
206	Hospital Planning & Management	4	-	3	20	80	100
207	Project work (Report & Viva)	-	6 weeks (During summer vacation after Semester-II examination -live project)	-	-	-	Grade

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	TOTAL	24			120	480	600
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SEMESTER -III: (6 Subjects + Commencement of Dissertation work)

Code	Subject	SCHEME OF INSTRUCTION		SCHEME OF EXAMINATION			
		Lectures/ week	Practical	Duration in hours	Internal marks	External marks	Total
301	Patient Care Management	4	-	3	20	80	100
302	Hospital Operations & Facility Management	4	-	3	20	80	100
303	Health Insurance & Medical Tourism	4	-	3	20	80	100
304	Total Quality Management	4	-	3	20	80	100
305	Hospital Financial Management	4	-	3	20	80	100
306	Hospital Information Systems	4	-	3	20	80	100
	TOTAL	24	-	-	120	480	600


SEMESTER - IV: (6 subjects + Dissertation + Internship)

Code	Subject	SCHEME OF INSTRUCTION		SCHEME OF EXAMINATION			
		Lectures/ week	Practical	Duration in hours	Internal marks	External marks	Total
401	Strategic Management	4	-	3	20	80	100
402	Supply Chain, Logistics & Materials Management	4	-	3	20	80	100
403	Health Care Laws, Regulations and Ethics	4	-	3	20	80	100
404	Management Accounting & Control	4	-	3	20	80	100
405	Entrepreneurship & Consultancy Management	4	-	3	20	80	100
406	Drugs, Equipment & Technology Management	4	-	3	20	80	100
407	*Dissertation & Viva	-	-	-	-	-	Grade
408	Internship (On Job Training)**	-	4Months (after Semester-IV Examinations)	-	-	-	Grade
	TOTAL	24	-	-	120	480	600

*Student will commence dissertation work from the beginning of the 3rd semester and will appear for viva voce at the end of the 4th semester.

**Student is posted for a period of four months in a hospital/healthcare related organization for pursuing internship.

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101. Hospital Organization and Management Theory

Objective:

To familiarize the student with the basic concepts and principles of management, organization and leadership.

Unit I: Role of a Professional Manager in a Hospital:

The Concepts of Management – Evolution of Management Thought – Significance of Hospital management – Role and importance in management – Responsibilities of an Hospital Manager – The transition factors of Hospital management (shift from professional to manager)-

Unit II: Managerial Function in a Hospital:

Management process, managerial skills, levels of management, Application of managerial functions in hospital.

Decision Making Models – Steps in Decision Making – Decision Making Techniques, Processes – The Techniques – Individual versus Group Decision Making – Overcoming Barriers to Effective Decision Making.

Unit III: Behavioral Concepts and Theories

Behavioral Concepts and Theories: Cognitive process, perception process and its stages, creativity and problem solving. Motivation process, different types of motives, selected theories of motivation - Mc Gregory's theory X and theory Y, Maslow's theory, Hertzberg's two-factor theory of motivation, Vroom's Expectancy theory. Motivating Medical and Paramedical Professionals.

Leadership styles and Influence Process: Introduction –Importance, features, Leadership Styles – Successful Versus Effective Leader.

Unit IV: Organization Structure and Planning Process:

Organization Structure and Design: Introduction –Nature and structure of the organization types of organization – Formal and Informal Organizations – Factors Influencing the Choice of Structure – Line and Staff Relationships -- Designing Structure for a Service Organization.

Planning Process – Strategic and Operational Planning – Formulating a Plan – Planning Practices in Indian Organizations.

Controlling: Meaning – The Pre-requisites and Characteristics of Effective Control Systems – Control Process – Methods of Control.

Unit V: Organizational climate and Social Responsibility:

Organizational Culture: Meaning, significance-organizational climate-distinction between Culture and Climate.

Organizational Change: Need and Nature – Causes of change –kurt lewin change process-Resistance to change – Management of change in hospitals.

Management of organizational conflict: Meaning-Types-process and sources of conflict- conflict resolution.

Social Responsibilities of Management: Management ethics, social objectives and responsibilities of management, corporate social responsibility.

References:

1. Syed Amin Tabish, : Hospital and Health services administration ~ principles and practice, oxford university press, New Delhi, 2001.
McGraw Hill, New Delhi, 1998
2. James A.F.Stoner, : Management, Prentice Hall India, New Delhi, 1997.
R.Edward Freeman and
Denier R. Gilbert Jr
3. Kountz Harold, Heinz : Management – A global perspective, 19th edition, Mc Graw Hill International,
Weihrich New Delhi, 2005.
4. Manisha Saxena : Hospital Management, CBS publishers & Distributors, 2013, N.delhi.
5. Srinivasan A.V : Japanese management – The Indian context, Tata Mc Graw Hill, New Delhi,
2000.
6. Koontz Harold, Heinz : Essentials of management, Mc Graw Hill International, New Delhi, 2004.
Weihrich
7. L.M.Prasad : Principles and practice of Management, 6th edition, Sultan Chand Publisher,
New Delhi, 2001.

Rothman
Elaine L. Monica and Philip : Management in Health care, Mc Millan publishers.
I. Morgan

102. Economic & Health Environment and Policy

Objective:

To provide the health care students valuable insights of economic environment of India, Indian health care delivery systems, Origin of Hospitals and their role, Present standards and policy of health care delivery systems / hospitals.

Unit I: Economic Environment of India

Economic Systems – Capitalism –Socialism – Mixed Economy–Mixed Economy in India – Economic Roles of Government (Regulatory, Planning, Promotional Roles) –Role of Private Sector–Business Environment (The economic, Political, Legal, Competitive, Socio-cultural and Demographic Environment) The Emerging Scenario – Liberalization Privatization and Globalization (LPG) Regime.

Economic and Human Development –

Role of Natural Resources –Role of Economic & Non Economic Factors–The Human Development Index–Links between Economic Growth and Human Development–Burden of Population on Environment– Growth and Environmental Degradation–Impact of Health on the Economy – Economic Impact of Ill Health on Households

Unit II: Evolution of Health Care services:

Health Care – Meaning and Scope – Overview of Health Care Delivery Systems in India and abroad – Current trends in Health Care delivery and the present scenario – Levels of health Care – Primary health Care in India – preventive medicine – Role of public health manager – Government health services – Developments in public sector health Care delivery systems – Private health services, GDP & GNP expenditure on health -- Origin and growth of Corporate Philosophy – Comparison of public sector and private sector health care delivery systems.

Unit III: Basic Health Concepts:

Definition and dimensions of Health – Indicators of Health – Concept of disease and Disease Causation– Natural history of Disease – Concept of Disease Control – Levels of Prevention – Models of Disease intervention – International Classification of diseases – Mortality and Morbidity Rates – Common Diseases – Principles and Practices of Epidemiology – Millennium Development Goals.

Unit IV: Health Care Policies:

Environment Policy in India and Global Concerns – National Population Policy 2000 – Family Planning / Welfare Concepts – National Family Planning Program and Population Control – National Health Policy 2002 – National Rural Health Mission (NRHM) / National Urban Health Mission (NUHM).

Unit V: Environmental Health Hazards:

Environmental Health and Pollution – Nature, sources; Health Effects, Management & Control – Pollution and Pollution control Hazardous materials and Waste management – Occupational and environmental health problems and hazards – *Joint Commission International (JCI)* Standards and environmental care.

References:

1.	G. E. Alan Dever	:	Epidemiology in Health Services Management, Aspen Publication, Maryland, 1984.
2.	J. W. Stephen & T. Paul	:	Interdiction to Health Services, Delmar, New York, 1988
3.	K. K. Anand	:	Hospital Management, Vikas Publishing, New Delhi, 1996.
4.	Oxford University	:	Oxford text book of public health, Vol.3.
5.	A. V. Srinivasan (ed.)	:	Managing A Modern Hospital, Response Books, New Delhi. 2000.
6.	R. Beaglehole & R. Bomita	:	Public Health at the Cross Roads: Achievement and Prospects, Cambridge University Press, U.K.
7.	K. Park	:	Text Book of Preventive and Social Medicine, Banarasidas Bhanot Publishers, Jabalpur, 2007. 20th ed

8.	S. L. Goel	:	Health Care Systems and Managements; Primary Health Care Management, Deep & Deep Publications, New Delhi, Vol.4, 2001.
9.	Singh. B & H. A. Deshmukh	:	Handbook on Public Health Policy and Health Economics - Indian Scenario, 2012.
10.	M. G. Harris & Associates	:	Managing Health Services; Concepts & Practices, MacLennan petty, Sydney, 2003.
11.	Lawrence F. Wolper	:	Health Care Administration - Principles, Practices, Structure and Delivery - Aspen Publishers inc, 1995.
12.	Ajay Mahal, Bibek Debroy	:	India Health Report 2010, Business Standard Publishers
13.	Misra & Puri	:	Indian Economy, Himalaya Publishing House, 28 th Edition.
14.	Dutt & Sundaram	:	Indian Economy, S. Chand Publishers.
15.	Paul J. Feldstein	:	Economics of Health Care, (Indian Edition), DELMAR Cengage Learning
16.	www.macrosan.org	:	Government Health Expenditure in India: A Benchmark Study
17.	www.hss.iitm.ac.in	:	Government Health Expenditure in India

103. Accounting for Hospitals

Objective:

To provide an understanding of the basic principles and processes of accounting system in a hospitals

Unit I: Accounting Frame Work:

Scope - Role of Accounting - Accounting as an Information system - Role and Activities of an Accountant - Accounting Conventions and Concepts - Accounting Standards - IFRS -Branches of Accounting - Principles of Double Entry System - Journal - Ledger - Preparation of Trial Balance.

Unit II: Construction of Financial Statements:

Types of Financial Statements - Profit and Loss Account and Balance Sheet - Preparation of Financial Statements for Sole Proprietor and Partnership.

Unit III: Accounting for Non-Profit Organizations:

Features- Books to be Maintained - Receipts and Payments Account - Income and Expenditure Account-Preparation of Final Accounts for Hospitals and Not for Profit Organizations.

Unit IV: Company Final Accounts:


Joint Stock Company - Meaning - Characteristics - Promotion - Types of Financial Instruments, Issue of Financial Instruments - Provisions of Companies Act, 1956 relating to Company Final Accounts - Parties interested in Financial Statements - Preparation of Company Final Accounts.

Unit -V: Depreciation Accounting and Inventory Valuation:

Methods of Depreciation and their effect on profit. Methods of Inventory valuation.

References

- 1) Maheswari, S.N., An Introduction to Accounting, Vikas publications, New Delhi.
- 2) Horngren, C.T., Gary L. Sundem, Introduction to Management Accounting, Prentice Hall India, New Delhi.
- 3) Grewal, T.S., Introduction to Accountancy, S. Chand & Co, New Delhi, 2009.
- 4) Boynton C.D., Robert M.S., Paul. A.C, Hamden C. Forkner, Accounting, Southwestern Publishing Co., Cincinnati.
- 5) Rickettsdon, Jackgrey, Managerial Accounting, Houghton Mifflin Company, Boston.
- 6) Anthony A. Atkinson, Robert S. Kaplan and S. Mark Young, Management Accounting, Pearson Education Pvt. Ltd., Singapore
- 7) Jain, S.P., Narang .K.L., Financial Accounting, Kalyani Publishers, Ludhiana.
- 8) Jawaharlal, Seema Shrivastava - Financial Accounting - Himalaya Publishing House. 2012.
- 9) Tulsion PC - Accountancy - Tata Mc Graw Hill.


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104. Statistics for Hospital Management

Objective:

This subject intends to familiarize the student with basic statistical techniques and the use of inferential statistics in analyzing quantitative data in the Health Care Systems.

Unit I: Collection and Presentation of Data:

Statistics – Meaning – Characteristics – Advantages & Limitations, Distrust of Statistics – Quantitative Decision Making – Meaning – Statistics and Operations Research – Various Statistical Methods – Advantages of Quantitative approach to Management – Quantitative Techniques in Business and Management
Collection of Data: Meaning of data – Sources of data – Methods of collecting data – Census vs. Sampling – Sampling Methods – Statistical Enquiry – Tools of collecting data. Classification – Seriation and Tabulation of Data.

Unit II: Analysis of Data – Averages:

Measures of Central Tendency: Mean, Median, Mode and Quartiles – Relationship among Mean, Median and Mode.
Measures of Variation and Skewness: Significance – Properties of Good Measure of Variation – Range, Quartile Deviation – Standard Deviation – Absolute and Relative Measures of Variation – Standard Deviation – Karl Pearson & Bowley's skewness – Relative Skewness. (Simple Problems)

Unit III: Probability & Probability Distributions:

Probability: Basic Concepts – Experiment, Sample Space, Event – Approaches to Probability Theory – Addition and Multiplication Theorems – Mathematical Expectation.
Probability Distributions : Important Discrete Probability Distributions – Binomial & Poisson – Basic Concepts – Normal Distribution – Applications of Normal Distribution in Hospital Environment.

Unit IV: Statistical Estimation and Hypothesis Testing:

Statistical Estimation: – Properties of Good Estimation – Point and Interval Estimation.
Testing of Hypothesis: – Introduction – Basic Concepts – Hypothesis Testing Procedure – large & small samples – Testing of Population Mean, Proportion – Testing of Difference between Means – Testing for Difference between Proportions. Paired 't'- Test.
Chi-square Test: Introduction – Testing the Goodness of Fit – Testing of Independence of Categorized data.
Analysis of variance: one way & two way classification

Unit V: Correlation and Forecasting Methods:

Correlation: – Meaning – Types – Methods of Measuring Correlation – Karl Pearson and Spearman Rank correlation – Probable Error – Coefficient of Determination – Association of Attributes.
Regression: – Introduction – Regression Lines – Regression Equations.
Time Series Analysis: – Introduction – Components – Decomposition – Methods of estimating and forecasting straight line trend – Utility of time series analysis.

References:

1. O.R Krishna Swamy & D.Obul Reddy : Research Methodology and Statistical Tools, Himalaya Publishing House, Bombay, 2012.
2. Gupta S.P. : Statistical Methods, Sultan Chand, New Delhi.
3. B.K. Mahajan : Methods of Biostatistics, Jaypee Brothers, Bangalore.
4. Levin, R.I. and Rubin, D.S. : Statistics for management, Prentice Hall, New Delhi.
5. Sundar Rao, P.N.S. & Richard, J., : An Introduction to Biostatistics: A manual for students in health sciences, Prentice Hall, New Delhi, 1996.
6. Milton S.J : Statistics Methods in the Biological and Health Sciences, McGraw Hill, Singapore, 1992.
7. Hill B.A. : Medical Statistics, Hodder & Stoughton, London, 1984.
8. John T.Mentzer : Sales Forecasting Management, Response Books, New Delhi, 1988.
9. C.R. Kothari : Quantitative Techniques, Vikas Publishing House, New Delhi, 2000.
10. D. Obul Reddy, J.Giridhar,C.M. Chikkodi : Quantitative Techniques, Himalaya Publishing House, Bombay, 2008.

11. S.P. Rajagopalan & R, Sattanatham : Business Mathematics, Vijay Nicole Imprints Pvt. Ltd. Chennai.
12. Adil H. Mouhammed : Quantitative Methods for Business and Economics, Prentice Hall of India New Delhi.
13. S.P.Gupta & M.P.Gupta : Business Statistics, Sultan Chand, New Delh
14. K.S.Negi : Biostatistics, A.I.T.B.S. Publishers, New Delhi, 2008.
15. J.K. Sharma & B. Krishna Reddy : Statistics for Management, Pearson Education, 2012.
- Periodicals: Health Information of India, Government of India. Hospital Information Review.

105: Business Communication Skills for Hospital Managers

Objective:

To understand the importance of business communications and its role in organizations.

UNIT I: Business Communication:

Meaning – need – definition – importance – fundamentals and function of communication – Inter personnel communication – verbal and non verbal communication – barriers of communication – effective communication – Ten commandants of effective communication

Unit II: Organizational Communication Process:

Introduction – steps in organizing – patterns of communication for organization communication Networks – Models of communication – process of communication – types – Communicating in work teams and Communicating in diverse environments.

Unit III: Channels of Communication:

Vertical and Horizontal communication – Oral communication – meaning – Tools of organizational communication – styles of oral communication – feed back in oral communication – honest communication – privilege in speech – defamatory speech – merits and demerits of oral communication.

Meaning – features – steps – types – writing systematically – readable writing – effective writing – media of written communication – merits and demerits of written communication.

Unit IV: Business Correspondence:

Language Art Basics, Principles of effective writing, Choosing the right words, Writing effective sentences, Developing logical paragraphs, Overall tone and readability, Process of writing, Art of listening and Basic correspondence: Emails, Letters, Memorandums, Reports, Minutes, Manuals, MOU's and Proposals, Importance of reports – Types of reports – Features – Process of writing reports .

Introduction to Business – Business correspondence – Need – Functions – Kinds of business letters – Essentials of an effective business letter (Layout) – Planning the letter. Business enquiries and replies – Credit and status enquiries, Placing and fulfilling orders – Complaints and adjustments – Circular letters.

Unit V: Information and Persuasion Techniques: Presenting information effectively: directness, conciseness, organization, clarity, redundancy and multisensory messages, Persuasive process, Changing existing & adopting new attitudes and behavior
Contemporary Issues in Health Services Management
Resumes, Interviews, Public relations, Innovative communication technologies, Grant proposals, Business ethics & Business etiquette

References:

Rajendra Paul & KorehalLI	:	Business Communication
Leiskar & Flatley	:	Basic Business Communication – Tata McGraw Hill
Bovee et al	:	Business communication Today – Pearson Education
ICFAI	:	Business communication

Aruna Koneru	:	Professional Communication, Tata-McGraw-Hill Publishing Co. Ltd, 2008
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- 1) Ober S. 2004. Contemporary Business Communication. 5th Ed. Biztantra: New Delhi
- 2) Penrose J M, Rasberry R W & Myers R J. 2002. Advanced Business Communication. 4th Ed. Thomson South- Western: Singapore
- 3) Fruehling R R & Lacombe J M. 2000. Communicating for Results. AITBS Publishers: New Delhi.
- 4) Pradhan. H & Pradhan N S. 2005. Business Communication. 4th Ed. Himalaya Publishing House: Mumbai.
- 5) Bhal S. 1996. Business Communication Today. Response books: Sage Publications: New Delhi.
- 6) Bhatia S K. 2003. Business Ethics and Managerial Values. Deep and Deep Publications Pvt. Ltd: New Delhi.

106: Information Technology for Hospitals

Objective:

Familiarize the student with PC environment software, hardware and advanced software packages of corporate utility, IT use for presentation with focus on activities related to Hospitals.

Evaluation:

The paper will be for 100 marks out of which 20 marks are for internal examination and 80 marks for external examination. Out of 80 external marks 60 are for theory and 20 for practical. External Examiner will be appointed by Osmania University.

Unit I: Introduction to Computers: definition, characteristics, hardware, software, generations of computers, Operating System.

Unit II: System Overview in Business: System concepts , business as a system, types of systems, feedback and control, cohesion, coupling and decoupling, data concepts, storage devices, files – types and organization.

Unit-III: System Development Life Cycle: Basic orientation, definition phase, development phase, installation and operation phase, post audit system analysis.

Unit-IV: Networks and Database: Importance of network, types of network, network software and hardware, OSI model, structure and organization, backup features, data recovery security features.

Unit-V: Practices: Windows and MS Office 2007

Ms Word: Parts of MS word screen, templates, formatting text, editing, tables and graphics, spell check, printing, macro commands, mail merge, and table of content

Ms Excel: Parts of a MS excel screen, data entry, formatting, formula, goal seek, scenario solver, functions, filter, graphs, charts.

Ms PowerPoint: parts of a power point screen, converting word into pp, formatting, templates, slide show, animation, art and sound, handout printing.

MS Access: Data in tables, using forms, queries, reports, relational database.

References:

- 1) Gordon B. Davis and M. H. Ols'on, Management Information System, McGraw Hill Publishing Company, New Delhi, 1998.
- 2) William S.Davis, Systems Analysis and Design-A Structured Approach, Addison Wesley Publishing Company, New Delhi, 1998.
- 3) Elias M. Awad, System Analysis and Design, Galgotia Publications, New Delhi, 1998. 4) V. Rajaraman, Fundamentals of Computers Prentice Hall India, New Delhi 1996.
- 4) Anil Kumar Saini, Management Information System (MIS) in Hospitals: A Computer-Based Approach for Quality in Hospital Services and Administration, Deep and Deep Publications, 1999



6) Peter Norton Introduction to computers, Tata McGraw Hill Publishing Company, New Delhi

107. Hospital Visits (Report & Presentation)

Objective:

To provide a basic understanding of various types of hospitals; their method of working, physical layouts, working conditions.

Pedagogy:

Students to be on visit at least 3 different hospitals. (Govt. Hospitals, Trust Hospitals, Single Specialty Hospitals, Super Specialty / Corporate Hospitals, Nursing Homes, etc.)

Evaluation – 100 marks / grade – Attendance / Report writing / Presentation of reports.

UNIT I:

Introduction to hospitals and health care facilities – Different types of hospitals.

Unit II:

Description of functions of each facility.

Unit III:

Visit to various hospitals (3 to 5.) guided by a faculty.

- 1) Brief introduction given by Host Hospital Administer / Medical Superintendent about the history and functioning of hospital.
- 2) Students tour the hospital and visit various departments.
- 3) Students note down the salient features of each department they visit and prepare individual reports.

Unit IV:

A structured report has to be presented by the students in teams on each hospital visit and one consolidated report by compiling all individual reports on that hospital.

201. Human Resources Management

Objective:

To provide understanding of concepts, principles & practices of human resource management & to appreciate the need for the systematic approach to people management to achieve organizational goals.

Unit I: Introduction to Human Resource Management:

Changing Environment of Human Resource Management – Organization of Human Resource Department, Image & Qualities of Human Resource / Personnel Manager, Personnel Policies & Principles – Nature of HR in hospitals, Objectives of HR in hospitals, Strategic Human Resource Management.

Unit II: Human Resource Planning:

Meaning & definition, importance, factors affecting, barriers, forecasting – Job analysis & Design: nature, methods of collecting information, job description, job specification, factors affecting job design, techniques of job design – Recruitment & selection: Meaning, definition, purpose and importance, factors governing, Process, barriers, sources of recruitment, selection techniques and tests.



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Unit III: Orientation:

Orientation program, problems in Orientation –Training: Nature, analyzing training needs, Training process, Impediments to effective training, evaluating the training effort, training methods and Development, Job Stress – Promotions, Transfers and Separations.

Unit IV: Performance Appraisal and Compensation:


Definition, Importance, Need to appraise, Process, Appraisal Methods: past oriented and Future Oriented, Appraisal Interview, Errors in Appraisal, Competency Mapping, Job Evaluation. Employee & Executive remuneration & Compensation: Components of remuneration, Influences on pay determination. Devising a remuneration plan, challenges affecting, remuneration, Wage policy in India –Incentives, develops effective incentive plans. Types of Incentive schemes, Benefits & Services: Meaning & definition, types, principles of fringe benefits, insurance, medical, retirement benefits.

Unit V: Employee Welfare and Industrial disputes:

Meaning & Definitions, Merits & Demerits, and Types of welfare activities, Approaches – Safety & Health: types of accidents, what causes accidents, how to – prevent accidents, Need for safety, Participative Management: Concept, Determinants, schemes – Discipline; Process, issue of charge sheet, consideration of explanation, Notice of enquiry, Suspension, Enquiry, Punishment Industrial Disputes & Grievance Handling: Framework for employer-employee relations, grievance procedure, principles and guidelines for grievance handling-Trade Union-need and impact of trade union in India. Causes of industrial disputes, remedial measures –Collective bargaining, process, prerequisites of collective bargaining.

References:

1. Syed Amin Tabish : Hospital and Health Services Administration – Principles and Practice, Oxford University Press, New Delhi, 2001.
2. Dessler, Gary : Human Resource Management, Prentice Hall of India, New Delhi, 2000.
3. Beardwell. Ian & Holden. Len : Human Resource Management, MacMillan India Ltd, New Delhi, 1996.
4. Ashwathappa K., : Human Resource & Personal Management, Tata McGraw – Himalaya Publishing Company Ltd, New Delhi, 2006.
5. Srivasatava S C : Industrial Relations, Tata McGraw – Hill Publishing Company Ltd, New Delhi, 2001.
6. Monappa, Arun, : Industrial Relations, Tata McGraw – Hill Publishing Company Ltd, New Delhi, 2000.
7. DeCenzo, A David, : Personnel / Human Resource Management, Prentice Hall of India Pvt. Ltd, New Delhi, 1999.
8. Subba Rao P. : Essentials of Human Resource Management. and Industrial Relations, Himalaya Publishing House, 2007.


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202. Marketing of Hospital Services

Objective:

To provide an exposure to the conceptual frame work of marketing in general and services (of Health Care) in particular.

Unit I: Fundamentals of Marketing:

Marketing – Introduction, Meaning of Marketing, importance of marketing in modern economy, emerging concepts of marketing. Role of Marketing In Relation To Some Selected Sectors. Marketing Mix, Marketing Strategy, optimum marketing mix-some specific situations. Marketing of Services –Reasons for Growth of healthcare services, Characteristics of Services, Elements of Marketing Mix in Service Marketing, Services Triangle in a hospital, marketing environment.

Unit II: Marketing Functions:

Marketing Research – Introduction, Purpose and Scope of Marketing Research, Hospital Marketing Research Process. Marketing Research in India – limitations. Marketing Organization – Meaning, Principles, Role of Marketing Organization, considerations, Methods of organization in a healthcare industry. Market Segmentation –levels of segmentation, Bases for Segmentation -consumer & business markets. Market Targeting & Market Positioning- meaning, various strategies for hospitals.

Unit III: Consumer Behavior in healthcare services:

Consumer Behavior– Introduction, Importance of Consumer Behavior in hospitals, Factors Influencing Consumer Behavior, Types of Consumers, Consumer Vs Customer Vs Buyer. Purchase decision making– Types, process / stages in Buyer Decision Process— supplier: hospital: patient. Patient loyalty-loyalty pyramid, Customer Relationship Management, Market Potential & sales potential.

Unit IV: Hospital Service Product Management:

Product Strategy –Introduction, Types, Marketing Strategy for Different Types of Products. Product Line & Product mix decisions in a hospital, Healthcare services differentiations. Product Life Cycle –Concept, Marketing strategies at Different Stages, Options in Decline Stage, New Product Development in a hospital. Branding service products – Introduction, Brand Name and Trade Mark, Branding Decisions, Brand Name Selection. Packing as a tool of promotion – Purpose & Functions. Labeling Healthcare products.

Unit V: Pricing, Promotion and Distribution Strategies for a hospital:

Pricing Policies and Practices – Introduction, objectives, determinants of Pricing, methods of Pricing, various pricing strategies – Consumer Psychology and Pricing. Place strategy – Introduction, Importance, service transactions in healthcare industry. Alternative Channels of Distribution – Selection of an Appropriate location for a hospital.

Healthcare Promotion –role of promotion, reasons for promoting healthcare services. Promotion Budget.

Promotional mix- Advertising, types, advertising management in healthcare industry. Personal Selling –Role, Types and Selling Process. Sales Promotion– Objectives, Methods and Planning.


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References:

1.	Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha	Marketing Management—Pearson Education, A South Asian Perspective, 12 th edition, 13 th edition.
2.	William J.Stanton, Michael J.Etzel & Bruce J.Walker	Fundamentals of Marketing—McGraw hill International Editions, 10 th edition
3.	Rajan Saxena	Marketing Management, TMH, 2005.
4.	K.Rama Mohana Rao	Services Marketing— Pearson Education.
5.	Leon G.Schiffman & Leslie Lazar Kanuk	Consumer behavior— Pearson Education, 9 th edition.
6.	V.S.Ramaswamy, Namakumari	Marketing Management, Mc Millan publishing House, 2006.
7.	P.G. Ramanujam	Marketing of Healthcare services—Excel Books
8.	J.C.Gandhi	Marketing-A Managerial Introduction—Tata McGrawhill edition

203. Operations Research

Objective:

To provide exposure to the Major Tools and Techniques of operations research and create awareness of their application in health care environment.

Unit I: Introduction to Operations Research:

Introduction to Operations Research – History, Approach, Techniques and Tools – Relationship between OR Specialist and Manager – Typical Applications of OR – Phases and Processes of OR Study – Limitations of Operations Research.

Unit II: Programming Techniques:

Linear Programming: Introduction – Formulation of a Linear Programming Problem – Formulation with Different Types of Constraints – Graphical Analysis – Graphical Solution only – Application of Linear Programming in Hospitals and Health care Industry.

Goal, Integer and Dynamic Programming (Theory Only)

Unit-III Transportation and Assignment problems:

Transportation Problem: Introduction – Basic Feasible Solution of a Transportation Problem – Stepping Stone Method – Unbalanced Transportation Problem – Degenerate Transportation Problem – Maximization in a Transportation Problem.

Assignment Problem: Introduction – Solution of the Assignment Problem – Unbalanced Assignment Problem – Problem with some Infeasible Assignments – Maximization in an Assignment Problem. Traveling Salesman Problems.

Unit IV: Queuing & Simulation:

Queuing Models: Introduction – Characteristics of a Queuing Model – Notations and symbols – Statistical Methods of Queuing – The M/M/I System– M/M/C System – M/E/I system – Decision Problems in Queuing – Applications in hospitals.

Simulation: Introduction – Reasons for using Simulation – Steps in the Simulation Process – Some Practical Applications of Simulation in hospitals.

Unit V: Network Analysis:

Network: Meaning & Concepts of Network – Three time estimates – Serial & parallel paths – Crashing – Time-Cost trade off – Total duration – Cost analysis – PERT & CPM – Applications of network analysis in hospital management.

References:

1. Kanti Swarup : Operations Research, 12th edition, Sultan Chand, New Delhi.
2. Sharma J.K : Operations Research, 2nd edition, Mc Millan publishers, Delhi.
3. Srinivasan A.V., : Modern Management, ch.12, response books, New Delhi.
4. Vora, N.D : Quantitative Techniques to Management, Tata McGraw-Hill, New Delhi.
5. Levin R.S : Quantitative Approaches to Management, Mc Graw Hill, Singapore.
6. V.K. Kapoor : Operations Research Techniques for Management Sultan Chand & Sons, New Delhi.
7. Anand Sharma : Operations Research, Himalaya Publishing House, Mumbai.
8. Hamady A.Taha : Operations Research, Pearson Education Inc. New Delhi.

204: Research Methods for Hospital Management

Objective: This subject instills in the students the scientific temper that adds to their analytical understanding of the realities in Hospital and Health Care Environment and provides inputs for problem solving.

Unit-I: Introduction to Research : Nature of Research – Meaning, Purpose, Characteristics – Types of research – Process of research – Selection and specification of research problem – Preparation of research design – Types of designs – Difficulties in health care research.

Unit-II: Methods of Research: Survey, Experimental, Case study, Observational, Historical and Comparative methods – their nature, merits and limitations.
Experimental Studies and Clinical Trials – Ethical Aspects of Health Research – Ethical Treatment of Participants – Informed Consent – Right to Privacy & Confidentiality.

Unit-III: Data Collection and Presentation: Nature of data, kinds of data and limitations of data. Methods of collecting data – Census vs. Sampling. Methods of sampling and sampling designs. Techniques of data collection: Questionnaire, Schedule, Interview – Measurement and Scaling Techniques – Rating scales – Attitude scales.
Presentation of data – Editing, coding, classification, Tabulation, Graphic and Diagrammatic Presentation of data.

Unit-IV: Multivariate Analysis: Content Analysis – Conjoint Analysis – Discriminant Analysis – Factor Analysis – Cluster Analysis – Multi Dimensional Scaling – Role of computers in Health Care Research.

Hypothesis: Meaning – Types – methods of testing hypothesis – Logical & Statistical methods.

Unit-V: Interpretation and Report Writing:

Interpretation: Essentials for interpretation – Precautions in interpretation – conclusions and generalization – statistical fallacies – objectivity in interpretation.

Report Writing : Meaning and types of reports – stages in preparation of report – characteristics of a good report – structure of a report – documentation – foot notes – bibliography – style and literary presentation.

References:

- 1) O.R. Krishna Swamy and D. Obul Reddy, Research Methodology and Statistical Tools, Himalaya Publishing House, 2012.
- 2) Hair J F, Bush R P & Ortina D J. Marketing Research: with a Change of Information Environment. 3rd Ed. Tata McGraw Hill, New Delhi: 2006.
- 3) Cooper D & Schinder P. Business Research Methods. 8th Ed. Tata McGraw-Hill Publishing Company Ltd. New Delhi: 2003
- 4) Newman W L. Social Research Methods: Qualitative and Quantitative Approaches. 5th Edition. Allyn and Bacon. Boston; London: 2006
- 5) Trochim W M K. Research Methods. 2nd Ed. Biztantra. New Delhi; 2003
- 6) Paul G E, Tull D S & Albaum G. Research for Marketing Decisions Prentice Hall. New Delhi: 1996
- 7) David L J & Wales H G. Market Research. Prentice Hall of India. New Delhi: 1999
- 8) Beri G C. Marketing Research. 3rd Ed. Tata McGraw Hill Publishing Company Ltd New Delhi: 2000
- 9) Das, Lal Practice of Social Research. Rawat Publication, Jaipur 2000
- 10) Das, Lal Designs of Social Research, Rawat Publication, Jaipur 2005
- 11) Kothari C R. Research Methodology Methods & Techniques. New Age International Private Ltd., New Delhi 2000
- 12) Tripathy P C. Text Book of Research Methodology in Social Sciences. Sultan Chand Publishers, New Delhi: 2005.
- 13) WHO, Health Research Methodology: A Guide for Training in Research Methods (World Health Organization)

205. Health Economics

Objective:

The primary aim of this subject is to provide a clear, concise introduction to micro and macro economics in general and economics as applied to hospital and health care sector in specific. The student will be exposed to Indian health care policies and will also introduces to recent trends in health care sector.

Unit I: Nature and Scope of Economics

Meaning and scope - Macroeconomics and Microeconomics --Nature of economics - Positive and Normative Economics--Nature of economy - concept of health--Importance of health in Economic development - Valuation of health- Concept of Health economics-Health Economics Vs Healthcare economics , Focus of Health Economics- Functioning of economic systems - Circular flow and interdependency of Economic Activity - Basic Economic Concepts - Scarcity - Opportunity cost - discounting principle - concept of Marginal Utility

Unit II: Demand Analysis

Demand, supply and Elasticity - Relevance of Economics to Health and Medical Care -Utility Analysis - Nature of demand and its determinants - Law of demand - Elasticity of demand - supply curves - cost concepts and cost analysis.-The demand for health -Measuring Demand - Demand for and supply of health care services.

Unit III: Health - Environmental Determinants

Unique nature of health - Health as a consumer and investment good - Valuation of health - Monetary evaluation of length of life - Determinants of health -Valuation of the Quality of life - Externalities in healthcare - Economic evaluation in health care. Health and economic development- The economics of woman and child's health.

Unit IV: Market Analysis

Market configuration – Price determination under different market conditions such as perfect & imperfect markets – Nature and characteristics of health care markets – Market for Physician's services, Market Failures for Health goods , Failure of Health Insurance, and Government Intervention and Control.

Unit V: Healthcare Finances and Trends

Health indicators – Health Policies – Health Care expenditure – Financing of health care – Allocations under five year plans – various committee reports and their impact on national health policy, High Level Expert Group Report 2011 , National Rural Health Mission (NRHM) & NURM structuring – Human Development Indices. Analysis of 11th and 12th five year plans. Health Education: Aims, Principles and Methods of Health Education – Health education policies and financing.

Trends in HEALTH CARE – Changing Demography – Medical Technology and Escalating Health Costs – Public – Private Partnership – Effects of Globalization in healthcare

References:

James Henderson	:	Health Economics and Policy, International Thomson Publishing , USA.
Peter Zweifel & Friedrich Breyer	:	Health Economics, Oxford University press, oxford.
N.K Anand & Shikha Goel	:	Health Economics, A.I.T.B.S Publishers India, New Delhi.
Dwivedi, D.N.,	:	Microeconomic Theory, Vikas Publications, New Delhi.
Paul S.	:	Readings in economics, Tata McGraw Hill, New Delhi.
Rexford E. Santerre, Stephen P. Neun	:	Health Economics, Dryden publishers, Florida (U.S.A).
Mills. A & Lee, K.	:	Economics of Health, OUP, Oxford.
UNDP,	:	Human Development Report, OUP, New York (recent three years).
V.Raman Kutty	:	A Premier of Health Systems Economics Allied Publication Ltd. New Delhi.
H.S.Rout & P.K. Panda	:	Health economics in India, New century Publications, New Delhi.

206. Hospital Planning & Management

Objective:

The objective of this course is to familiarize the students with the planning and execution of health Care delivery system, to provide an overview of health services vis.- a- vis. hospital design, planning and operational aspects of hospital organization, to familiarize the students to identify the areas of Safety and Risk

Unit I: Management of Hospitals:

Development of Hospitals – Definition, Nature and Scope of Hospitals – History of Indian Hospitals – Classification of Hospitals – Functions of a Hospital – Hospital Organization and Role of Hospital administration and administrator.

Unit II: Hospital Architectural Planning and Designing:

Conception of the Idea – Community Wide Planning – Area Wide Planning – Determining the Size and Kind of Services to be provided – Guiding Principles in planning hospital facilities and services, Selection of Site – Planning of hospital building.
Principles and planning parameters – Scope of the Project, role of hospital consultant and Architect – Functional Development – Conceptual Designing, Working Drawings, Tender & Bid documents, legal formalities – Environmental Regulations and Accreditation Standards.
Equipment Installation–Commissioning–Shakedown Period– Bottlenecks–Scope for Future Expansion.

Unit III: Hospital Functional Planning:

Flow and area analysis – inter departmental relations– departmental and room functions– standard room– bed distribution, space requirements –developing a move sequence.
Planning for Medical Specialties: An over view of – Oncology –General Medicine – Cardio –

Thoracic , Gastroenterology – Urology – Nephrology – Radiology – Psychiatry – Endocrinology – Neurology – Ophthalmology – Dental Services – Maternity Services – Accident and Emergency Services etc. – Out Patients and Day – Care Services – Inpatient Nursing Units – Intensive Care Units – Operation Theaters.

Unit IV: Planning for Supportive Services and Outsourcing:

Standards for designing hospital facilities – mechanical, electrical centralized medical gas system – safety, security, fire hazard, infection control, disaster management considerations in planning. Planning and designing supportive services: An over view of– Diagnostic Services, Clinical Laboratories, Radiological Services– Medical Records– Front office– filling– staffing– housekeeping– transportation– Ambulance – Engineering & maintenance– laundry– dietary services– Administrative– services such as HRD, Accounts, Marketing department. Space requirements – Equipment planning. Concept of out-sourcing, need, advantages and disadvantages. Areas of out sourcing – Structure of Out sourcing Projects – managing innovation for value creation and better satisfaction of Patients and attendants

Unit V: Hospital Risk & Disaster Management:

Security Threats and Vulnerabilities of Hospitals, Security Sensitive Areas, – Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires –Planning and Design Considerations – Fire Points and Escape Routes – Means of Escape and Evacuation. Biological Effects of Radiation – Diagnostic Imaging – Radiation Protection and Safety – Principles in the layout and Planning Constrains – Preventive Measures against Magnetic Field Hazards -- Radioactive Waste Collection and Disposal. Basic Concepts of Disaster Management – Disaster Classification – Disaster Process and Management – Special Characteristics – Principles of Disaster Organization for Medical Relief – Principles of Mass Casualty Management –Triage – Objectives of and Need for Hospital Disaster Plan – Disaster Committee –Role and Responsibilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster & Mock Drills.

1.WHO	:	Hospital planning, WHO, 1984.
2. Kunders G.D., Gopinath.S.	:	Hospital planning, Design and Management, Tata Mc Graw –Hill, New Delhi, 1999.
3. Kunders G.D	:	Designing for total Quality in Health Care, Prism Books Pvt. Ltd. Bangalore, 2002.
4. Piggott, Carolyn Semple,	:	Business Planning for Health Care Management, U.K Open University Press
5. Kunders G.D	:	Facilities Planning and Arrangement in Health Care Prison Books Pvt. Ltd. Bangalore, 2004.
6. Manisha Saxena	:	Hospital Management, CBS publishers & Distributors, 2013, N.delhi.
7. Singh. B. &Ghatala .H	:	Risk Management in Hospitals, JCIMT 2012, 2 ND
8. Shakti Gupta, Sunil Kant, Chandra Sekhar, Sidharth Satpathy	:	Modern Trends in Planning and Design of Hospitals, Jaypee Brothers, New Delhi.
9. Arnold D. Kalcizony & Stephen M. Shartell	:	Health Care Management.
10. Goel S L&Kumar R	:	Hospital Core Services: Hospital Administration of the 21 st Century. Deep & Deep Publications Pvt. Ltd: New Delhi, 2004
11. Shailendra K.Singh	:	Safety & Risk Management, Mittal publishers.
12. J.H. Diwan	:	Safety, Security & Risk Management, APH.

207. Project Work (Report & Viva)

Objective:

Since the entry qualification for this Masters Degree program is graduation in any discipline, exposure to and understanding of the internal working of a hospital / health care organization is essential for every student to appreciate and assimilate the learning in the Masters program. The subject is designed to facilitate this learning objective and is based on the principle of "learning by observation" and learning by doing will also help the student to learn the art of working in teams.

Pedagogy:

The student has to select a project in any Hospital / Health Care related organization and work on it for 6 weeks and submit a report on that work and present his/her findings. While working on the project the student has to observe and understand the working of that organization and familiarize himself / herself with the functions of various departments of that organization.

Evaluation:

Total marks of 100 will be distributed as:

50 for the content of the project work report.
50 for the Viva / Presentation on the project work.

301: Patient Care Management

Objective:

To understand the processes and details related to effective patient Care and to further increase the satisfaction levels of patients.

Unit-I: Patient Centric Management:

Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments & managers in enhancing care, Patient behavior - psychographics, Patient counseling & Practical examples of patient centric management in hospitals. Patient identification and identification errors.

Unit-II: Patient Safety & Risk management:

Clinical Issues for Managers. Patient safety, Medication Safety, Adverse Drug Event, Safety of Surgery and Invasive Procedures, Pre-Operative/Procedure Planning, Intra-Operative and Post-Operative Safety, Pressure Ulcers, Occupational Hazards, Healthcare Associated Infections, Environmental Safety, Privileging and Credentialing of Medical Professionals. Error - Medical errors, Diagnostic error, Sentinel Event, Hazard, Near Miss. National Patient Safety Goals, IPSPG, Preventing Patient Falls.

Unit-III: Patient Classification Systems and the Role of Case Mix:

Need to Classify Patients, Types of Patient Classification Systems, ICD 9 & 10 (CM, PM), Case Mix Classification Systems, DRG, HBG, ARDRG, Case Mix Innovations and Patient Empowering Classification Systems. Consent and Types of Consent.

Unit-IV: Medical Ethics & Auditory Procedures:

Ethical principles, Autopsy, Tort Liability, Vicarious Liability, Medical Negligence, Use of Investigational Drugs, Introduction/need & Procedures for Medical Audit, Audit administration & Regulating Committees.

Unit-V: Management of Disaster and Nosocomial Infections:

Policies & Procedures for General Safety, Fire safety Procedure for Evacuation, Disaster Plan and Crisis Management, Code Blue and other related protocols. Risk Management Tools - Nosocomial infection - causes, prevention, Hand Hygiene, UTI, and other infections related to hospitalization.

References:

- 1) Harris M G & Assoc. 2003. *Managing Health Service: Concepts & Practices*. MacLennan + Petty: Sydney
- 2) Kilpatrick A O & Johnson J A. 1999. *Handbook of Health Administration & Policy*. Marcel Dekkes Inc: New York
- 3) Kumar A. 2000. *Encyclopedia of Hospital Administration & Development: Volume I*. Anmol Publications Ltd: New Delhi.
- 4) Gupta S & Kant S. 1998. *Hospital & Health Care Administration: Appraisal and Referral Treatise*. Jaypee: New Delhi
- 5) Goal S L & Kumar R. 2004. *Hospital Core Services: Hospital Administration of the 21st Century*. Deep Publications Pvt. Ltd: New Delhi
- 6) Reddy N K S. 2000. *Medical Jurisprudence & Toxicology*. ALT Publications: Hyderabad

- 7) Rao M S. 1992. Health & Hospital Administration in India. Deep & Deep Publications: New Delhi
- 8) Patient Safety Pocket Guide . Joint Commission Resources
- 9) Must-have information for pharmacists about quality and patient safety - Joint Commission Resources
- 10) Getting the board on board: what your board needs to know about quality and patient safety

302: Hospital Operations & Facility Management

Objective:

To familiarize the students with basic concepts of hospital operations and various tools of productivity.

Unit-I: Overview:

Hospital operations management, role and decisions, Difference of hospital operations from other service and manufacturing organizations, Facility location & layout. Role of computer applications in Operations Management.

Operations strategy – a competitive tool, elements, developing operations strategy. General introduction to the various specialties, super specialties and other subspecialties.

Unit-II: Operations of clinical services:

Organization and management of various clinical services – Outpatient Services – Inpatient Services – Operation Theater – ICUs– Their Utilization Study – Nursing Care & Ward Management. Management of emergency services – Organization – Functions –Role of Ambulance services – disaster preparedness plan – Mock drills – response to epidemics.

Unit-III: Operations of supportive services:

Organization and management of facility support services – Functions – Front Office, Admission And Discharge Procedure – Billing Procedure – Bio- medical and maintenance departments – Central Sterile and Supply Department (CSSD) – Pharmacy –Materials Management – House Keeping, Imaging, Blood Bank Services –Mortuary Services—Organization of Medical Records Department.

Operations of other Utility / Auxiliary facilities:

Role– Transport services – Laundry services. Food and Beverages (dietary) services – Managing the Estate – Security and Security arrangements – Management of engineering services (plumbing, electricity, A.C plants, lifts, civil works maintenance)

Unit-IV: Productivity and work measurement:

Operations Planning & Control concepts, Productivity concepts-factors & techniques of productivity measurement, time and motion study—scope, procedures & techniques.

Productivity—employee related aspects, HR-incentives calculation, and applications in hospital.

Unit-V: Value Management:

Value engineering, value analysis, quality control, waste disposals-applications in hospital.

Technology Management in Hospitals:

Evolution of technology in hospitals, technology selection, telemedicine & telehealth concepts and applications, artificial intelligence and robotics in Healthcare.

References :

- 1) Medical Technology, Application in Hospital Environment, Calibration Tests, Maintenance of Hazards
- 2) Srinivasan A.V. (Ed), Managing a Modern Hospital, Chapters 12, Response Books, New Delhi, Barry,
- 3) Jay Hazier, Principles of Operations Management, Prentice Hall, New Jersey,
- 4) Roger G., Operations Management - Decision Making in Operations Function, Tata Mc Graw Hill, New Delhi.
- 5) I. Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, John Wiley ills, Singapore, 1987.
- 6) Lee J. and Larry p. Ritzman, Operations Management - Strategy and Analysis, 'ton – Wesley Publications



- 7) International Journal of Operations and Quantitative Management, (IJOQM) released by Nirma Institute of Management – Ahmedabad.
- 8) Health Care administration – Principles, Practices, Structure, Delivery – Aspen Publishers by Lawrence F. Worper

303: Health Insurance & Medical Tourism

Objective:

The objective of this course is to familiarize the students in the areas of health insurance and to provide a managerial frame work with the concepts of medical tourism.

Unit-I: Introduction to Risk & Insurance

Risk Identification and evaluation – Risk Management Techniques – Risk Management and Insurance Industry – Principles of Insurance and Insurance contracts – Structure of Insurance Industry and players. Reinsurance concepts.

History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Insurance pricing, Development and Evaluation, current trends in Health Insurance - International and Indian scenario.

Unit-II: Operations in Health Insurance

Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance.

Third Party Administrators— Meaning, Role & Functions.

Economic and financial management of Health Insurance. Risk assessment, underwriting and premium setting, tax planning.

Unit-III: Marketing and servicing of Health Insurance

Introduction, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities.

IT Applications and Legal framework in Health Insurance, Information Technology and Insurance, legal framework and documentation, ethical Issues.

Unit-IV: Introduction to Medical Tourism

Tourism – Meaning, Motives, Classification and Components of Tourism.

Medical Tourism – Nature and Scope, Medical Tourism as an Industry, Growth of Medical Tourism Industry, SWOT Analysis, Current Initiatives & Practices, Market Intelligence.

Differences among Services and Service Procedures, Inequality or Non Availability of Services in certain states. The Medical tourist, Medical Travel Retailing, GATs and Health Perspective, Comparative Cost of Health Care in India, Thrust Areas.

Unit-V: Promotion of Medical Tourism

Spa & Wellness tourism, Bridging the gap between Accreditation and Health Tourism, Branding and Marketing Health Care destinations to Global Audience, Digital Marketing, Procedure Packing, Public Relations and Communications, Health Insurance & traveling patients, Managing Risks in Medical Travel – Risks of inflow of Foreign Tourism for Medical Health on Domestic Market.

References :

- 1) Kenneth Black, Jr. Harold D. Skipper, Jr—Risk and Health Insurance, thirteenth edition, Pearson Education Pvt. Ltd., Delhi, 2003.
- 2) P.K.Gupta—Insurance & Risk Management, Himalaya Publishing House, 2nd edition.
- 3) S.C.Sahoo & S.C.Das—Insurance Management-text & cases, Himalaya Publishing House, 1st dition.
- 4) Neelam C.Gulati—Principles of Insurance Management, Excel Books
- 5) U. Jawaharlal (editor)— Insurance Industry, the Current Scenario, the ICFAI University Press, Hyderabad, 2005
- 6) Board of editors—Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004
- 7) Sonal Kulakarni—Medical Tourism in India
- 8) <http://www.medicaltourisminindia.net/index.html>

- 9) <http://www.healthbase.com/>
- 10) <http://medicaltourism.com/>
- 11) <https://www.healthbase.com/hb/pages/medical-tourism.jsp>
- 12) <http://www.imtj.com/articles/2009/why-medical-tourism-needs-facilitators-30033/>

Journals:

1. Insurance Chronicle, ICFAI Publications, .Hyderabad.
2. The Insurance Times: ISSN-0971-4480
3. The Insurance Times, Kolkata, India, Website: www.prgindia.com

304. Total Quality Management

Objective:

To provide basic knowledge on the concepts of Quality Management on a journey towards safe and efficient patient Care.

Unit: I: Introduction:

Introduction to Quality , Quality mission, objectives, policy, concepts, evolution & determinants of quality, cost & economics of quality, Quality gurus, Introduction to TQM, QFD, Quality circles, QI teams.

Unit II: Quality in Management Process:

Processes in Service organization and their control, check sheet, histogram, scatter diagrams, process mapping, cause and effect diagram, Pareto analysis, Control charts and advanced tools of Quality.

Unit III: Systems Approach to Quality:

Introduction to ISO 14000, ISO 18000 – Systems approach to Quality.
Benchmarking & Business Process Reengineering – Definition, Methodology, Design, Evolution, Analysis.

Six Sigma in Health Care: Basics of Six Sigma, Vision, Six Sigma in Hospitals, Desired operational improvement in a health Care organization's processes – Best practice case illustrations – Lean Management Techniques to boost Health care productivity.

Unit IV: Quality in Patient Care

Contemporary Quality Improvement & Patient Safety Initiatives, Use of root cause analysis in Evaluating the challenges posed by clinical vs. operational patient flow, Streamlining patient flow: shortening waiting and cycle time, Allocating resources effectively to handle bottlenecks in capacity, improving the efficiency of patient Care administration and coordination, patient Turnaround Time. Patient Safety and quality – Accreditation and Accrediting organizations – NABH, NABL & JCI.

Unit V: Hospital Performance and Scorecards:

Determining key objectives in overall performance measurement of a hospital's Operations, Developing appropriate KPIs, identifying drivers and Strategic outcomes in an ambulatory Care clinical setting, Assessing results to evaluate the strengths and Weaknesses of hospital operations, Utilizing results to improve patient satisfaction and quality management.

References:

1. Bester field H.Dale : Total Quality Management, Pearson New Delhi.
2. Sridhr Bhat : Total Quality Management, Himalaya Publications, Mumbai.

3. Sundara Raju, S.M., : Total Quality Management: A primer, Tata McGraw Hill.
4. Srinivasan, N.S. and V. Narayana : Managing quality – Concepts and Tasks, New Age International.
5. Kume.H : Management of Quality, Productivity Press.
6. Dennis, Lock., : Handbook of Quality Management.
7. Hammer. M., and Spect : Business Process Reengineering, 1995, ISQUA Journal.
8. Karen Parsley & Philomena Corriagn : Quality Improvement in Nursing and Health Care: A Practical Approach, Chapman & Hall, London.
9. Scott B. Ransom, Manik S. Joshi & David B. Nash : The Health Care Quality Book Vision, Strategy Tools, Standard Publishers Distributors, Delhi.

305. Hospital Financial Management

Objective:

The objective of this course is to expose the students to decision making in the areas of finance function. It will equip the student with concepts, techniques and tools for optimal management of financial resources of a health care organization.

Unit I: Introduction to Financial Management:

Concept of Hospital Finance, role, functions and objectives of Financial Management in hospitals and health care sector. Profit maximization Vs Wealth Maximization, Financial Planning. Time Value of Money.

Unit II: Investment Decisions:

Capital budgeting – estimation of cash flows for hospital projects, project selection criteria: Payback period, ARR, NPV, IRR, Profitability Index methods – Introduction to quantification of risk in capital budgeting – Capital Rationing.

Unit III: Financing Decisions:

Capital Structure Theories, leverages and cost of capital. Capital market, methods of floating securities in the market, raising foreign funds, debt finance through term loans. SEBI and government guidelines. Sources of funds for hospitals, grants and donations. Hire Purchasing and Leasing.

Unit IV: Dividend Decisions and Financial Control:

Introduction, Relevance and Irrelevance theories of dividend: types of dividends, Factors affecting Dividend decision of a company. Financial Control in Hospitals-Basics of Financial Audit-Tax Planning in hospitals.

Unit V: Working Capital Management:

Meaning – Factors effecting working Capital – Components of working capital – Cash Management, Inventory and Revenue Cycle Management. Sources of working capital, risk return trade – off, Bank financing for working capital and guidelines for borrowing.

References:

1.Khan and Jain	: Financial Management, Tata Mc Graw Hill, New Delhi.
2.Pandey I.M	: Financial Management, Tata Mc Graw Hill, New Delhi.
3.William N. Zelman, Michael J. McCue, Alan R. Millikan, Alan R. Milikan	: Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications, Blackwell Publishers.
4.Bruce R. M.W. John	: Fundamentals of Financial Management, Prentice Hall India, New Delhi.
5.James C. V. and M.W. John1	: Fundamentals of Financial Management, Prentice Hall India.
6. R.G Saxena	: Principles of Auditing, Himalaya Publishing House, Bombay.
7. Sharma, Gupta Shashi K	: Accounting for Decision making - Kalyani Publishers

306: Hospital Information Systems

Objective:

This subject will Health Care Informatics and help the student to identify data sources for health Care management.

Evaluation: The paper will be for 100 marks out of which 20 marks are for internal examination and 80 marks for external examination.

Unit I: Information System: Overview, structure of MIS specific to hospital; information and data; information for control, hierarchy of management activity; decision making process; data capture, IT as a tool of competitive advantage.

Unit II: System Development Life Cycle: physical systems design, physical data base design; programme development, procedure development, project life cycle, installation and operation, conversion, operation, documentation, training, maintenance, post audit system evaluation. Importance of Requirement collection from client.

Unit III: Approaches to HIS: Basic ERP concept, concept of modularity, user department based, medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, Drug information system. General administration. DICOM, PACS, HL7, CPOE

Unit IV: Management Support System: concepts, decision support system software, applications for hospital activities. Expert system concepts, applications in healthcare management, dedicated software packages.

Unit V: Information Technology: Telemedicine, Knowledge management, IT integration.

References :

- 1) Davis, G.B. and M.H.Oslon, Managent Information Systems-Conceptual Foundations, Structure and Development, Tata McGraw Hill, New Delhi, 1998
- 2) Mudford, Eric, Effective systems design and requirements analysis, , McGraw-Hill, 1995
- 3) A. V. Srinivasan, Managing a Modern Hospital, Chapters 10 and II, Response Books, New Delhi, 2000.
- 4) Anil Kumar Saini, Management Information System (MIS) in Hospitals: A Computer-Based Approach for Quality in Hospital Services and Administration, Deep and Deep Publications, 1999
- 5) Singh B., Ahmad N. and Kurle, Essentials of Information System for Hospitals, IAHM Publishers, 3rd edition 2011.
- 6) Management Information System by James Obrain
- 7) Management Information Systems by Post and Anderson, McGraw-Hill (Data capturing)

401. Strategic Management

Objective:

To familiarize the students with various concepts of strategic management in healthcare.

Unit-I: Strategic Management in healthcare

Strategic Management: concept of strategy, Business policy basics. Meaning, evolution & process of strategic management. Strategic Business Units, Strategic decision making. Porter's value chain in healthcare industry: concept and elements.

Strategic intent concepts: Hospitals' Vision & Mission concepts, Business model, Goals & Objectives in Healthcare industry. Policy & values. Balance Score card, critical success factors, key performance indicators.

Unit-II: Strategy Formulation in hospitals

Environmental Appraisal: types of hospital environment, environmental sectors, environmental

scanning, SWOT analysis.

Organizational Appraisal: dynamics of internal environment, hospital capability factors, methods of organizational factors.

Strategies for low market share firms, for dominant firms, for firms in stagnant industries.

Unit-III: Strategy Analysis

Strategic Analysis: process, various techniques for strategic analysis, Porter 5-force analysis as applied to hospitals. Importance of Contingency planning.

Corporate Strategy Analysis: BCG matrix, GE matrix, McKinsey's 7s framework.

Chaining, Franchising, Mergers, Acquisitions & Joint ventures-a special focus in healthcare.

Unit-IV: Strategy Implementation

Strategy Implementation: nature & barriers.

Structural implementation-concept & types, structures for strategies.

Behavioral Implementation-strategic leadership, corporate culture, corporate power & politics.

Functional & Operational Implementation-various plans & policies in healthcare scenario.

Unit-V: Strategic Evaluation & Control

Strategic Evaluation: nature, importance & requirements.

Strategic Control: various types, operational control.

Techniques for Strategic Evaluation & Control.

Strategies for Competing in Global Markets.

Case Studies: introduction, methodology, approaches, and analysis.

Suggested Readings:

- 1) Azhar Kazmi, Strategic Management and Business Policy, Tata Mc Graw Hill, third edition.
- 2) B.Hiriyappa, Strategic Management, New Age International Publishers.
- 3) P.Subba Rao, Business Policy & Strategic Management, Himalaya Publishing House.
- 4) Srivastava, Management Policy and Strategic Management; Himalaya Publications.
- 5) Alan M.Zuckerman, Healthcare Strategic Planning, Prentice Hall of India, 2nd edition.
- 6) R.Srinivasan, Strategic Management-The Indian context, Prentice Hall of India, 2nd edition.
- 7) Sharon M.Oster, Strategic Management for Non-Profit Organizations, Oxford University Press.
- 8) Mc Carthy, Minichiello, Curran, Business Policy & Strategy-concepts & readings, Richard D.Irwin, 4th edition.
- 9) <http://smj.strategicmanagement.net/>

402. Supply Chain, Logistics & Materials Management

Objective:

To provide an understanding of Supply Chain, Logistics & Materials Requirements with reference to healthcare scenario.

Unit I: Overview of Supply Chain Management (SCM):

Overview of Hospitals Operations Management, Quality and performance improvements in health Care organizations.

Supply Chain Management: importance, objectives, components & types. Supply Chain Management in Healthcare. Decision phases in a Hospital supply Chain.

Supply chain models and strategies, Closed Loop Supply Chain, Organization Design and Management of Supply Chain. Role of SCM in Operations Management. Role of SCM in Quality improvement of a Hospital. Global Supply Chain Vs Domestic Supply Chain.

Unit II: Logistics Management (LM) in Healthcare:

Logistics Management: importance, objectives, components & types.

Logistics Competitive Advantage. Concept of Global SCM and LM.

Logistics profitability and cash flow.

Role of transportation in SCM.

Role & Application of logistics in SCM.

Role of Information Technology in LM & SCM.

Unit III: Materials Management & Purchase Management in Healthcare:

Materials Management: overview, scope & objectives of Hospital Materials Management.

Hospital Materials Management Vs Manufacturing Materials Management. Integrated concept of Materials Management with Hospital's clinical & non-clinical operations, Role of IT in Materials Management.

Materials Planning & Control-basic concepts.

Purchase Management: objectives & scope in healthcare organizations, centralized Vs decentralized purchasing, purchasing cycle, purchasing parameters, vendor analysis & vendor rating, vendor relationships as per Edward Deming.

Unit IV: Sourcing & Inventory in Hospitals:

Materials Sourcing: introduction & types of sourcing. Sourcing Vs Purchasing, Purchasing through Negotiation, Purchasing through Letter of Credit, Joint & Shared Purchasing, E-Procurement. Global Sourcing-issues.

Inventory Management: importance, categories of hospital inventories, costs associated with inventory, selective inventory techniques-ABC, HML, FSN, XYZ, VED & SDE analysis, MBASIC approach to drugs.

Unit V: Hospital Stores Management:

EOQ: derivation, effect of quantity & price discounts on EOQ.

Lead time in hospitals: factors influencing lead time, lead time elements.

Inventory policies-JIT & VMI. Role of inventory in SCM.

Stores Management: objectives, importance of stores in a hospital, duties & responsibilities of a store keeper. Key functions of stores, centralized Vs decentralized stores. Stores accounting methods, stock verification techniques. Standardization & Codification.

References:

1	K. Shridhara Bhat	Logistics & Supply Chain Management—Himalaya Publishing House
2	Prof.D.K. Agarwal & MacMillan	Text book of Logistics & Supply Chain Management
3	R. P. Mohanty and S. G. Deshmukh.	Supply Chain Management: Theory and Practices. Indian Text Edition.
4	Datta	Materials Management— Prentice Hall Edition, second edition.
5	K. Shridhara Bhat	Materials Management— Himalaya Publishing House
6	Gopala Krishnan	Purchasing & Materials Management—Tata MacGrawHill edition
7	Prof. L.C.Jhamb	Materials & Logistics Management—Everest Publishing House

403. Health Care Laws, Regulations and Ethics.

Objective:

To acquaint the students with various legal aspects concerning type and character of the health Care organizations and its duties towards patients and its employees and also familiarize the students in matters of liability of hospital towards medical negligence and medical malpractice in diagnosis, administration of drugs, surgery etc.

Unit I: Introduction to Medical Laws and Regulations

Introduction to law: Torts, Case-laws and Acts

The Hippocratic Oath, IMC regulations 2002, Geneva Conventions. Ethical and legal aspects of doctor patient relationships.

Law and establishment of hospitals- private/public hospitals, legal requirements under Medical Council Act - Law of Natural Justice.

Unit II: Legal Issues in Patient Care Management

Consent in medical practice , emergency medicine, Medico-legal cases , LAMA , Absconding patients ,Medical Negligence , Medical Malpractice Dying declaration and the doctor ,Medico-legal aspects of Autopsy , Legal aspects relating to organ transplantation, Medical termination of

pregnancy, sale and administration of drugs, anesthesia, Mental Health Act. Rights & Responsibilities of Patients.

Unit III: Important Acts and Liability

Legal liability of hospitals – Criminal, civil and tortious: Liability for negligence, Consumer Protection Act, Absolute liability and Vicarious liability, Legal remedies available to patients: remedies under contract law, tort, criminal law and Consumer protection' Act and the medical profession

Medical Records. Bio-Medical Waste (Management and Handling) Rules, 1998, Narcotic Drugs and Psychotropic Substances Act and Rules, Pharmacy Act 1948

Unit IV: Labor Law and Contract Act:

Hospitals as an 'industry' – application of labor enactments – discipline in hospitals– 'disciplinary action –Valid requirements of domestic enquiry. Maternity Benefit Act, 1961

Indian Contract Law, Torts and ICA , Pf act and ESI act

Contractual obligations in hospital services – requisites of a valid contract– Hospital as 'bailer' – sale and purchase of goods.

Unit V: Emerging Legal Issues and Important judgments

Euthanasia, Assisted reproduction, Surrogacy, Rights of the unborn, Stem cell research and genetic research, PC & PNDT Act (1994) and sex selection. Cases dealing with -

- Applicability of Industrial employment Act
- Treatment of accident and emergency cases
- Arrest and handcuffing of doctors
- Procedures without consent
- Medical negligence cases—Doctors liability vs Hospitals liability
- Drugs and Cosmetics Act 1940
- Clinical Establishment Act 2010

References:

1. Anoop Kaushal K, : Medical Negligence and Legal Remedies, 3rd edition, Universal Law Publisher, New Delhi.
2. Avtar singh : Company Law, Taxmann Publishers, Lucknow.
3. Francis D. : Government and Business, Himalaya Publishing House.
4. Gupta D and Gupta S. : Government and Business, Vikas Publishing House.
5. Varma D.P.S : Monopolies Trade Regulations and the Consumer Protection, Tata McGraw Hill, New Delhi.
6. R.K. Chaube : Consumer Protection and the Medical profession, Jaypee Publishing, New Delhi.
7. C.M. Francis : Medical Ethics, Jaypee Brothers, New Delhi.
8. Dr. V.G. Goswami, : Labor & Industrial Laws, Central Law Agency,
- 9 S.K Joshi : Law and the Practice of Law, Jaypee Brothers Medical Publishers (P) Ltd
Consumer Protection Act .1986: Indian Penal Code, Indian Evidence Act,
Criminal Procedure Code, Indian Medical Council Act.
Andhra Pradesh Private Medical Care (Establishment, Registration and
Regulation Act, 2002, Maternity Benefit Act, 1961.
ESI Act, 1948.
Medical Termination of Pregnancy Act 1971.
Organ Transplantation Act.
The Pre Natal Diagnostic Test Act, 1994.

Objective:

To provide an understanding of the cost concepts and methods of costing and enable the decision making process by using management accounting tools

Unit I: Introduction to Management Accounting:

Management Accounting, Definitions, Relationship with Financial Accounting and Cost Accounting, Need and Importance of Management of Accounting, Role of Management Accountant in a Hospital.

Financial Statement Analysis – Ratio Analysis – Introduction – Importance – Limitations – Types of Ratios – Common Size, Comparative and Trend Analysis – Cash flow analysis

Unit II: Introduction to Cost Accounting:

Concept of Cost, Costing – Analysis And Classification of Costs – Elements of Cost – Costing Methods – Unit/Output Costing – Job and Batch Costing – Activity Based Costing- Services costing

Unit III: Marginal Costing and Break – Even Analysis:

Definition of Marginal Cost and Marginal Costing – Assumptions – PV Ratio – CVP Analysis – Break-Even Analysis – Managerial Applications of Marginal Costing.

Unit IV: Standard Costing and Variance Analysis:

Meaning – Role and Importance – Determination of Standards – Variance Analysis for materials, labour and overheads (including simple problems)

Unit V: Budgetary Control:

Meaning – Importance – Types of Budgets – Concept of Budgetary Control, Preparation of various functional budgets– Performance Budgeting – Zero Base Budgeting.

References:

- 1) Anthony A. Atkinson, Robert S. Kaplan, S.Mark Young, Management Accounting, Fourth edition, Pearson Education Pvt. Ltd., Singapore.
- 2) Ravi Kishore M, Cost and Management Accounting, Second edition, Taxmann Publishers, New Delhi.
- 3) Steven A. Finkler. David'.M. Ward. Accounting for Health Care Organizations, 2nd edition, Aspen Publishers.
- 4) Jain and Narang KL "Advanced Cost and Management Accounting" Kalyani Publishers
- 5) Charles T Horgren, George Foster, Srikant M. Datar – Cost Accounting – A Managerial emphasis, Prentice Hall, India
- 6) Sharma and Gupta, Management Accounting, Kalyani Publishers

405. Entrepreneurship & Consultancy Management

Objective:

To create interest in students to start a venture, learn the intricacies of starting an enterprise, identifying opportunities, Inculcating enterprising values with orientation towards setting up own enterprises, and equip the student to take up consultancy work in various facets of hospital management.

Unit I: Overview of Entrepreneurship:

Overview: definition and meaning of entrepreneurship, Characteristics and Functions of entrepreneur, Importance and Limitations of entrepreneurship, Types of entrepreneurs, Innovation and Entrepreneurship. Idea generation: Brain storming in terms for project ideas, Normal Group Technique; Creativity. Lateral Thinking; research & Development, IPR, Patenting; Opportunities in health Care; NGO collaboration, Women entrepreneurship.

Feasibility Study:

technical feasibility, market feasibility, financial feasibility, economic support writing.
new enterprise creation, new enterprise identification and selection, investment and management.

Unit III: Sources of Finance:

Short – Term Sources – Instruments – Long Term Sources – Instruments – Sources – Commercial Banks, Development agencies. Indian and international funding organizations, Capital market. Venture and Startup capital.

Unit IV: Overview of Health Care Consultancy:

Consulting Industry with specific reference to Hospital and Health Care consulting perspective. Professionalism & Ethics in consulting, Consultant – Client Relationship, Behavioral roles of consultants.

Unit V: Consulting Process in Health Care:

Entry: initial contracts – preliminary problem diagnosis – terms and references – assignment strategy and plan – proposal to the client – consulting contract.

Diagnosis: Conceptual frame work of diagnosis – diagnosing purpose and problem – defining necessary facts – sources and ways of obtaining facts – data analysis – feed back.

Action Planning: Possible Solutions – evaluating alternatives – presentation of action.

Implementation & Termination: Consulting in various areas of Health Care Management.

References:

1. J.B. Patel and D.G.Allampally : Manual on How to Prepare a Project Report, Entrepreneurship Development Institute, Ahmadabad.
1. J.B.Patel and S.S. Modi : Manual on Business Opportunity Identification & Selection, Entrepreneurship Development Institute, Ahmadabad.
3. Edward Bono : Lateral thinking, Penguin Books, London.
4. Holt HG. David : Entrepreneurship, Prentice Hall India Publishers, New Delhi.
5. S.S. Khanka : Entrepreneurial Development, S. Chand & Co, New Delhi.
6. Anil Kumar S., : Entrepreneurial Development, New Age Publications, New Delhi.
7. Vasanth desai : Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai.
: The Journal of Entrepreneurship, Entrepreneurship Development Institute, Ahmadabad.
8. David H. Hott : Entrepreneurship – new venture creation, Printice Hall India, New Delhi, 2004.
9. Milan Kubr : Management Consulting (A guide to the Profession) 3rd revised edition. Published by International Labour Organization (ILO)
10. Susan Nash : Starting & Running a Successful Consultancy: How to Build and Market Yours Own Consultancy business.
Publisher: How to Books Ltd., Spring Hill House, Oxford, U.K.
11. Mick Cope : The Seven Cs of Consulting: Yours Complete Blue Print for any consultancy Assignment, Prentice Hall India.
12. Alan Weiss : Getting Started in consulting, John Wiley & Sons, New Delhi.
13. Philip Sadler : Management Consultancy, Kogan Page Ltd., London.

406. Drugs, Equipment and Technology Management

Objectives:

1. To familiarize the students in Drug management in Hospitals
2. To familiarize them with the management of equipment in hospitals and the application of technology in health Care

Unit I: Drugs Management

Organization of drugs in a hospital, storage of drugs, regulations and compliance, Narcotics and special drugs, Controlled substance management, Drugs and therapeutics committee, Drug Formulation and its updation. Dispensation of drugs, Licenses for drugs

Unit II: Equipment Management

List of common medical equipments-Justification of purchase proposal, hospital need assessment, Equipment selection guideline, estimation of cost and planning, purchase, installation, commissioning, Replacement and buy back policy, International and indigenous standards.

Unit III: Equipment Utilization & Maintenance

Equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipments, Preventive, annual and emergency maintenance, predictive maintenance, equipment availability, spares management, replacement policy, Depreciation and loss of value, Economic life, costing, cost of standby, maintenance in hospital.

Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

Unit IV: Concepts & Issues Related to Health Care Technology:

Introduction – Problems and Constraints associated with health care technology – present trends in Health Care Technology – Hospitals and Technology – Dealing with Technological Problems. Planning and adopting appropriate Technology in Health Care – Mechanism to ensure appropriate use of health Care Technologies – Developing sources of information on hospital technology – Medical communications to Doctors – Evaluation methods of health technology.

Unit IV: Application of Technology in Different Health Care Units:

Application in Diagnostic service areas (Radiology, Lab Services etc) – Clinical Services areas (Nephrology, Urology, Cardiology etc) – Therapeutic Services – Patient Support areas – Telemedicine – PACS – RFID – paperless hospitals – Biomedical Informatics – Artificial intelligence and Robotics in Health Care – Factors affecting the growth of New Medical Technology.

References:

1. A.R. Gennaro	:	Remington's Pharmaceutical Sciences, Mark Publishing co P.A
2. Mital	:	Text Book of Pharmaceutical jurisprudence, Mirali Prakasan, New Delhi.
3. Vijay Malik	:	Drug Laws, Law Book House
4. A. V Srinivasan	:	Managing a modern hospital
5. Anthony Y. K. Chan	:	Medical Technology Management Practice, Charles C Thomas Publisher
6. Ann Fullick	:	Medical Technology, Heinemann/Raintree Publishers
7. Richard A. Helms & Richard A. Helms	:	Textbook of Therapeutics: Drug and Disease Management, Lippincott Williams & Wilkins

407: Dissertation & Viva

Objective:

To impart practical knowledge through research methods; help formulate a rigorous research problem related to a Hospital/ Health Care Organization on the basis of their observation from Hospital/ Health Care Organization visits, and enable them to undertake an independent study.

Pedagogy:

Identifying several situations amenable to dissertation work, writing a proposal and making a presentation to the Dissertation faculty advisory committee. Reporting to the committee on the progress of research work periodically, making use of a variety of research methods and defending the inferences before the Examining Committee.

Contents:

Every student will do a detailed study on the topic selected for the dissertation, and is expected to prepare a two or three proposals which he intends to take up for the Dissertation. Faculty will examine this and decide on the topic of dissertation. The Process involved is:

Formulation of objectives and hypothesis

Review of literature

Designing the tool for data collection

Data collection

Coding, classifying and analysis of data

Inferences, conclusions and recommendations

Preparing a bibliography

Writing the dissertation and submission

The process will commence in semester – III and continue through semester– IV.

Evaluation Phase:

A three member panel consisting of University, the Hospital / Health Care organization and the college will conduct the viva voice examination. The allocation of marks are

50 marks for the content and approach to the dissertation

50 marks for defending the dissertation in the Viva Voice examination & finally Gade.

408: Internship (4months)

Objective:

To provide on the job experience, as an understudy in a Hospital/ Health Care Organization, to help the student understand systems and procedures and learn to make decisions considering the organization as an integral unit.

Pedagogy:

Internship is of four (4) months duration and the students are placed in some select Hospital/ Health Care Organization anywhere in the country / abroad.

Evaluation

Evaluation will be done at the end of four months by the host administrators. The performance of the student during internship will be evaluated by a host administrator under various parameters in a standard format.

In addition, the candidate has to submit a certificate issued by the host administrator that he/ she has completed the internship.

Format for evaluation will be provided to the host administrator. He will be requested to send the performance evaluation scores of the intern, confidentially, to the institute which will be in turn sent to the University along with the internship completion certificate.

During this period the student is expected to work under the guidance of the administrator. The student is expected to work in all major departments of the Hospital / Health Care Organization to gain insiders view about the entire organization.


CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

Osmania University, Hyderabad

MDHM Internship Evaluation Form

(To be filled by the Host Administrator or person in charge for supervising the intern(s))

Name of the Student : _____ HT NO: _____

Name of the Hospital / Organization : _____

PARAMETERS OF EVALUATION		Please circle the relevant mark.					
1. Understanding the Organization (25 Marks)							
a.	Vision/ Mission / Objective	0	1	2	3	4	5
b.	Organizational structure	0	1	2	3	4	5
c.	General functions in the Organization	0	1	2	3	4	5
d.	Policies, Procedures of the Organization	0	1	2	3	4	5
e.	Collateral functions of the Organization	0	1	2	3	4	5
2. Problem Identification (25 Marks)							
a.	Ability to identify problems	0	1	2	3	4	5
b.	Ability to study and collect relevant information	0	1	2	3	4	5
c.	Ability to use statistical tools	0	1	2	3	4	5
d.	Ability to analyze information	0	1	2	3	4	5
e.	Ability to offer feasible solutions	0	1	2	3	4	5
3 Record Writing / Submission (20 Marks)							
a.	Content of the records - facts, figures etc.	0	1	2	3	4	5
b.	Analytical description of the work/activities done	0	1	2	3	4	5
c.	Regularity in submission of records	0	1	2	3	4	5
d.	Use of professional knowledge in records	0	1	2	3	4	5
4. Interpersonal relationship / Team Work (15 Marks)							
a.	Ability to adjust with and work harmoniously in teams	0	1	2	3	4	5
b.	Sharing of information with executives/ employees	0	1	2	3	4	5
c.	Ability to participate in meetings meaningfully	0	1	2	3	4	5
5. Observance of Organizations decorum and discipline (15 Marks)							
a.	Regularity and Punctuality	0	1	2	3	4	5
b.	Observance of rules and regulations	0	1	2	3	4	5
c.	Discipline	0	1	2	3	4	5

TOTAL MARKS 100

Marks Secured: _____

The candidate has joined on _____ for internship and relived on _____

Signature: _____

Date: _____

Name of the Administrator: _____

Place : _____

Stamp

Please return this to the Principal _____


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