

ANDHRA UNIVERSITY
Regulations and Syllabus relating to
MASTER OF HOSPITAL ADMINISTRATION(MHA)

- 1. COURSE TITLE:** Masters in Hospital Administration, hereafter referred as MHA.
- 2. Objectives:** The main objective of MHA is to develop qualified managers for the health care industry.
- 3. Description:** This is a full time Four-Semester Post-Graduate Masters Degree Course. Two years of four semesters with residency in a hospital .
- 4. Admission:** Admission into MHA Courses will be made on the basis of an Admission Test/Group Discussion, as prescribed by Andhra University from time to time. The reservation policy of Andhra University will be applicable.
- 5. Eligibility:** Any graduate with minimum 50 % marks by any recognized Indian University, In the case of SC/ST candidates the minimum marks shall be 45%
- 6. Fee:** As prescribed by Andhra University from time to time.
- 7. Medium of Instruction:** English
- 8. Scheme of Instruction :** The Scheme of Instruction consists of **six papers** and 'Residency in Hospital' during Semesters 1 & 2; **six papers** and 'Visits to Hospitals' during 3rd Semesters while **seven papers in the 4th Semester**. Unless otherwise stated, each subject shall have 4 hours of class room instruction per week and carries 4 credits. Project Report and Viva voce will be conducted after the 4th semester examinations. Subjects with practical component shall have 3 hours of class room instruction and 2 hours of practicals per week. (The Course Outline along with details of subjects, marks(Internal/Practicals/External), hours per week and credits is given in the Course Outline along with the detailed syllabus.
- 9. Residency:** Candidates shall undergo Residency in Hospitals for a minimum of twelve Hours per week and submit a report thereon along with a certificate obtained from the concerned hospitals, at the end of each semester during **first and second semesters**. The Residency in Hospitals carries 100 marks each in each of the first and second semesters, to be awarded internally, by a committee consisting of the course coordinator and two senior faculty members of the Institution.
- 10. Visits to Hospitals:** Candidates shall have to go for Hospital visits local and/or outstation, for a minimum of ten visits and submit a report thereon along with a certificate obtained from the concerned hospitals, at the end of **Third semester**. **Visits to Hospitals** carries 100 marks to be awarded internally, by a committee consisting of the course coordinator and two senior faculty members of the Institution.
- 11. Project Report and Viva Voce :** The purpose of the project work is primarily to demonstrate the knowledge and skills in studying and analyzing a selected problem in the work situation, in a systematic manner while suggesting solution to the management of the hospital. It is desirable that the sponsoring organization has to identify the area of project work at the beginning of the project. Each student is required to study the problem under the guidance of a faculty member of the Institution **for eight weeks**, during the summer vacation after the second semester examinations. The completed project should be submitted to the University/College within 30 days before the commencement of IV semester examinations. The Project Report together with Viva Voce carries 200 marks.

12. Evaluation: Each paper is for 100 marks divided into External for 70 marks and Internal for 30 marks. In the case of subjects having practicals, semester-end exam carries 50 marks while internal and practical examination carry 30 marks and 20 marks respectively. The question papers shall be set on 'Unit System' pattern.

The question paper model consists of

Sec-A(five short questions carrying 4 marks each, with no choice[$5*4=20$ marks]) and

Sec-B(five sets of questions with internal choice, each set of questions being set from each of the five units of the syllabus, each question carries 10 marks [$5*10=50$]).

For subjects having practicals i.e., HA-105 and HA-302, Sec-A carries 10 marks[$5*2=10$] and Sec-B carries 40 marks[$5*8=40$]

The answer scripts of all the courses shall be subject to double coded valuation. The variation between first and second valuation shall be dealt with as per the rules of the University.

The duration of written examination (semester-end) for each paper shall be three hours. Each Paper shall, unless otherwise prescribed, and carry 100 Marks consisting of Internal evaluation 30 marks and external examination for 70 marks. The Internal evaluation consists of one mid semester examination for 15 marks and an assignment for 15 marks. The Semester examination shall be based on the question paper set by the external examiner.

A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination at the end of the next semester.

Notwithstanding anything contained in the above regulations in the case of Project Report and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.

13. Attendance Requirement: Candidates shall put in attendance at the College for not less than 75% of the total number of working days. If a student is short of attendance in any subjects he/she shall not be permitted to appear for the entire examination. Condonation of shortage of attendance may be granted on the recommendation of the Principal of the College concerned, subject to the rules of Andhra University from time to time. If a candidate represents the university in games, sports and other officially organized extra curricular activities, it will be deemed that he has attended the college on the days he is absent for this purpose. Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination (s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations simultaneously.

14. Viva-Voce Examination: Candidates who passed all the earlier three semesters examinations and appeared for all the papers in the fourth semester examination, have to appear for a Comprehensive Viva-voce examination after the fourth semester examination. Project Report and Viva Voce carry 200 marks. The Comprehensive Viva voce examinations will be on any/all the subjects of all the Four Semesters including Residency Reports, Report on Visits to Hospitals and Project Report. The Viva voce Committee shall be constituted by the University with the following members:

(i) Chairman, PG Board of Studies, DCMS, Andhra University	Chairman
(ii) Head, DCMS, Andhra University	Member
(iii) Two experts – one from DCMS and one from Health Care Industry	Member Member
(iv) Course Coordinator.	ember

15. No Ragging: If any candidate is involved in any kind of ragging, he/she will be severely dealt as per law.

16. Award of Results: A candidate shall be declared to have passed the examination if he/she obtains a minimum of 5.0 SGPA in each semester. All other candidates shall be deemed to have failed in the examination. The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination on the basis of total marks obtained by each candidate in all the semester examinations put together vide the following grades:

- Distinction: Those who obtain CGPA 8.0 or more
- I Class: Those who obtain 6.5 CGPA or more but less than 8.0,
- II class: Those who obtain CGPA 6.0 or more but less than 6.5.
- Pass: Those who obtain CGPA 5.0 or more but less than 6.0.

Only those candidates who appear and pass the examination in all papers of the four semesters, at first appearance are eligible to be placed in the **first class with distinction**. However, no candidate who has not passed all the papers relating to any semester at the first appearance shall be eligible for the award of any medals or prizes by the University and to receive certificates of rank obtained by them in the examination.

17. Improvement Provision: Candidates declared to have passed MHA under Semester System obtaining third or second class may reappear for the same examination to improve their class as per the University rules in force.

18. Award of Degree: A candidate who fulfills all the requirements as stipulated by Andhra University from time to time is eligible for the award of Master of Hospital Administration (MHA) Degree.

19. Andhra University reserves all rights relating to the modification/revision/change etc., of the regulations of MHA at any point of time.

Course Outline of MASTER OF HOSPITAL ADMINISTRATION (MHA)

Code	Subject	M A R K S			Hours	Credits
		Inter	External	Total	Weekly	
FIRST SEMESTER						
HA 101	Health Care and Hospital Environment	30	70	100	4	4
HA 102	Human Biology and Medical Terminology	30	70	100	4	4
HA 103	Health Care Economics	30	70	100	4	4
HA 104	Organization and Management Process	30	70	100	4	4
HA 105	Information Technology for Hospitals	30+20	50	100	3+2	4
HA 106	Quantitative Techniques for Management	30	70	100	4	4
HA 107	Residency in Hospitals – I	100		100	12	4
SECOND SEMESTER						
HA 201	Human Resource Management	30	70	100	4	4
HA 202	Hospital Services Marketing	30	70	100	4	4
HA 203	Communication and Report Writing in Hospitals	30	70	100	4	4
HA 204	Accounting for Decision Making	30	70	100	4	4
HA 205	Financial Management	30	70	100	4	4
HA 206	Bio Statistics	30	70	100	4	4
HA 207	Residency in Hospitals – II	100		100	12	4
THIRD SEMESTER						
HA 301	Hospital Planning and Engineering	30	70	100	4	4
HA 302	Management Information Systems in Hospitals	30+20	50	100	3+2	4
HA 303	Supply Chain Management	30	70	100	4	4
HA 304	Operations Research	30	70	100	4	4
HA 305	Patient Behavior and Care	30	70	100	4	4
HA 306	Hospital Operations Management	30	70	100	4	4
HA 307	Visits to Hospitals	100		100	12	4
FOURTH SEMESTER						
HA 401	Hospital Management Control Systems	30	70	100	4	4
HA 402	Quality Management in Hospitals	30	70	100	4	4
HA 403	Health Care and Insurance	30	70	100	4	4
HA 404	Legal and Ethical Issues for Hospitals	30	70	100	4	4
HA 405	Risk and Disaster Management	30	70	100	4	4
HA 406	Hospitals and Pharmaceutical Management	30	70	100	4	4
HA 407	Entrepreneurship and Consultancy in Health Care	30	70	100	4	4
	Project Report and Viva Voice	-	200	200	-	6

DETAILED SYLLABUS

FIRST SEMESTER

HA 101 HEALTH CARE MANAGEMENT AND HOSPITAL ENVIRONMENT

Objective: To make the student to understand Health Care Sector and Hospital set up in a larger perspective with an emphasis on the systems.

Unit I

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

Unit II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecology services – Neuro – Surgery service – Neurology services.

Unit III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

Unit IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

Unit V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

Reference Books:

Paul's, *Readings in Economics*, Tata McGraw Hill, New Delhi , 1992

Dwivedi D.N. *Microeconomic Theory*, Vikas Publications, New Delhi, 1996

Seth, M.L. *Macroeconomics*, Lakshminarayana Agrawal, Edu, Pub. Agra. 1996

Varshey, R.L. & Maheshwari, K.L., *Managerial Economics*, Sultan Chand, Delhi, 1996

Peter, Z & Fredrick, B., *Health Economics*, Oxford Pub., New York, 1997

Shanmugansundaram, Y., *Health Economics*, Oxford Pub. New York, 1997

Mills, A & Lee, K., *Economics of Health*, OUP, Oxford, 1983.

Liz Haggard, Sarah Hosking, *Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises*

Park JE, Park K., *Textbook of preventive and social medicine*, 20th edition, Banarsidas Bhanot Publishers. 2009

S.L GOEL, *Healthcare Management and Administration*, Deep & Deep publications Pvt.Ltd., New Delhi.

HA 102 HUMAN BIOLOGY AND MEDICAL TERMINOLOGY

Objective: The student will get a familiarity with medical jargon and human body system so that he can effective member of the operational team.

Unit I

Human Anatomy and Physiology: Basic functions and importance of following system in Human body: Digestive System-Respiratory system- Circulatory system-Central Nervous system. Musculoskeletal system-Reproductive system-Excretory system-Endocrine Glands Special Senses.

Unit II

Medical Terminology-Reasons for using medical terms-Glossary of medical terms: major Diseases and medical specialties.

Unit III

Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit IV

Illness-Defining illness: Direct and indirect causes - Classification and description of diseases.
Infection Control: Medical asepsis, Nosocomial infection and communicable diseases,
Reservoir, carrier and mode of transmission.

Unit V

Overview of Hospital Services Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services. Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department.
Medical Records – Fatal documents – Medical Registers – Statutory records.

Reference Books:

1. BM Sakharkar, *Principles of Hospital Administration and planning* – Jaypee brothers Publications.
2. Francis CM, Mario C de Souza ; *Hospital Administration* – Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000
3. Modgli GD: *Medical Records, Organization and Management*, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2001
4. Sakharkar BM: *Principles of Hospital Administration and planning*, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 1999
5. McGibony JR: *Principles of Hospital Administration*, GP Putnam's sons ' New York, 1969
6. Rowland H.S. Rowland BL: *Hospital Administration Handbook*, Aspen System Corporation: Rockville, 1984
7. Grants Method of Anatomy: A Clinical Problem solving approach - John V. Basmajian and Charles E. Slonecker,
8. Roger Watson Anatomy and Physiology for Nurses
9. William F. Ganong, Review of Medical Physiology, McGraw Hill,
10. Stedman's Medical Dictionary
11. Park JE, Park K., and Textbook of preventive and social medicine, 20th edition, Banarsidas Bhanot Publishers. 2009

HA 103 HEALTH CARE 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 introduce to recent trends in health care sector.

Unit 1: Introduction of Economics

Nature of Economic Analysis – nature Economic – functioning of Economic systems – Circular flow and interdependence of Economic activity- Basic Economic concepts - scarcity – Opportunity cost – Discounting principle – Concept of margin – Utility – Demand – Supply and Elasticity – Relavence of Economics to health and medical care.

Unit 2: Demand Analysis

Utility analysis – Nature of Demand and determinants – law of demand – Elasticity of Demand- Supply Curves – Cost Concepts and Cost Analysis.

Unit III: Health Determinants

Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care – Economic Evaluation in Healthcare.

Unit IV: Market Analysis

Market Configuration – Price determination under different marker conditions – nature and Characteristics of Health care markets - Demand for and supply of Health care services- Market failures and Government intervention and control.

Unit V : Health care Finances and Trends

Health care indicators – Health policies - Health care expenditure – Financing of Health care, Allocations under 5 year plants.- National rural Health Machine (NRHM) – Human Development indices.

Trends in Healthcare – Changing demography – Medical Technology and Escalating Health costs – Public - Private Partnership -effects of Globalization.

Reference:

- Dwivedi, D.N, : Micro Economic Theory, Vikas Publications, New Delh, 1996.
- James Henderson : Health Economics and policy – South Western College publishing, International Thamson Publishing, USA 1999.
- Paul S. : Readings in Economics, Tata McGraw Hill, New Delhi ,1992.
- Rexford E. Santerre : Health Economics Dryden Publishers, Florida (U.S.A),2000.
- Mills.A.& Lee,K : Economics of Health, OUP Oxford, 1983
- UNDP : Human Development report, OUP, Newyork (recent three Years)
- Peter Zweible & Friedrich Breyer : Health Economics, Oxford university Press, Oxford, 1997.
- V.Raman Kutty : A Premier of Health Systems Economics, Allies Publication Ltd.New Delhi.
- H.S.Rout&P.K.Panda : Health Economics in India, New Century Publications, New Delhi.

HA 104 ORGANISATION AND MANAGEMENT PROCESS

Objective: The objective of this paper is to teach the students the principles of management including group dynamics and organizational development.

Unit I

Concept of Management and Business – Various approaches to Management – Universality of Management Principles – Functions of Management – Social Responsibilities of business . Planning – Nature, purpose, steps, types – objectives, purpose – Management by objectives – Decision – making process.

Unit II

Organizing: Nature and purpose, principles: Departmentalization importance, methods of Departmentalization. Span of control Decentralization and delegation – Delegation, concept uses, process, preconditions – Line and staff Relationships - Organizational conflict – Types – Management of conflict – (Organizational change – Resistance Measures.) – Management of change

Unit III

Directing, Nature, Managing the human factor, Motivation, techniques, theories of Vroom, Maslow, Herzberg. Leadership – Definition functions and nature –Theories of leadership: Trait theory, Situational theory, and managerial grid.

Unit IV

Group Dynamics – Formation and Development of Groups – Group cohesiveness – Stress Management. Leadership Styles – Motivation – Communication.

Unit V

Organizational Development – Interventions Techniques - Assessment – Organizational culture Creating and sustaining organizational culture – Organizational climate - Developing sound organizational climate – Organizational effectiveness.

Reference Books:

Koontz 'O' Donnell and Weirich: Management (Tokyo, McGraw Hill).
Latham and Tencenzyng: Organisation and Management (New York: McGraw Hill 1980).
Peter F. Drucker: The Practice of Management (Bombay: Allied Publishing Co., 1989).
Fred Luthans. Organisational behavior, McGraw Hill Co., Tokyo.
Keith Davis. Human Behavior at Work, Tata McGraw Hill, New Delhi.
Abraham K. Karmam. Organizational Behavior, Prentice Hall, New Delhi.
Stephen P. Robbins. Organisational Behavior, Prentice Hall New Delhi.

HA 105 INFORMATION TECHNOLOGY FOR HOSPITALS

Objective : The Objective of this paper is to impart the fundamental skills of using Computers in Hospital Management.

Unit I

Introduction to Computers

Definition, data representation, hardware, software, generations of computers, Internal and external DOS commands

Unit II

MS-Word: Templates and wizards, editing, formatting text, drawing, paragraph, alignment, spell check, printing, views, index, table of contents, macro tables- generating reports for different levels of Hospital Management.

Unit III

MS-Excel: Data entry, editing, formatting, charting and mapping data, data handling, graphs, functions, formulas, goal seek, scenario, solver, filters.-Using spreadsheet for keeping and reporting data in Hospitals

Unit IV

MS-Access: Data in tables, using forms, queries, Reports, relational data base

Unit V

Power Point: Formats, animation, art and sound, templates, file management Introduction to statistical Tools and Analysis on MS Office- Preparing power point presentations relating to Hospitals.

Reference Books:

Lonnie Moseley and David Boodey : *Mastering Ms Office 97*,BPB Book centre

Rajaraman V.*Fundamentals of Computers* PHI, New Delhi,1996.

HA 106 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: The objective of this paper is to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics.
2. Nagar, Das – Basic Statistics, Oxford University press
3. Levin, Krehbiel and Berenson, Business: A first course, pearson Education Asia.
4. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt.Ltd.
5. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
6. S.P.Gupta Statistical Methods for Management

SECOND SEMESTER

HA 201 HUMAN RESOURCE MANAGEMENT

Objective : The objective of this paper is to teach the student about the Human Resource function relating to the organization of HR Department, recruitment, training and development and industrial relations

Unit I

Nature and Scope of Human Resource Management – Meaning and Definition – Functions – Objectives – Organisation of HRM Department - Policy Evolution of Personnel / HRM in General and with reference to HR department in hospital.

Unit II

Acquisition of Human Resources / Planning – Forecasting and determination of current and Future Human Resource Requirements – Job Analysis and Job Design Recruitment - Selection, Orientation (Socialisation) and Placement.

Unit III

Development of Human Resources / - Employment Training and Management Development - Motivation – Performance Appraisal, Performance Counseling, Maintenance of Human Resource – Employee Compensation – Job evaluation – Incentive Payments – Promotion and Transfer – Policies – Methods.

Unit IV

Career Planning and Development – Process – Steps in Career Planning and Development system – Actions – Prerequisites for success – key issues in career development.

Unit V

Industrial Relations – Framework for employer – Employee relations – Grievance Procedure – Guidelines for handling grievance – Work ethics – Work culture and quality of work life.

Reference Books:

David A.De Cenzo & Stephen P. Robbins. Personnel / Human Resource Management, Prentice Hall of India Private Limited.
Flippo, Edwin B. Principles of Personal Management – International Students Edition McGraw Hill Book Company.
Human Resource and Personal Management, Tata McGraw Hill Publishing Company.
Garry Dessler. Human Resource Management.
Goyal. R.C., *Hospital Administration and Human Resource Management*, Prentice Hal, Of India Private Limited, New Delhi, 2005.
V.P.Michael, Human Resource Management and Human relations, Himalaya Publishing House.
Arun Monappa – Managing Human Resource - Tata McGraw Hill Publishing Company.
Arun Monappa and Mirza Saiyadan, Personnel Management and Human Resource.
T.N.Bhagoriwala, Personnel Management and Industrial Relations, Sahitya Bhavan, Agra.
Akhilesh & Nagaraj.HRM 2000 Indian
K.N.Subrahmanian – Perspective Wages
Government of India – Report on National Commission on Labour.
Journals: Indian Journal of Labour Economics – Manpower Journal – Productivity.

HA 202 HOSPITAL SERVICE MARKETING

Objective: The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.

Unit I

Introduction: Introduction to marketing management. How marketing management is distinct in Health care industry
Marketing segmentation in Hospital marketing.

Unit II

Strategic Business Unit (SBU) Identification of SBU - Analysis of SBU – various models in analyzing SBU: BCG
Growth Share Matrix – GE Approach.

Unit III

Marketing Mix Strategies: Introduction to Marketing Mix. Product item, product line and product mix decisions.
Managing Product Items, Product Lines and Product Mix of Hospital. Process of new Product Development.

Product life cycle strategies. Pricing strategies. Channel management in Hospitals. Franchisee management. Elements of
Promotion Mix. Promotion strategies.

Unit IV

Internal marketing – Importance and objectives – Roles of a service employee – Internal marketing strategies; External
marketing – Promotional mix – Promotional campaign design; Interactive marketing.

Unit V

Service distribution; Service Demand and Capacity Management; Physical evidence – Type of service scapes – Physical
evidence strategy; Service recovery strategies.

Reference: Books:

Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2001.

Zeithaml Bitner, yalarie A., Services Marketing – Cases in Marketing Management ,
McGraw Hill, New York, 1996.

Srinivasan.R, Services Marketing (The Indian context), Prentice- Hall India, New Delhi, 2004.

Bhattacharya .C., Services Marketing, Excel Books, New Delhi, 2006.

Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi 2004.

Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Person Education, New Delhi,
2004.

Saxena, Rajan, Marketing Management, Tata McGraw Hill, new Delhi, 1997.

Still, Richard R. Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 1997.

Milica Z.Bookman, Karla R.Bookman; Medical Tourism in Developing Countries., Palgrave Macmillan. 2007

203. Communication and Report Writing For Health Care 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 – Speaking – Listening – Barriers of Communication – Effective Communication – Commandants of Effective Communication

UNIT II: Organizational Communication Process:

Introduction – steps in Organizing – Patterns of Communication for Organization Communication Networks – Organizational Climate and Communication in Organizations.

Role of Communication in Management - Models of Communication – Process of Communication – Types – Effective Communication - Essential of Effective Communication

UNIT III: Channels of Communication:

Vertical and Horizontal Communication – Oral Communication – Meaning – Tool 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:

Introduction to Business – Business Correspondence – Need – Functions – Kind of Business Letters – Essential of an Effective Business Letter (Layout) – Planning the Letter.

Business Enquiries and Replies – Credit and Status Enquiries Placing and Fulfilling Orders – Complaint and Adjustments – Collection Letter – Circular Letters sales letters- Agency Correspondence and goodwill letters.

UNIT V: Report Writing:

Importance of Reports – Types of Reports – Features – Process of Writing Reports – Structure of Business Reports. - Style – Language.

Reference:

- Rajendra Paul & KorehallI : Business Communication
- Leiskar & Flatly : Basic Business Communication – Tata Mc Graw Hill
- Bovee et al : Business Communication Today
- Pearson Education
- ICFAI : Business Communication
- Aruna Koneru : Professional Communication,
Tata – McGraw –
Hill Publishing co.Ltd, 2008.

HA 204 ACCOUNTING FOR DECISION MAKING

Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of accounting information for decision-making.

Unit-I : Nature and Scope of Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Financial Accounting System-Generally Accepted Accounting Principles - Elements of Profit and Loss Account – Balance Sheet (Theory only)

Unit – II: Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

Unit – III: Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing During Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Partial Fulfilment of Special Order Vs Outsourcing Decisions – Make or Buy Decisions.

Unit – IV: Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

Unit – V: Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

Suggested Books:

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Delhi.

HA 205 FINANCIAL MANAGEMENT

Objective : The objective of this paper is to impart the skills relating to the organization of the finance function in terms of fund mobilization and deployment and to equip the students with basic principals of Financial Management and Techniques.

Unit- I: Nature , Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Flow Analysis – Cash Flow Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

Suggested Books:

1. Pandey IM - Financial Management, Oxford University Press.
2. Prasanna Chandra - Financial Management, Tata McGraw Hill.
3. MacMillan, Jim - Financial Management, Oxford University Press.
4. Paresh P.Shah, Financial Management, Wiley India New Delhi.
5. Khan & Jain - Financial Management, Tata McGraw Hill.
6. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
7. Ravi M Kishore - Financial Management, Taxman Publications.
8. Keown, Martin, Petty & Scott, Jr., - Financial Management, Prentice Hall of India.
9. Vyuptakesh Sharn Fundamentals of Financial Management, Pearson Education.
10. RM Srivasthava: Financial Management and Policy, Himalaya Publication.

HA 206 BIO STATISTICS

Objective: to make the student to understand the concepts in biostatistics and to apply the techniques in decision making.

Unit I

Data and Information, Variables, Sampling, Data Collection Data and Information – Variables and Types of Variables – Sampling, Sample size and Sampling techniques - Data types – Primary and Secondary Data - data collection - Respondents, interviews, observation, questionnaire, survey, direct and indirect research techniques – Data Collection in Quantitative and Qualitative Research - Organizing the data.

Unit II

Data Analysis

Data Analysis – techniques and tools – manual and computerized – use of statistical software in data analysis - univariate, bivariate and multivariate analysis

Unit III

Data Presentation

Data Presentation - frequency distribution, charting of data – Bar Chart, Pie chart, Line Diagram, Tables, Histogram.

Unit IV

Demography and Vital Statistics

Mortality and Morbidity Rates, Birth Rates, Specific Death Rates, Fertility Rates, Abortion Rates etc

Unit V

Hospital Statistics

Application of statistics in healthcare and hospital settings - utilization of the basic data, sources of health statistics, problems in collection of sickness data, measurement of sickness, vital statistics.

References:

Mahajan B.K. Textbook of Biostatistics
Kirkwood and Sterne. Essential Medical Statistics
Dawson and Trapp. Basic and Clinical Biostatistics

THIRD SEMESTER

HA 301 Hospital Planning and Engineering

Objective: The Objective of this paper is to teach the student the skills of hospital planning including clinical and radiological service planning.

Unit I

Introduction to better patient care
Hospitals, beds, utilization, personnel, assets, finances

Unit II

Surveying the community
Area wide planning, planning for general Hospital service, determining the logical centers for hospital location, determining the area served by them, non acceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution.

Unit III

Functional plans for hospital construction
Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.

Unit IV

Functional Hospital Organization
Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended care facilities.
Medical Specialties
Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

Unit V

Supportive Services
Clinical Laboratories, radiological services, medical records, front office, billing, staffing, house keeping, transportation, dietary services, emergency services, infection control, and mortuary services.

Reference Books:

Hospital Planning, WHO, Geneva, 1984.
Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999
Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol publications, New Delhi, 2000.
Srinivasan, A.V. (ed), Managing a Modern Hospital, Chapter 2, Response Books, New Delhi, 2000.
Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2000.

HA 302 Management Information Systems in Hospitals

Objective : To make the student to understand MIS as a managerial decision making tool and to know the sources and compiling of MIS>

Unit – I

Introduction to Management Information Systems

Decision theory - Managerial Decision Making Process Techniques – Major Trends in Technology in Decision Making - Computerized data processing – Decision Support Systems – Expert System – Executive Information System – Health Management Information System.

Unit II

Health Records

The world of Informatics The future of healthcare technology-Functions of the health record –Changing functions of the patients record – Privacy and confidentiality and Law -Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation.

Unit III

TELEMEDICINE

Telehealth - Historical perspectives – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information. Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

Unit IV

Software Applications in Health Care

Awareness on the application of computer software packages in Various functions of Hospital.
Internet and Intranet and their application in healthcare.

Unit V Practicals of Software Applications -

Suggested Practicals: Mail Merge using Ms Word-Profit Analysis using Excel- Vendor Analysis using Excel-Lead Time Analysis using Excel-Electricity billing using Excel- Grade Analysis using Excel-Budget Consumption using Excel-Correlation using Statistical Software- Regression using Statistical Software-Chi-square using Statistical Software-One sample t test using Statistical Software- Two sample t test using Statistical Software Test of significant difference - independent samples Test of significant difference - Related samples- One Way ANOVA using Statistical Software

Reference Books:

Green. E. Paul. Danald S. Tull, Gerald Albaum, Research far Marketing Decisions, Prentice Hall, New Delhi, 1996.

Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi. 1969

Plane DR and Kochenberger GA, Operations Research for Managerial Decisions, Richard D Irwin Inc. Homewood, Ill.1972

Gordon B.Davis and M.H. Olson, *Management Information Systems* – Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.

Erid Muford. Effective Systems design and requirements analysis, McGraw Hill 1995.

Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005.

Rajesh Narang, Data Base Management System, Prentice – Hall India Private Limited.

New Delhi. 2004.

Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi 2004.

Kenneth .C.Laudon & Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi, 2006.

Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi, 2004, 4th Edition.

Internet: An Introduction – CIS Series, Tata McGraw Hill.

Informatics for Healthcare professional - Kathleen M,

Management Information system - James O'Brien, Tate McGraw Hill

HA 303 Supply Chain Management

Objective: The objective of this course is to introduce basic concepts and process of Supply Chain Management.

- Unit – I** Introduction to Supply Chain – Concept – Need and Evolution. Approaches, phases and processes of supply chain drivers and obstacles. SC strategies – strategic fit and scope.
- Unit – II** Planning Demand and Supply in SCM – Demand forecasting, aggregate planning, managing predictable variability. Customer Service and Integration of Technology in SCM(IT & E business)
- Unit – III** Inventory planning and managing inventory in SCM – Factors affecting inventory approaches and methods to manage inventory
- Unit – IV** Sourcing and Logistics – Purchasing & Sourcing Decisions in Supply Chain Management – Transportation, Logistics, Warehousing, Containerization and packaging.
- Unit – V** Designing SC Network – Distribution network-Performance management and control. Benchmarking, Gap Analysis and Balance Score Card for Supply chain management.

Suggested Books:

Sunil Chopra and Peter M, SCM-Strategy, Planning & Operation, PHI
Rahul V Attekar, SCM – Concepts & Cases , PHI
Mohanty RP, & Deshmukh SG, Essentials of SCM, Jaico
Mentzer, John T., Fundamentals of SCM-Twelve Drivers of Competitive Advantage, Sage
Agarwal DK, Logistics & SCM, Macmillan India

Rahul V. Attekar, *Supply Chain Management*, Prentice-Hall of India Private Limited, New Delhi, 2005.

Monczka, rent & Handfield, *Purchasing and Supply Chain Mangement*, Thomson – South Western, 2nd Edition.

Donald J. Bowersox & David J. Closs, *Logistical Management (The Integrated Supply Chain Process)*, Tata McGraw – Hill Publishing Company Limited, New Delhi, 2000.

Burt, Dobler & Starling, *World Class Supply Management*, Tata McGraw – Hill Publishing Company Limited, New Delhi, 7th Edition.

HA 304 Operations Research

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.

Unit – I: Importance and Scope of Operations Research – Linear Programming – Graphic Method – Simplex Method – Big-M Method – Dual L.P. and Its Applications.

Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.

Unit – III: Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV : Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies – Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit – V: Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Leveling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems.

Suggested Books:

1. Anand Sharma, Operations Research, Himalaya Publishing House, 2004.
2. Operations Research: Kantiswarup, P.K.Gupta and Manmohan, Sultan Chand & Sons, 2001.
3. Operations Research: Dr.S.D.Sharma, Kedar Nath Ram Nath & Co, 2002.
4. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd., 2002.
5. Franks S.Buknick Mcleavey, Richard Mojena, Principles of Operations Research for Management, AITBS publishers, 2002.
6. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons, 2001.
7. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition, 2004.
8. JK Sharma Operation Research – Theory and Applications, MacMillan

HA 305 Patient Behavior and Care

Objective : The objective is to make the student to understand the psycho social aspects of the patient and resulting behavior in a stressful condition.

Unit I

Introduction – Patient Rights -Patient Behavior– Models of Patient Behavior-Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making-

Unit -II

Policies and procedures of the hospitals for patients and personnel.
Service Buying Behavior – Psychographics – Lifestyles –
– Information Search Process – Evaluating Criteria-Audit of Patient Behavior.

Unit -III

Patient care

Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, medicare standards.

Unit -IV

Hospital Administration

Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night duty Executive; Public and guest relation: importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.

Unit -V

Legal responsibilities

Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs.

General policies and procedures of the hospitals for patients and personnel.

Need, legal implications, Pollution Control Board act, safe collection, segregation, disposal, dumping, incineration and training.

Reference Books:

Llewellyne Davis and H.M. Maccaulay, *Hospital Administration and Planning*, J.P. Brothers, New Delhi, 2001.

S.G.Kabra, *Medical Audit*.

Arun Kumar, (ed) *Encyclopedia of Hospital Administration and development*, Anmol Publications, New Delhi, 2000.

Srinivasan A.V.(ed) *Managing a Modern Hospitals*, Response Books, New Delhi, 2000.

Environment Management Systems, ISO 14000 Documents.

Syed Amin Tabish, *Hospital and Health services Administration Principles and Practice*, Oxford Publishers, New Delhi, 2001.

Llewellyne Davis and H.M. MacCaulay, *Hospital Administration and Planning*, J.P. Brothers, New Delhi, 2001.

HA 306 Hospital Operations Management

Objective: To familiarize the student with hospital operational activities. The student shall understand the process of purchase and inventory management in a health care establishment, apart from productivity aspects.

Unit-1

Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead.Maintenance and Repairs Bio Medical Equipment-

Unit II

Clinical Services- Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination.;Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Unit III

Supporting Services – House Keeping –Linen and Laundry, - Food Services -Central Sterile Supply Department (CSSD)-

Unit IV

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of lay outs – product, process, service facility layout; Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipments.

Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital

Unit V

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

Reference Books:

Madhuri Sharma, *Essentials for hospital support services and physical infrastructure*, Jaypee Brothers Publications.

Sakharkar BM, *Principles of hospitals administration and planning*, Jaypee Brothers publications.

Francis CM, Mario C de Souza: *Hospital Administration*, New Delhi, 2000.

Reaction of patients towards evening OP services in Delhi Hospitals, *Hospital Administration*, 14 (13), 1977.

Chakravarthy S: *Planning of Surgical Suites*, National workshop on hospital planning and Design, AIIMS, New Delhi, 1987.

Prabhu KM, Sood SK: *Hospital Laboratory Services Organization and Management*, Journal of Academy of Hospital Administration, 2(@) 1990.

S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd., New Delhi.

Srinivasan, A.V.(ed), *Managing a Modern Hospital*, Chapters 12, Response Books, New Delhi,2000.

Schroedev, Roger G., *Operations Management – Decision Making in Operations Function*, McGrawHill, New Delhi.

Buffa, Elwood S. and Sarin, Rakesh K., *Modern Production/Operations Management*, John Wiley & Sons, Singapore, 1987

FOURTH SEMESTER

HA 401 Hospital Management Control Systems

Objective : The objective of this paper is to acquaint the student with the systems of management control and performance evaluation in Hospitals.

UNIT-I: Health Policy and Hospital Performance: Role of Ministry – Academia – Government – NGOs – Political Influences – Key Policy Players – Leadership in Healthcare. Health care targets – financing systems – resource allocation – health services allocation – remuneration – manpower - technology

UNIT-II: Structure of Management Control : Responsibility Centers – Expense Centers -Revenue Centers – Profit Centers- Investment Centers, Research and Development Centers- Transfer Pricing – Objectives – Methods – Pricing Corporate Services and Administration of Transfer Prices.

UNIT-III: Management Control Process: Strategic Planning– Programming and Budgeting – Performance Evaluation – Performance Report Preparation

UNIT-IV:Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Healthcare Service Organizations .

UNIT-V: Management Control in Multinational Corporations (MNCs): Objectives, Characteristics, Performance Measurement System for Subsidiaries.

Suggested Books:

1. Management control Systems – Robert Anthony and Vijay Govindarajan Tata – McGrawhill publishing Company, New Delhi.
2. Management Control Systems, N. Ghosh, Prentice Hall of India.
3. Management information and control systems – Dr. Sushila Madan. Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Management Control systems Text and Cases – Subhash Sharma Tata- McGrawhill publishing Company, New Delhi.

HA 402 Quality Management in Hospitals

Objective : The objective of this paper is to introduce the student to the concept and practice of Quality Management and Control.

UNIT I

Aspects of quality - Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality.

Contribution of quality gurus. Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SQPC, SQC, CWQC, TPM, TQC.

UNIT II

Total Quality Management

Definition, underlying concepts, implementation and measurement of TQM, Internal Customer Supplier relationship, QFD, Quality Circles, Quality Improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM.

UNIT III

Management of Process I

Process in service organization and their control, simple seven tools of quality control: Check Sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality.

Management of Process II

SQC: Control Charts for variables – X, Xbar, and R charts and control charts for attributes-p, Np, and c charts. Acceptance sampling plan and occurrence. Vendor selection and vendor rating.

UNIT IV

Management of Quality

Facets of quality, quality planning, quality improvement methods. Kaizen, quality audits, medical audit, accreditation, nursing care standards, Six Sigma, JIT and NABH.

UNIT V

Systems approach to Quality

Introduction to ISO 2000, ISO 14000, and ISO 18000.

Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Bench Marking and Business Process Reengineering. Definition, methodology and design, evaluation and analysis.

Reference Books:

Sundara Raju, S.M., Total Quality Management: A Primer, Tata McGraw Hill, 1995.

Srenivasan, N.S. and V. Narayana, Managing Quality – Concepts and Tasks, New Age International, 1996.

Shailendra Nigam, *Total Quality Management (An Integrated Approach)*, Excel Books, New Delhi, 2005.

James R Evans, James W Dean, Jr., *Total Quality (Management, Organisation and Strategy)*, Excel Books, New Delhi, 2nd Edition.

HA 403 Health Care and Insurance

Objective : The student is expected to understand the nuances of Insurance and in particular the Health Insurance.

Unit I

Introduction – Economics of Life and Health Insurance – Importance, sociopolitical realities
Insurance terminology

Unit II

Health Policy vis-à-vis Health Insurance Policies.- Indian scenario – different products – demand and scope - limitations

Unit III

Administration of health Insurance Schemes like CGHS & ESI and Social Security Measures.
TPAs, Governing mechanisms including IRDA

Unit IV

Health Insurance Taxation.
Standardization and grading of hospital services
Role of vigilance and real-time information about the services

Unit V

Health Insurance Providers – Government and Private - Microinsurance, The role and responsibilities of provider-insurer-patient and the regulatory agencies

Reference Books:

Gupta, P.K., *Insurance and Risk Management*, Himalaya Publishing House, 2004.

HA 404 Legal and Ethical Issues for Hospitals

Objective : The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.

UNIT I

Establishment, Registration and Regulation of Health care organization

Registration and regulation of health care organization under Andhra Pradesh Private medical Care Establishment Act 2002; formation of Health care organization under partnerships and corporate basis (private and public) and compliance with Medical Council of India act.

UNIT II

Hospitals and Labor enactments

Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism Arbitration, conciliations and adjudication of disputes; Role of trade unions, unfair labor practices and victimization – disciplinary actions – requisitions of a valid disciplinary enquiry – Service conditions – Retrial benefits – Social security and Insurance.

UNIT III

Hospital Services and Law

Contractual obligations in hospital services – requisites of a valid contract – Hospital as a “bailee” – Physicians – patient relations – duties towards patients by medical and Para – medical staff – medical ethics and code of conduct to be observed in rendering hospital services.

UNIT IV

Medico Legal Issues: Police Investigation – Giving evidence – court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment serves – Anesthesia, Surgery and sale of drugs.

UNIT V

Liability of Hospitals

Contractual liability: Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability.

Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection Act.

Reference Books:

Consumer Protection Act., 1986.

Francis D., Government and Business, Himalaya Publishing House, 1988.

Gupta D and Gupta, S. Government and business, Vikas Publishing House 1987

Varma, D.P.S Monopolies, Trade Regulations and Consumer Protection, Tata McGraw Hill, New Delhi, 1985.

R.K. Chaube, Consumer Protection and the Medical Profession, Jaypee Publishing, New Delhi, 2000.

Steven D. Edwards, Nursing Ethics, A Principle Based Approach, Macmillan Press Ltd., London, 1996.

Indian Penal code, Indian Evidence Act, Criminal Procedure Code

Industrial Disputes Act, Indian Companies Act

Indian Medical Council Act.

Andhra Pradesh Private Medical care (Establishment, registration and regulation Act, 2002

HA 405 Risk and Disaster Management

Objective: To familiarize the students to identify the areas of safety and risk, and managing of the same, to familiarize the hospital administrators in the area of disaster management.

Unit I: Security Organization and Management:

Security Threats and Vulnerabilities of Hospitals – Threat Groups – Security Sensitive Areas – Strategic Security System – Functions of Hospital Security Department – Non – Traditional “Service” Functions – Security Organization and Physical Security Measures – The Staff Complement – Perimeter Protection System – Implementing Physical Controls – Access Control Concepts – Definition – Means and Components – Need for Security Technology – Security Technology Plan – Computer and Information Security – Selection and Management of Departmental Security Staff/Contract Security Agency and Security Training – System Choice – Verification of Security Personnel – Security Staff Discipline – Effective security Management in Hospitals – Central Security Control Room – Patrols and Post Procedures / Techniques – Control of Visitors / OPD Patients/ Attendants – Standing Instructions for Security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and Updating of Security Procedures – Bomb Threat / Response.

Unit II: Hospital Acquired Infection (HAI):

Objectives – Control and Prevention – House keeping - Dietary Services – Linen and Laundry – Central Sterile Supply Department (CSSD) – Security – Engineering Aspects – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control Committee
- Composition – Role and Functions – Surveillance – Processing of Information Collected – Mode of transmission – Interruption of Transmission – High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

Unit III: Fire Hazards:

Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Harness Communication Zone
- Building Services – Central Air – Conditioning Facilities – Electric Installations – Special Hazards – Fixed Installations – Hazards Associated with Furnishing Material, Curtains Upholstery, Dresses, Bed and Bedding Materials – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

Unit IV: Radiation Hazards:

Introduction – Biological Effects of Radiation – Diagnostic Imaging – Radiation Protection and Safety – Radiation Safety Monitoring – Principles in the Layout of a Diagnostic X-Ray Room – Vedeo Imaging Modalities – Contrast Media – Laser Imaging – Magnetic Resonance Imaging – Planning Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Facility Planning – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.

Unit V : Disaster Management:

Objectives – Basic Concepts – Disaster Classification – Disaster Process – Spectrum of Disaster Management – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

References:

1. Shailendra K.Singh : Safety & Risk Management, Mittal Publishers.
2. J.H.Diwan : Safety, Security & Risk Management,APH.
3. Stephen Ayers & Garmvik : Text Book of Critical Care, Holbook and Shoemaker.

HA 406 Hospitals and Pharmaceutical Management

Objectives: To familiarize the students in drug development process and Pharmacy, to familiarize the application of technology in health care

UNIT I : Drug Development :

Economics of New Drug Development - Need – Invention Methods: Chemical, Natural, Microbial, Biotechnological etc, Including Devices, Toxicity, Activity Screening Methods, pre – Chemical Development Stages : Acute, Sub Acute and Chronic Toxicity Studies, Special Tests and their Significance, Investigational New Drugs (IND) Status Clinical Development Phase, I, II & III Studies and their Significance, New Drug Application (NDA) Product Launch.

UNIT II: Pharmaceutical development Process:

Pre – Formulation Studies, Importance of Pharmacokinetics, Pharma –Co Dynamics, Understanding of oral Dosage Forms : Powders , Tablets : Costing Syrups, Elixirs, Suspensions, Capsules, Topical Preparations, Radio Diagnostic and Therapeutic Agents, Vaccines, Hormones, Cosmetics, Biotechnological and surgical Products Concepts of Sustained Release, Modified Release Dosage Forms, Herbal Drug, Prosthetic Material Neutralceuticals.

UNIT III: Pharmacy Law:

Pharmaceutical Legislations, Drugs and Pharmaceutical Industry, Drugs and Cosmetics Act 1940 & Rules 1945 and its Amendments, Pharmacy Act 1948, Drugs Price Control Order, Drugs & Magic Remedies (Objectionable Advertisements) Act, 1954 national Health Policy.

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.

Reference:

1. A.R.Gennero : Remington Pharmaceutical Science, Mark Publishing co.P.A
2. Miltal : Text book of Pharmaceutical Jurisprudence, Mirali Prakasan. New Delhi.
3. Vijay Malik : Drug laws, Law book House

407. Entrepreneurship & Consultancy in Health care

Objective:

To create interest in students to start a venture, learn the intricacies of starting an enterprise, identifying opportunities, including 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 Function of Entrepreneur Importance and Limitations of Entrepreneurship : Entrepreneurial Laboratory: Types of Entrepreneurs Entrepreneurship Games Innovation and Entrepreneurship.

Idea Generation : Brain Storming in terms for Project Ideas, Normal Group Technique; Creativity. Lateral Thinking; Research & Development , Reverse Engineering IPR, Patenting ;Environment Scanning Opportunities in Health care ; NGO Collaboration.

UNIT II: Feasibility Study:

Operational Feasibility, Technical Feasibility, Market Feasibility, Financial Feasibility, Economic Forecasting Project Report Writing.

Support Systems for New Enterprise Creation, New Enterprise Identification and Selection Enterprise Establishment 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 Capita 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 Relation ship, Behavioral roles of consultants.

UNIT V: Consulting Process in Health care:

Entry: Initial Contracts – Preliminary Problem Diagnosis – Terms and Reference – 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 – Feedback.

Action Planning: Possible Solutions – Evaluating Alternatives – Presentation of Action. Implementation & Termination: Consulting in Various Areas of Health care Management.

Reference:

1. J.B.Patel and D.G.Allampally : Manual on how to Prepare a Project Report, Entrepreneurship Development Institute Ahmadabad.
- 2.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 1990
- 4.Holt HG David : Entrepreneurship, Prentice Hall India Publisher, New Delhi 2001.
- 5.S.S.Khanka : Entrepreneurial Development S. Chand & Co New Delhi 2007.
- 6.Anil Kumar S. : Entrepreneurial Development, New Age Publications, New Delhi 2003.
- 7.Vasanth Desai : Dynamics of Entrepreneurial Development And Management, Himalaya Publishing House, Mumbai,2007
- 8.David H.Hott : Entrepreneurship - New Venture Creation, Prentice Hall India New Delhi 2004
- 9.Milan Kubr : Management Consulting (A Guide to the Profession) 3rd revised edition. Published by ILO
- 10.Susan Nash : Starting & Running a Successful Consultancy: How to Build and Market Yours own Consultancy Business. Publisher: Spring Hill House, Oxford U.K.
- 11.Mick Cope : The Seven Cs of Consulting: Yours Complete Blue Print for any Consultancy Assignment, Prentice Hall Of India 2000
- 12.Alan Weiss : Getting Started in Consulting, John Wiley & Sons New Delhi 2000
13. Philip Sadler : Management Consultancy, Kogan Page Ltd., London 2000.

