

**BBA (Healthcare Management) AY 2022-23 Program Structure
Semester I**

Component	Subject	Hrs/Week	Credits
GEN			
GEN			
SKILL	Health Care and Hospital Environment	4	3
SKILL	Human Biology and Medical Terminology	4	3
SKILL	Organization and Management Process	5	4
SKILL	Hospital Operations Management	5	4
	TOTAL		14

Semester II

	Subject	Hrs	Credits
SKILL	Patient Behaviour and Care	4	3
SKILL	Management Information Systems in Hospitals	4	3
SKILL	Communication and Report Writing	4	3
SKILL	Customer Service Excellence and Patient Satisfaction	4	3
	Hospital Orientation/Internship after II Sem	2 Months	12
	TOTAL		24

Semester III

	Subject	Hrs	Credits
SKILL	Health Care and Insurance	4	3
SKILL	Legal and Ethical Issues for Hospitals	4	3
SKILL	Office Management Software	3	2
SKILL	Accounting for Decision Making	4	3
SKILL	Quality Management in Hospitals	4	3
	Total		14

Semester IV

	Subject	Hrs	Credits
SKILL	Risk and Disaster Management	5	4
SKILL	Bio Statistics	5	4
SKILL	Marketing Management	6	5
SKILL	Financial Management	6	5

	Hospital Orientation/Internship after IV Sem	2 Months	12
	Total		30
Semester V			
	Subject	Hrs	Credits
SKILL	Hospitals and Pharmaceutical Management	5	4
SKILL	Hospital Planning and Engineering	5	4
SKILL	Management Control Systems	5	4
SKILL	Supply Chain Management	5	4
SKILL	Human Resource Management	5	4
	Total		20
Semester VI			
	Subject	Hrs	Credits
	Project/Apprenticeship (Emergency Medical Services, Healthcare Facility Management, Healthcare Quality Management)	48	40

Emergency Medical Services		Healthcare Facility Management		Healthcare Quality Management	
Semester	Subject	Semester	Subject	Semester	Subject
Semester (One) Duration 6 Months	EMS Leadership and Management	Semester (One) Duration 6 Months	Healthcare Leadership and Management	Semester (One) Duration 6 Months	Quality Aspect and Indicators in healthcare
	Emergency Preparedness and Response		Healthcare Policy and Ethical Decision-making		Quality Standards - National and International Perspective
	Regulatory compliances		Financial Management		Quality Improvement Methodologies
	Quality Improvement in EMS		Facilities Planning and Design		Quality Standards and Regulations
	Legal and Ethical Issues in EMS		Healthcare Facility Maintenance and Engineering		Accreditation norms for Healthcare
	Medical conditions and treatment protocols		Resources management		Data Analysis and Interpretation
	Resource Management in EMS		Operational planning and Risk Management		Process Mapping and Redesign
	Disaster Management and Incident Command Systems		Crisis and Emergency Management		Total Quality Management
	EMS Operations and Logistics		Regulatory Compliance		Audit Process and Quality Tools
	EMS System Design and Development		Quality Improvement and Patient Safety		Risk Assessment & Performance Measurement and Reporting
Risk Management and Patient Safety in EMS	Healthcare Facility Performance Improvement	Collaboration and Communication with multidisciplinary teams			

	Public relations and community engagement		Technology and Information Management		Internship/Project Work/Project Management
	Interagency Collaboration and Coordination		Internship/Project Work		HSSC Assessment (Skills)
	Internship/Project Work		HSSC Assessment (Skills)		
	HSSC Assessment (Skills)				

**PROPOSED SCHEME FOR BBA HEALTHCARE
MANAGEMENT PROGRAMME**

Sl.No	Course Category	No. of Courses	Credits Per Course	Credits
1	General Subjects	Two subject for each semester till 3 rd semester		
2	Skill Subjects		Different in each subject	
	Semester – 1	4		14
	Semester – 2	4		12
	Semester – 3	5		14
	Semester - 4	4		18
	Semester – 5	5		20
				Total
4	Hospital Orientation/Internship	2	12	24
5	Project/Apprenticeship	1	40	40
Total				142

Evaluation Pattern

Student Evaluation will be done in two forms for each course for a total of 100 marks.

- Continuous Internal Evaluation (25 Marks)
- Semester End Examination (75 Marks)

Continuous Internal Evaluation (25 Marks)

S No	Activity	Marks
1	Mid Term Examinations (Two Examinations of which average is taken)	10
2	Assignments	5
3	Viva Voce	5
4	Online Quiz	5
	Total	25

Semester End Examination (75 Marks)

S No	Activity	Marks
1	Semester End Examination (To be conducted by the College for General Courses and HSSC for Skill Courses)	75
	Total	75

Evaluation of Apprenticeship/Project Work (in the case of students not selected for Apprenticeship in the Final Semester)

S No	Activity	Marks
1	Project Report	250
2	Viva Voce	50
	Total	300

Assessment pattern

- Each Semester Assessment by HSSC for identified Skill Subjects.
- MCQ based Theory Assessment at Sem 1, 3 and 5
- MCQ based Theory + Scenario based Practical Assessment at Sem 2,4 and 6 for awarding of Skill qualifications from HSSC.
- HSSC will share the students result with college for further process
- Minimum passing percentage for skill assessment will be 70% for additional certification from HSSC.
- Minimum passing percentage as per college shall lead to Degree

DETAILED SYLLABUS

FIRST SEMESTER

HCM 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.

HCM 102 - HUMAN BIOLOGY AND MEDICAL TERMINOLOGY

Objective: The student will get a familiarity with medical jargon and human body system so that he can be an 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

HCM 103 - 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 gird.

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’ Donnel and Weirch: Management (Tokyo,McGraw Hill).
Last and Tenscnzing: Organisation and Mangement(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.
Stephin P.Robbins. Organisational Behavior, Prentice Hall New Delhi.

HCM 104 - 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 Introduction to functions of Hospital Front Desk Coordinator

Functions of Hospital Front Desk Coordinator, Patient Management, Front Desk Management

Unit-2

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

Repairs Bio Medical Equipment-

Unit 3

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 XRay machines – Staff - USG – CT – MRI – ECG.

Unit 4

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

Unit 5

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 equipment's.

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

Unit 6

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

SECOND SEMESTER

HCM 201 - 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.
Liewellyne Davis and H.M. MacCaulay, *Hospital Administration and Planning*, J.P. Brothers, New Delhi, 2001.

HCM 202 - 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 Demo of a model software package for a hospital

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

HCM 203 - Communication and Report Writing

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.

HCM 204 - Customer Service Excellence and Patient Satisfaction

Objective:

To understand the importance of customer services and its relation to patient satisfaction.

UNIT I: Customer Service and Satisfaction

Process to Identify Patients Needs for Resolution - Internal Process/ Promotions/Tariffs and Schemes Offered to Clients - Importance of Building Empathetic Relationships with Patients and Visitors - Managing Patients'/Visitors Queries - Gender and Social Sensitivity in Customer Service - Obtaining Customer Feedback and Making Amends in Protocols and Policies - Importance of Proper Body Language and Dress Code - Management of Foreign Clients

UNIT II: Conducive Environment in Emergency Situations

Factors Necessary to make Patient Feel Safe and Comfortable - Impact of Comfort on Health - Importance of Cleanliness and Hygiene Environment - Variation of Patient's Environment According to Settings: Road, Home, Ambulance, Hospital

UNIT III: Rights & Responsibilities of Patients

Rights and Responsibilities of Patients applicable to the Work Area - Role of Hospital Front Desk Coordinator in Maintaining Patients' Rights - Escalation of Non-Conformance to Competent Authority

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

THIRD SEMESTER

HCM 301 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 - Micro insurance, The role and responsibilities of provider-insurerpatient and the regulatory agencies

Reference Books:

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

HCM 302 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. Tortuous 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

HCM 303 – OFFICE MANAGEMENT SOFTWARE

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.

HCM 304 - 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 Fulfillment 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.

HCM 305 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, X Bar, 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 NABI.

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.

FOURTH SEMESTER

HCM 401 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 Personal – 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 – Video 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.

HCM 402 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 Presentation

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

Unit III Data Analysis

Data Analysis – Measures of Central Tendency (Mean, Median and Mode) – Measures of Dispersion

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

HCM 403 MARKETING MANAGEMENT

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 servicescapes – Physical evidence strategy; Service recovery strategies.

Unit VI

Promotion & Branding of Healthcare Organization

Scope and Importance of Marketing - Promotional Activities for Branding Healthcare Organisation - Promotion of Self-organization in the Vicinity - Creation of Professional Development Opportunities for Employees - Development of Newsletters, leaflets and Flyers for Promotional Activities - Procedure to Coordinate Networking Events - Showcasing Healthcare Organisations - Using Multiple Media

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

HCM 404 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.

FIFTH SEMESTER

HCM 501 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 Act1948, 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. Mital : Text book of Pharmaceutical Jurisprudence, Mirali
Prakasan.
New Delhi.
3. Vijay Malik : Drug laws, Law book House

HCM 503 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.

Unit VI

Liaise with interdepartmental & intradepartmental for smooth functioning

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.

HCM 504 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 – McGraw-Hill 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- McGraw-Hill publishing Company, New Delhi.

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.Altekar, *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.

HCM 506 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 Hall, 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.