

DEPARTMENT OF HOSPITAL MANAGEMENT

MASTER OF HOSPITAL ADMINISTRATION

SYLLABUS- Effective from June-2016



DEPARTMENT
OF
HOSPITAL
MANAGEMENT

ANNEXURE: I**PROGRAMME OF STUDIES LEADING TO THE DEGREE OF
MASTER OF HOSPITAL ADMINISTRATION**

FIRST YEAR		SEMESTER - I	
Sr.No.	Course Code	Course Title	Credits
1.	HM101	Healthcare Environment & Policies	3
2.	HM102	Principles of Management	3
3.	HM103	Organizational Behavior	3
4.	HM104	Accounting for Hospitals	3
5.	HM105	Health Economics: Managerial Aspects	3
6.	HM106	Communication Skills	3
7.	HM107	Computer Applications in Hospital Administration	3
8.	HM108	Epidemiology and Demography	3
9.	HM109	Hospital Visits/Orientation	3
Total			27

***Hospital Visits:** Students shall be taken on a visit to a minimum of 3 Hospitals of different category, Govt. Hospital, Trust Hospital, Single specialty Hospital, and Corporate Hospitals and spend around 50 hours which includes the visit time and the report writing time and presentations of the visits. Evaluation will be based on the attendance, reports and presentations by the students. At least two of the Hospital should have more than 100 beds. It will remain compulsory requirement to every students to visit hospitals as per above, otherwise the student would not be taken to 2nd Year.

FIRST YEAR		SEMESTER - II	
Sr.No.	Course Code	Course Title	Credits
1.	HM110	Marketing of Hospital Services	3
2.	HM111	Financial Management for Hospital Administration	3
3.	HM112	Human Resources Management in Hospitals	3
4.	HM113	Statistics for Hospital Management	3
5.	HM114	Purchase Management & Inventory control	3
6.	HM115	Research Methods for Hospital	3
7.	HM116	Quality Management, Accreditation & Legal Aspects	3
8.	HM117	Health Law and Ethics	3
9.	HM118	Know Your Hospital	3
Total			27

SECOND YEAR ----- SEMESTER - III

Sr.No.	Course Code	Course Title	Credits
1.	HM201:	Strategic Management for Hospitals	3
2.	HM202:	Strategic Cost Management for Hospitals	3
3.	HM203:	Management of Clinical and Nursing Services	3
4.	HM204:	Hospital Support Services	3
5.	HM205:	Risk & Disaster Management	3
6.	HM206:	Health Insurance & Services	3
7.	HM207:	Hospital Information System	3
8.	HM208:	Hospital Facilities Planning & Management	3
9.	HM209:	Summer Project Report and Viva-Voce	3
Total Credit			27

SECOND YEAR ----- SEMESTER - IV

Sr.No.	Course Code	Course Title	Credits
1.	HM210:	Dissertation with Viva-Voce (Minor Project)	06
2.	HM211:	Dissertation with Viva-Voce (Major Project)	12
Total Credit			18

ANNEXURE: II**DETAILED SYLLABI OF STUDIES LEADING TO THE DEGREE OF
MASTER OF HOSPITAL ADMINISTRATION*****Semester-I*****Subject : Healthcare Environment & Policies [HM101]****1. Objectives:**

This course will provide an orientation regarding healthcare system of India with reference to pre-independence and post-independence scenario, various committees and various national and state health programmes. It will focus on Preventive and curative aspects of Health with special emphasis on Public Health and the changing pattern of diseases. Another important aspect will be the evolution of Healthcare providers/ Hospitals since the last 50 years. It will help the students to understand the role of government in Healthcare, current Healthcare policies and the need for their revision with the ever changing Healthcare environment. Students will be guided regarding the three tier system in Healthcare (by lectures and field visits) and will be provided a brief overview about the comparison of Indian Healthcare system/ Environment with that of other countries.

2. Scope:**Unit 1: Basic concept of Health: Concept of Health and Disease**

Concept of health & disease and well being, Natural history of disease and role of hospitals to offer various levels of care, Prevention aspect of diseases, Dynamics of disease transmission, Changing pattern of diseases, Concept of health indicators

Unit 2: Healthcare services

Health scenario of India- past, present and future, Healthcare delivery system in India at Primary, Secondary and Tertiary Care, Indigenous system of medicine in India, Community participation in healthcare delivery system, Health system in developed countries.

Unit 3: Hospital based healthcare & its changing scenario: Overview of Hospital

Concept of Modern Hospital & Privatization in Health Sector, Public Sector Hospitals and Level of care / offered facilities, Effects of Globalization in Health care, Concept of Corporate Hospital in developing countries.

Unit 4: Public health system

National Health Programmes related to Communicable diseases- Malaria, Filariasis, Tuberculosis, Leprosy, AIDS and STD, National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health, Reproductive and child health programme (RCH)-Health related national programmes – Integrated Child development scheme, Water supply and sanitation, minimum needs programme,

Unit 5: Health Environment

Environmental and Occupational hazards – Hazards of environment and work place, District Health Organization.

Reference Books:

Ref#1 Foundation of Epidemiology – Gilienfeld

Ref#2 NFHS Reports

Ref#3 Textbook of community medicine: V. K. Mahajan

Ref#4 Population studies – Asha Bhendre

Ref#5 Hospital Management module II- NIHF, New Delhi

Ref#6 Hospital Administration – G. D. Kunders

Ref#7 Hospital Administration – Tabish

Ref#8 Textbook of Preventive & Social Medicine- Dr. K. Park

Ref#9 Smallpox Eradication in India - Brilliant Lawrence

Ref#10 Pre-test Self Assessment and Review - Ronald Gold et.,

Ref#11 Principles of Internal Medicine Harrisons Volume 2

Ref#12 Human Anatomy- Prof. A. K. Dutta

Ref#13 Common Pathological Conditions.

Subject : Principles of Management [HM102]**1. Objective :**

This subject focuses on acquainting the student with the basic concepts and principles of management and organization, structural mechanisms and processes for power distribution, effective leadership, appropriate control systems, their evolution, their importance and role in effectively administering health care organizations.

2. Scope :**Unit 1:****Introduction:**

Human Behavior

Application of behavioral science concepts to management, uniqueness of hospital organization, differences between hospital and conventional organizations.

The Individual:

Individual behavior and work situation

Unit 2: Organization and Management:

Introduction to organization & management

Factors contributing to increasing significance of management in organizations, the special features of management in a hospital.

Evolution of Management thought:

Traditional approach, Frederic W Taylor's scientific management, Henry Fayol's principles of management, concept of bureaucracy, human relations approach, Hawthorne experiments, behavioral approach, systems theory of organization, management by objectives, and Japanese management.

Unit 3: Management Functions:**Management Process and Functions:**

Nature and description of management process and managerial functions – planning, organizing, staffing, directing, co-coordinating and controlling.

Decision Making:

Nature and content, human judgment in decision-making, rationality principle, optimization and satisfying, techniques of decision-making, stages in decision-making process.

Unit 4:**Influencing others :Authority Power and Influence:**

Their nature and functions, authority and responsibility relationship, delegation and accountability; formal and informal organizations, process of centralization and decentralization, empowerment, their interpretation to hospitals.

Leadership:

Leadership related to hospital management, functions of leadership, theories of leadership – Managerial grid, Life cycle theory and path goal approach.

Unit 5 :Social Responsibilities of Management: Management and Society:

Culture and management, Management ethics, Social objectives and responsibilities of management with special reference to hospital administrators and health care providers.

Reference Books :

Ref#1 Srinivasan A.V. (ed), Managing a modern hospital, Chapter 3, Response Books, New Delhi, 2000.

Ref#2 Gene Burton and Manb Thakur, Management Today – Principles and Practice, Tata McGraw Hill, New Delhi, 1998.

Ref#3 James A.F. Stoner, R.Edward Freeman and Daniel R.Gilbert Jr., Management, prentice Hall India, New Delhi, 1996.

Ref#4 Harold Koontz, Heinz Wehrich, Management – A global perspective, McGraw Hill Internationa, 1993.

Ref#5 Srinivasan A.V., Japanese Management – The Indian Context, Tata McGraw Hill, New Delhi, 1990.

Ref#6 Harold Koontz and Heinz Wehrich, Essentials of Management, McGraw Hill International.

Subject : Organizational Behavior [HM103]

1. Objective:

The Course is the study of individual and group dynamics within an organization setting. People with diverse backgrounds and cultural values have to work together effectively and efficiently in a health care organization. The course will focus on the students to the framework that are useful for diagnosing problems involving human behavior at hospitals. It will increase students understanding of psychological and sociological phenomenon that regularly occur in different hospitals. It will help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level. It will understand the dynamics of human organizations and organization structure. It will understand the concepts at and individual as well as the group level.

2. Scope:

Unit 1: Cognitive Processes

Perception and its Impact, Creativity and problem solving, feed back systems.

Motivational Process

Types of Motives, Process of work motivation, Theories of Motivation – Theory ‘X’ and Theory ‘Y’, Theory ‘Z’, Maslows Hierarchy of Needs, Herzberg’s Two – factor theory, Hygiene factors, motivators, Vroom’s Expectancy theory, Techniques, Methods and Incentive plans for motivating Professionals.

Unit 2: The Group, Formal and Informal Groups

Group behavior, team building, quality circles.

Unit 3: Conflict Management

Sources, Strategies for managing conflicts, Crisis management.

Unit 4: Organizational Dynamics, Management of change

Individual, group and International change, Planned organizational change, organizational development and interventions, problem of resistance to change, techniques, methods, styles and strategies for dealing with problem of resistance to change, Levin’s Force Field Analysis.

Unit 5: Stress Management

Concept, Individual and group stress, Physical, Psychological stress, coping strategies among health care professionals.

Reference Books:

Ref#1 Stephen Robbins – Organizational Behaviour - Prentice Hall

Ref#2 Robert A. Baron – Behaviour in Organizations – Prentice Hall

Ref#3 Luthans - Organizational Behaviour – Mc Graw hill

Ref#4 Pareek Udai, T.V Rao – Behavioural process in organizations, Oxford and IBH Publishing. etc

Subject : Accounting for Hospitals [HM104]**1. Objectives :**

The course is designed to provide a thorough understanding of the financial accounting and management accounting as an essential part of the decision-making process in the hospital management system. The objective of this course is to acquaint students with various concepts of accounting and highlight the decision making and control focus of managerial accounting. The course postulates accounting techniques, analysis with a special emphasis on investment decision and cost reduction in hospital administration. Cost of health care delivery is increasing day by day due to a multitude of factors. A managerial emphasis is being laid on cost containment & fundamental analysis of corporate hospitals.

2. Scope:**Unit 1: Hospital Management & Accounting: An Economic Decision:**

Evolution of Hospitals, Classification of Hospitals & Accounting, Role of Hospital Administration & Accounting Matters, Hospital & Accounting System, Accounting, Financial & Management Accounting, Generally Accepted Accounting Principles (GAAP) & Concepts, Forms of Business organization, Accounting, Capital Market & Corporate Governance, Accounting Equation, Financial Statement, Fields of Accounting Activity, Ethical issues in Accounting

Unit 2: Accounting Process:

Accounting methods, Preparation of supporting documents, Accounting Operation, Accounting cycle, Journal Entries, Ledgers & other Books of Accounts

Unit 3: Fixed Assets:

Determining cost of acquisition, Accounting for Depreciation, Depreciation Method, Capital and Revenue expenditure, Depreciation in income tax Return, Accounting for Natural Resources, Accounting for Intangible Assets, Financial analysis of Fixed Assets

Liabilities:

Classification of liabilities, current liabilities, contingent liabilities, Long-term liabilities

Unit 4: Shareholder's Equity:

Share Capital, Reserves, Buy-back of shares and treasury stock, Bonus shares, Stock-based compensation, Earnings per Share

Unit 5: Finalization of Account:

Trail Balance, Rectification entries, Trading Account, Profit & Loss Account, Balance Sheet

Financial Statement Analysis:

Standards of Comparison, Sources of information, Quality of Earnings, Techniques of Financial Statement Analysis, Financial Ratios, Corporate Disclosure Policy, Efficient Market Hypothesis and Financial Statement Analysis, Interpreting Financial Reports

Reference Books :

Ref#1 A Handbook for Accounting for Hospital Management, By D. K. Chatterjee, Himalaya Publishing House Pvt., Ltd.,

Ref#2 Financial Accounting (A Managerial Perspective), By R. Narayanswamy PHI Publication.

Ref#3 Financial Management for Hospital Administration, By G R Kulkarni, Jaypee Publication.

Ref#4 Accountancy, By R. L. Gupta, Sultan & Chand Publication.

WEB REFERENCES :

www.icaai.org,

www.ifac.org

www.economictimes.com,

www.moneycontrol.com,

www.nseindia.com,

www.indiainfoline.com,

www.cmie.com,

www.capitalmarket.com,

www.bseindia.com,

www.myiris.com,

www.tally.com

MAGAZINES, JOURNALS & NEWS PAPERS :

The Management Accountant, The Economist, ICFAI Reader, The Economic Times, The Business Standard, Capital Market, Money.

1. Objective :

The provision and production of health care have different characteristics and incentives from other consumer goods; making health related market a unique topic for study. The subject will cover a number of topics including basic economic concepts important for the study in health economics, why health is different from other good, aspects of the Indian health care market, as well as discussing the importance of health for development and some basic economic evaluation techniques. The primary aim of this subject is to provide a clear, concise introduction to micro and macro economics in general and economics applied to hospital and health care sector in specific. Further, this course will teach the student to use economic analysis to understand critical issues in health care and health policy. The student will also be exposed to the concept of health insurance and various health insurance models. This will be dealt in specific reference to the Indian context.

2. Scope:**Unit 1: Introduction**

Health- Economics- Health Economics- Role of Economics in Healthcare- Key Terms in Healthcare Economics

Brief Introduction about the fundamentals of economics with reference to Healthcare

DALY- QALY- Externalities- Concept of Micro Economics- Concept of Macro Economics- Equilibrium- Population Coverage

Unit 2: Role of Government

Government Intervention in health care- Market imperfections- Market Failure- Redistribution used in kind subsidies

Unit 3: Concept of Cost

Concept of Cost analysis- Price elasticity- Determinants of cost and utilization- Policies to contain cost- Cost of health care- Process of costing in healthcare- Types of cost in healthcare- Cost benefit analysis- Costing for decision making- Cost effective analysis

Demand Side Considerations in Healthcare

Law of Demand- Demand for Health- Demand for Medical Care- Determinants of Demand

Supply side considerations in Healthcare

Law of Supply- Determinants of Supply- Managed Care- Production Function and Cost Minimization- Competitive Behavior- Market Performance- Production of Health Care- Pricing of Health Care

Unit 4: Technology in Healthcare and Its Economics

The economics of Technology Change- The levels of technology change- Role of insurance in diffusion of technology- Brief outline about the pharmaceutical industry.

Unit 5: Insurance

The market for health insurance- Health insurance in India- Health insurance worldwide- Public Insurance- Private Insurance- Social Insurance- Community health care insurance in India- Life insurance

Reference Books:

Ref#1 Health Economics and Policy- James W Henderson, South-Western, Thompson Asia Pvt. Ltd.

Ref#2 Economic of Healthcare- Paul J. Feldstein, Delmar Publisher Inc.

Ref#3 Health Economics- H.P.S. Rana

Ref#4 Health Economics for Developing Countries: A Practical Guide: by S.Witter, T.Ensor, M.Jowett and R.Thompson

Subject : : Communication Skills [HM106]**Objective:**

This unique module is an outcome of innovative thoughts that have been conceptualized in order to prepare the students *for* the healthcare challenges, transforming them into future healthcare leaders.

Pedagogy:

Classroom based teaching, field visits, reading materials and online based instruction.

Contents:**Unit 1: Core Concepts**

Meaning of communication, Components of communication, Types of communication, Directions of communication, Barriers to communication, Communicating in work teams, Nonverbal communication and Communicating in diverse environments.

Unit 2: Psychological Aspects In Communication

Role of understanding psychology, Personality determinants & traits, Emotional Intelligence & Motivation

Unit 3: Basic correspondence, listening and writing skills: Language Art Basics, Principles of effective writing, Choosing the right words, Writing effective sentences, Developing logical paragraphs, Overall tone and readability, Process of writing, Art of listening & Basic correspondence: Emails, Letters, Memorandums, Reports, Minutes, Manuals, MOU's & Proposals

Unit 4: Oral communication methods and skills

Principles & types of oral communication, Audience analysis, Business presentations, Impromptu remarks, Visual aids for business presentations & Art of Public speaking.

Unit 5: Information and persuasion techniques

Presenting information effectively: directness, conciseness, organization, clarity, redundancy & multisensory messages, Persuasive process, Changing existing & adopting new attitudes and behaviour

Contemporary Issues in Health Services Management

Resumes, Interviews, Public relations, Entrepreneurship, Innovative communication technologies, Grant proposals, Business ethics & Business etiquette,

Reference Books:

Ref#1 Ober S. 2004. Contemporary Business Communication. 5th Ed. Biztantra: New Delhi.

Ref#2 Penrose J M, Rasberry R W & Myers R J. 2002. Advanced Business Communication. 4th Ed. Thomson South- Western: Singapore

Ref#3 Fruehling R R & Lacombe J M. 2000. Communicating for Results. AITBS Publishers: New Delhi.

- Ref#4** Pradhan. H & Pradhan N S. 2005. Business communication. 4th Ed. Himalaya publishing house: Mumbai.
- Ref#5** Bhal S. 1996. Business communication today. Response books: Sage Publications: New Delhi.
- Ref#6** Bhatia S K. 2003. Business ethics and managerial values. Deep and Deep Publications Pvt Ltd: New Delhi.

1. Objective:

With the changing environment and force of Government regulations, technological innovation and quality certification has mere importance. Computerized information handling is a part this changing environment and the course is formulated for the same. Student will get to know and equipped with the ways and techniques of paperless work.

2. Scope :**Unit 1: Introducing to Computing**

Fundamental of Computers, Generation of Computers, Anatomy of Computers, Classification of Computers, Input and Output devices, Memory and operating system, Programming languages, Data processing

Unit 2: Introduction to Windows

Application in Windows – Word processing (MS Word), Spreadsheet (MS Excel), Presentation (MS Power Point), Relational databases (MS Access)

Unit 3: Basic concepts about computer Hardware & Software

Working knowledge of commonly used hospital software, Application of Computer in hospitals, Computer programme and operating system, Data Based Concept (ER diagram), Microsoft Office, SQL, ERP system with modules (theory), Importance of effective Health Information system, Digital maintenance of Medical Records

Unit 4: Application of software tools in the areas of Health services

Awareness on the application of IT in Various functions of Hospital, Atleast one software of Hospital Management Information System with practical exposure at a concerned hospital

Unit 5: Introduction to other OS

Linux- Macintosh

Suggested Practical:

- Mail Merge using MS Word
- Functions application using Excel
- Profit Analysis using Excel
- Vendor Analysis using Excel
- Grade Analysis using Excel
- Budget Consumption using Excel
- Miscellaneous Exercise

Unit:1:Introduction to Principles of Epidemiology

Definition, Aims & Objectives of Epidemiology- Epidemiological Triad: Agent, Host & environment factors- Concept of Control Using Epidemiology - Use of Epidemiology with focus in Health Management

Unit:2:Frequency measured used in Epidemiology

Epidemiological Approach- Measurements in Epidemiology: Morbidity Measurement (Prevalence, Incidence)- Tools of Measurement: Rates, Ratio & Proportions- Epidemiological Methods :

A. Observational Studies: a. Descriptive studies b. Analytic Studies

Descriptive Epidemiology

Cross Sectional Study

Case Control Study

Cohort Study

B. Experimental Studies: Randomized Control Trials or Clinical Trials

Unit:3:Infectious Disease & Clinical epidemiology

Phases of Infectious Diseases- Role of Agent Factor, Host Factor & Environmental factor in Infectious Disease Epidemiology- Clinical Epidemiology Introduction- Clinical Epidemiology Uses in Health Care

Public Health Surveillance: Definition of Surveillance - Purposes of Public Health Surveillance- Notifiable diseases & IDSP- IDSP in Gujarat

Unit:4: Introduction to Demography

Demography – its concept, Vital events of life & its impact on demography, Significance and recording of vital statistics, Census & its impact on health policy.

Unit:5:Significance of Demography

Significance of Demography in public health- Significance of demography in hospital administration

REFERENCE BOOKS

Ref#1 Modern Epidemiology, 3rd Edition. Authors: Rothman, Kenneth J.; Greenland, Sander; Lash, Timothy L.

Ref#2 Principles of Epidemiology. Author: U.S. Department of Health and Human Services, Center for Disease Control & Prevention.

Ref#3 Text book of Preventive & Social Medicine. Author : K. Park

Subject : : Hospital Visits [HM109]**1. Objective :**

To provide comparative understanding of various kinds of hospitals: their method of working, physical layouts and working conditions.

2. Pedagogy

Students have to visit at least five hospital of different Category; Government hospital, Trust hospital, single specialty hospital, and corporate hospitals. A Project Report/Journal should contain details of main departments of Hospitals, along with it's location, space requirements, equipment needs, manpower, functions, etc.

3. Scope:**Unit 1:**

Introduction to Hospitals and Health care facilities – Government Sector, Trust Hospital, Corporate sector – Nursing Homes

Unit 2:

Visit to various hospitals (five Hospitals) guided by concerned Faculty and Hospital professionals:

A brief introduction is given by the host hospital on the medical and administrative functions of the hospital. Students have to make report of organizational structure and Department Hierarchy with their role at the time of visits. Students while visiting the various departments will observe the physical layout, working conditions. The students write notes on the salient features.

Unit 3:

Students will have to do Functional study of each department and write a note on the departmental role.

Unit 4:

A structured report is prepared by the student on each hospital visit.

Unit 5:

Compilation of the reports into one major report, presentation of the report by the students.

Semester-II

Subject : Marketing of Hospital Services [HM110]

Objective: This subject will provide an exposure to the conceptual framework of marketing in general and specific to hospitals. This learning will enable the students to understand the need, relevance and necessity of marketing in today's competitive-market environment, will facilitate them in decision making, operationalising and implementing marketing decisions as an integral function in a Hospital.

Pedagogy : Will consist of standard classroom teaching, case analysis, group discussion and field study of hospitals.

CONTENT

UNIT-I: INTRODUCTION

Marketing concept

Meaning and importance of marketing;

Marketing environment: Micro and macro environment, consumer markets;

Forecasting demand

Market segmentation, targeting and positioning, marketing planning.

Value addition to marketing, Internet marketing.

UNIT-II: MARKETING MIX

Products, brands, packaging, product pricing distribution channels, communication, elements of promotion, direct Marketing, publicity, personal selling.

UNIT-III: MARKETING ORGANIZATION AND CONTROL

Marketing Organization – Meaning Introduction – Principles – Role of Marketing Organization – Designing the Marketing Organization – Methods – Organization of Corporate Marketing.

UNIT-IV: TRENDS IN MARKETING

Introduction to Customer Relationship Management

CRM and e-CRM

E-commerce

UNIT-V: SERVICES MARKETING

Concept of Services marketing, types of Services marketing, services marketing v/s tangible product marketing.

Hospital services products

General services, multi specialty, super specialty and single-specialty services; patient satisfaction, customer orientation, servqual.

REFERENCE BOOKS:

Ref#1 Kotler Philip, Gary Amstrong, Principles of Marketing, Prentice Hall, New Delhi, 1997.

Ref#2 Gandhi. M.C., Marketing, Himalaya Publication.

Ref#3 Stanton william. Jm Michael J.Etzel and Bruce. J. Walker, Fundamentals of Marketing, Mc.Graw Hill, Inc, New York, 1994.

Ref#4 Rajan Saxena, :, Marketing Management, TMH, 2005.

Ref#5 K. Douglar, Hoffman & Czinkota, :, Marketing – the best practices, Thomson publishers, 2004.

Ref#6 D. Rerreult & Mc Carthy, :, Basic Marketing, TMH, 2005.

Ref#7 V.S Ramaswamy, Namakumari, :, Marketing Management, Mc Millan publishing House, 2006.

Objective : The primary thrust of the subject is to show how financial theory can be applied to solve problems in practice at Hospitals. The objective of this subject is to expose the students to decision making by corporate board in the areas of finance function. It will equip the student with concepts, techniques and tools for optimal management of financial resources of a business enterprise.

Pedagogy : Analysis of Case and Financial Statements, Standard classroom teaching, exercises and group discussions.

CONTENT

UNIT – 1: FINANCIAL MANAGEMENT: AN OVERVIEW

Evolution of Financial Management, Financial Decisions in a Health care Organisation, Goal of Financial Management (Objectives of Fin. Mgt.), The Fundamental Principle of Finance, Major Financial Functions at Hospital Organisation, Emerging Role of the Finance Manager in India

THE FINANCIAL SYSTEM

Functions of the Financial System, Financial Assets, Financial Markets, Financial Intermediaries, Regulatory Infrastructure, Growth and Trends in the Indian Financial System

UNIT – 2: THE TIME VALUE OF MONEY

Time Line and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of an Annuity, Present value of a Perpetuity

VALUATION OF BONDS AND STOCKS

Distinction among Valuation Concepts, Bond Valuation, Bond Market, Equity Valuation: Dividend Discount Model, Equity Valuation: The P/E Ratio Approach, Stock Market

THE COST OF CAPITAL

Some Preliminaries, Cost of Debt, Cost of Equity, Determining the Proportions, Weighted the Average Cost of capital

UNIT – 3: TECHNIQUES OF CAPITAL BUDGETING

Capital Budgeting Process, Project Classification, Investment Criteria, Net Present Value
Benefit Cost Ratio (or Profitability Index), Internal rate of Return, Payback Period
Accounting Rate of Return

UNIT– 4: WORKING CAPITAL MANAGEMENT

Cash management, Inventory and receivables management, sources of working capital, risk return trade-off, bank financing for working capital and guidelines for borrowing.

UNIT – 5: CAPITAL STRUCTURE DECISION

EBIT-EPS Analysis, ROI-ROE Analysis, Leverage Analysis, Ratio Analysis
Cash Flow Analysis

DIVIDEND DECISION (THEORY)

Why Firms Pay Dividends, Dimensions of Dividend Policy, Dividend Policy Formulation
Corporate Dividend Behaviour

REFERENCE BOOKS :

Ref#1 Financial Management – Prasanna Chandra, Tata McGraw Hill Publication

Ref#2 A Handbook on Accounting for Hospital Management – D. K. Chatterjee, Himalaya Publication.

Ref#3 Financial Management for Hospital Administration – G R Kulkarni, Jaypee Publication.

Ref#4 Financial Management in Health Services – Reinhold Gruen & Anne Howarth, Tata McGraw-Hill Publication.

Ref#5 Understanding Hospital Financial Management – Allen G. Herkimer, An Aspen Publication.

Ref#6 Essentials of Health Care Finance – William O. Cleverley, Jones & Bartlett Publishers.

Ref#7 Financial Management – I.M.Pandey, Vikas Publication.

Ref#8 Financial Management – Khan and Jain, Tata- McGraw Publication

Subject : Human Resource Management in Hospital [HM112]

Objective: To provide the basic knowledge of Human Resource Management in the context of Healthcare Industry. This subject aims to develop the skills required for managing Human Resource in the Healthcare Industry, starting from HR planning to superannuation of the employee.

Pedagogy: The tools to be used would be Class room presentations, group discussions, role plays, hospital visits and case study method.

CONTENT

UNIT-1: Human Resources Management

Definition – Nature and scope – Objectives – Functions – Role of HRM in hospitals – Human Resource Planning: process – Job analysis – Job description – Job specification.

UNIT-2: Recruitment

Recruitment policy – Methods – Selection Process: Tests, Interviews, – Placement – Induction- Relevance to Healthcare Industry.

Training and Relocation

Training needs – Identification – Training methods and evaluation of training – Promotions – Policy – Transfers – Types – Dismissals- Superannuation- Relevance to Healthcare Industry.

UNIT-3: Wage and Salary Administration

Meaning – Purpose – Developing wage and salary structure –Job evaluation –Pension- Relevance to Healthcare Industry.

UNIT-4: Performance Management

Introduction- meaning- need- purpose- objectives- contents of PAS- appraisers and different methods of appraisal- uses of performance appraisal-limitations and problems of performance appraisal- 360 degree Appraisal- post appraisal feedback- Grievances handling- Relevance to Healthcare Industry.

UNIT-5: Labor Laws Applicable to Hospitals

Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961- Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965- Other relevant laws.

REFERENCE BOOKS:

Ref#1 HRM in Hospitals - Goel R.C, Prentice Hall of India.

Ref#2 Hospital Human Resource Management- by C. Charles- Anmol Publishers

Ref#3 Hospital Administration And Human Resource Management- by Goyal R.C.- Bertrams Publishers

Ref#4 Personnel Management and Human Resources - Venkataraman C.S. & Srivastava

Ref#5 Personnel/Human Resource Management - Subba Rao.P, Konark Publishers.

Ref#6 Organizational Behavior - Freud Luthans, McGraw Hill Book Co. 1995.

Ref#7 Human Behavior at Work - Keith Davis, McGraw Hill Book Co. 1991.

Ref#8 Personnel Management & Industrial Relations – By Rustom S. Davar Vikas Publishing House.

Ref#9 Human Resource Management – By Garry Dessler – Prentice Hall India.

Ref#10 Human Resource & Personnel Management – By Aswathappa – Tata McGraw Hill.

Ref#11 Human Resource Management – By Khan.

Subject : Statistics for Hospital Management [HM113]

Objective : The subject of statistics has become indispensable for valuable and good contributions in all the sciences, more so in medicine, biology, health and nutrition. It will fulfill the requirements for the research activities and analysis of the hospital management.

CONTENT**UNIT-I: FUNDAMENTALS & STATISTICAL MEASURES**

Measures of central tendency – Arithmetic Mean, Weighted Arithmetic Mean, Median, Mode, Measures of variation and skewness – Range, Standard Deviation, Coefficient of Variation; Skewness – significance; and properties and interpretation of various measures.

UNIT-II: PROBABILITY

Terminology & Types of probability, Rules & Conditions of probability;

PROBABILITY DISTRIBUTIONS

Concept & Importance in Decision Making for Hospital, Random Variables, Binomial Distribution, Poisson Distribution, Normal Distribution & its Applications to Hospital Environment.

UNIT-III: SIMPLE REGRESSION AND CORRELATION ANALYSIS

Simple Correlation, Pearson's Rank Correlation, Partial correlation, Estimation using Regression Line and Multiple Regression Equation, Making Inferences about Population Parameters.

UNIT-IV: TESTING OF HYPOTHESIS

Estimation, properties of good estimator, null and alternative hypothesis, types of errors, level of significances, types of tests – small and large sample tests, tests for means and proportion for a single sample.

Unit V:**Bio-Statistics :**

1. Basics of biostatistics
2. Variable, tables and graph
3. Normal distribution
4. Probability
5. Elements of statistical inference
6. Sampling variability of proportions
7. Comparing two proportions
8. Sampling variability of means
9. Comparing two means
10. Two repeated observations
11. Non parametric test (X² test)
12. ANOVA
13. Sampling from population
14. Sample size and power
15. Study design and statistical test

REFERENCE BOOKS

Ref#1 Gupta S.P., Statistical methods, Sultan Chand, New Delhi, 1993.

Ref#2 Levin, R.I.and Rubin. D.S., Statistics for management, Prentice Hall, New Delhi, 1988.

Ref#3 Sunder Rao, P.N.S. and Richard, J., An introduction to biostatistics: A manual for students in health sciences, Prentice Hall, New Delhi, 1996.

Ref#4 Milton S.J., Statistical methods in the biological and health sciences, McGraw Hill, Singapore, 1992.

Ref#5 Hill, B.A. Medical statistics, Hodder & Stoughton, London, 1984.

Ref#6 John T. Mentzer, Sales Forecasting Management, Response Books, New Delhi, 1998.

Ref#7 Health Information of India, Government of India;

Ref#8 Hospital Information review.

Subject : Purchase Management & Inventory control [HM114]

Objective: To make a student of Hospital Management completely understand the various process and procedures involved in handling Purchase of various items in the Hospitals, Inventory and Logistics Management. Also, the students would be made aware of various scientific methods used for this process.

Pedagogy: The tools to be used would be Class room presentations, group discussions, role plays, hospital visits, case study method and real life exercises regarding handling of Purchase and Inventory.

CONTENT**UNIT-I: Principles of Materials Management**

Definition- Scope and Function- Objectives of Materials Management- Classification of Materials- Forecasting- Importance of Materials Management in Hospitals- Concepts of Logistics Management.

UNIT-II: Purchase Management

Definition- Objectives- Purchase System- Procurement procedure- Tendering procedures- Vendor development and rating – Methods of payment – Letter of credit – Rate Contracts- Outsourcing of Services.

UNIT-III: Inventory control

Definition - Objectives – Types of Inventory cost – Types of Inventory Control – Pareto's law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

UNIT-IV: Store Management

Stores function- Location and layout- Standardization- Codification- Classification of materials- Material accounting- Physical distribution- Bin System- Documentation- Condemnation and disposal- Types of stores in a Hospital- Flow of goods- LIFO/FIFO- Obsolescence- Hospital Formulary- Drug Store Management.

UNIT-V: Latest trends in Materials Management

Types of Materials used and stored in a Hospital – Computerization- Supply chain management - Just in time- Central purchasing.

REFERENCE BOOKS:

- Ref#1** Managing Hospital Materials Management- Kowalski-Dickow Associates, Inc. Staff, AHA, American Society for Healthcare Materials Management
- Ref#2** Effective Hospital Material Management- Edward D. Sanderson.
- Ref#3** Materials Management – Gopalakrishnan & Sunderasan.
- Ref#4** Material Management - M.M. Varma.
- Ref#5** Material Management- Dr. C.B. Gupta and Rajan Nair.
- Ref#6** Stores management- K S Menon Published by Macmillan India Ltd
- Ref#7** Supply Chain Management –Mr. B S Sahay - Macmillan India Ltd
- Ref#8** An Integrated Approach Inventory Control Theory & Practice- Gopalakrishnan
- Ref#9** Materials Management- C.B. Agarwal
- Ref#10** Materials & Logistic Management – By Prof. L.C. Jhamb – Everest Publications.
- Ref#11** Introduction to Materials Management – By Tony Arnold – Peerson.
- Ref#12** Stores, Management & Logistics – By – P. Gopalkrishnan –Sultanchand & Co.

Objective

Researchers in health-related disciplines use a variety of tools in order to gain an understanding of the phenomena they study. The Subject is framed for the analysis of data collected in the context of clinical trials, health policy, community and family health, and environmental and occupational health. The output of the analysis is used for the hospital management and administration.

Content**UNIT – I: Introduction**

Introduction to research, types of research, responsibilities of researcher and decision maker, research process, research proposal, Research objectives and plans

UNIT-II: Research Designs

Benefits of design, Descriptive design: cross sectional and focus group, Quasi experimental design: One shot case study, one group pre test post test, longitudinal, static group, simulation.

UNIT – III: Measurement and scaling

Nature, structure and types of measurement Scales: nominal, ordinal, interval, ratio; levels of measurement, techniques for scaling, validity and reliability in scaling, criteria for good measurement scale, measurement error, various types of scales - ranking and rating scales and specific attitude scales.

UNIT – IV: Theory of Sampling & Data Collection

Concept of sampling, probability and non probability sampling techniques, selection methods, size of sample, sampling distribution. **Sources of Information** - Respondents, interviews, observation, questionnaire design, survey, direct and indirect research techniques.

Data Collection - Primary and secondary data, methods of collecting primary data, designing a questionnaire, pre testing the questionnaire, editing primary data, sources of secondary data and its uses, census and sample; experiments, panels and simulation. **Data Presentation** - Classification of data, objectives and types of classification, construction of discrete and continuous frequency distribution, guidelines for class selection, commutative and relative frequencies, charting of data – Bar Chart, Histogram, one dimensional and two dimensional graphs.

UNIT – V:**Health & hospital statistics and Application of computers in research**

Introduction, utilization of the basic data, sources of health statistics, problems in collection of sickness data, measurement of sickness, vital statistics, Using excel and Statistical packages like SPSS.

Reference Books:

Ref#1 Luck.J.David. Ronald S.Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.

Ref#2 G.C. Beri, Marketing Research, Tata MacGraw Hill, New Delhi, 1996.

Ref#3 Green E. Paul. Donald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, 1996.

Ref#4 Adrian Payne, The essence of services Marketing, Prentice Hall, New Delhi, 1996.

Ref#5 Luck.J. David, Hugh G.Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.

Subject : Quality Management, Accreditation & Legal Aspects [HM116]

1. Objective:

The main aim behind teaching this course is providing information and knowledge to the students about the importance of Quality, various Quality tools, programmes, regulations being followed these days in the Healthcare Industry. The students will be made aware about the various National and International agencies involved in Quality Assurance and establishment of standards for the Healthcare System.

2. CONTENT

Unit 1: Fundamentals of Quality Management:

Introduction – Objectives - Historical Back Ground– Defining quality, International scenario, Indian scenario.

Unit 2: Assessing Quality Health Care:

The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinates of Quality – Structure – Process– Outcome- PDCA cycle- Quality Health Care through Patient Satisfaction- Quality Tools.

Unit 3: Improvement of quality of services in Hospitals:

Essentials of quality improvement in health care services- how to improve the quality of services in hospital, improvement of quality in health care- TQM- Kaizen- 5 S.

Unit 4: Certification & Accreditation of hospitals:

Brief Overview about: IPHS- NABH Accreditation –ISO certification- JCAHO - JCI Accreditation - Six sigma

Unit 5: Legal aspects in Quality Management:

Legal and Statutory requirements- documentation- various agencies for ensuring the formulation and implementation of standard protocols.

Reference Books:

Ref#1 Quality in Health Care Sector :Raandi Schmidt J. Trumbo and R. Jonson– ASQC Quality – Press.

Ref#2 Quality Improvement in Health Care, 2nd Ed, Nelson Thrones

Ref#3 Total quality management- Aswathappa- Himalaya Books House

Ref#4 Quality Management- P.C. Tripathy

Ref#5 Quality Management- Barnett- Pitman publishing

Ref#6 Quality Management in Hospitals by Joshi S K, Published By: Jaypee Brothers Medical Publishers (P) Ltd.

Subject : Health Law and Ethics [HM117]**1. Objective:**

The main aim behind teaching this course is to acquaint the students about health laws and ethics. The course provides the information and knowledge about medico-legal issues of health care sector.

2. CONTENT**Unit I: Introduction:**

Law and establishment of hospitals– private/public hospitals, legal requirements under Medical Council Act –Private Medical Establishment, Registration and Regulation Act 2002.

Unit II:Medico – Legal Aspects of Patient Care:

Patient rights & Responsibilities – Medico legal posers – Consent of patient care. Duties of physician towards their patients, and to profession

Unit III:Legal Aspects of Health Care:

Legal aspects relating to organ transplantation, termination of pregnancy: euthanasia, sale and administration of drugs: anesthesia, Regulation of genetic counseling centers. Legal liability of hospitals – criminal, civil and tortuous: liability for negligence, consumer protection law, absolute liability and vicarious liability, Medical Mal Practices.

Unit IV: Medical Ethics & Auditory Procedures:

Ethical principles in patient care – Civic rights , Consumer Protection Act, (CPA) – Guideline of the CPA, Patient complaints, powers & procedures of the District forum, State and National commission, Role of supreme court, Patient appeals – Vicarious liability, Medical negligence.

Unit V: Acts & Laws governing Health care:

FIR, Consumer Protection Act .1986: Indian Penal Code, Indian Evidence Act, Criminal Procedure Code, Indian Medical Council Act. Maternity Benefit Act, 1961. ESI Act, 1948. Medical Termination of Pregnancy Act 1971. Organ Transplantation Act.The Pre Natal Diagnostic Test Act, 1994.

References Books:

- Ref#1** Anoop Kaushal K, :Medical negligence and legal remedies, 3rd edition, Universal Law Publisher, New Delhi, 2004.
- Ref#2** Avtar singh: Company Law, 13th editions, Taxmann Publishers, Lucknow, 2001.
- Ref#3** Francis D.: Government and Business, Himalaya Publishing House, 1988.
- Ref#4** Gupta D and Gupta S.:Government and Business, Vikas Publishing House, 1987.
- Ref#5** Varma D.P.S :Monopolies Trade Regulations and the Consumer Protection, Tata McGraw Hill, New Delhi, 1985.
- Ref#6** R.K. Chaube:Consumer Protection and the Medical profession, Jaypee Publishing, New Delhi, 2000.
- Ref#7** Steven, D. Edwards :Nursing Ethics, A Principle Based Approach, Macmillan Press Ltd., London, 1996.
- Ref#8** C.M. Francis: Medical Ethics, Jaypee Brothers, New Delhi.
- Ref#9** Goswami :Labor law.

Objective: Since the entry qualification for this Masters Degree program is graduation in Medical and Para medical sciences, the exposure to and understanding of the internal working of a hospital is essential for every student to appreciate and assimilate the learning in the Masters programme. The subject is designed to facilitate this learning-objective and is based on the principle of “learning by observation”. This subject will also help to learn “working in teams”.

Pedagogy

All departments, administrative and clinical, will be divided into “Activity Clusters”, numbering about 18 in a typical large hospital. Every student, in the team, will be exposed to every Activity Cluster in rotation. The student-team will visit the Cluster on the allotted days and study the activities as per the guideline provided by the faculty. The student-team will also be required to do night duty, at least on three occasions.

The students are encouraged to make Power Point Presentations.

Evaluation

Total marks of 100 will be distributed as:

40% External marks include assigned department reports preparation and presentation and viva-voce

60% Internal marks which include attendance, submission of report, Health days presentations, participations, performance night duty reports etc.

The evaluation will be done by a panel of two members including head of the concerned department of the hospital.

Contents

The program will start right from the beginning of the second semester. A brief introduction of the hospital, formation, of teams, and announcement of schedules will precede this.

KYH schedule is for two days in each Activity Cluster. The structure of learning will be:

UNIT-I

Objectives of the Activity Cluster

UNIT - II

Hierarchy and structure of the Activity Cluster

UNIT – III

Identifying major and critical activities of the Activity Cluster

Studying the processes of the Activity cluster from systems point of view: input process-output.

UNIT – IV

Identification of areas in need improvement.

Each team will be assigned one major process of the department and they will be asked to present the details of the particular process through systems framework.

UNIT-V

The students will be detailed for night duties along with the night duty executive which is intended to acclimatize students to the night environment of the hospital, so that they would appreciate special demands and understand various protocols, etc.

Semester-III**Subject : Strategic Management for Hospitals [HM 201]****CONTENT**

Unit:I : The Strategic Management Process: An Overview, Tasks of strategic management, Levels of strategy. **The strategy making tasks:** Developing a strategic vision and Mission, Establishing objectives, crafting a strategy, Implementing and executing the strategy.

Unit:II: Analyzing Company's External Environment: Industry's' dominant economic features, Competitive forces, Factors driving industry change, Factors for future competitive success, Outlook for the industry.

Evaluating Company resources and competitive Capabilities: Company's present strategy, Strength, weaknesses, opportunities and threat, company's competitive position.

Unit:III: Strategy and Competitive Advantage: Five generic competitive strategies, merger and acquisition strategies, vertical integration strategies, outsourcing strategies, Offensive strategies, defensive strategies- Related diversification strategies, Unrelated diversification strategies, combination related-unrelated diversification strategies.

Unit:IV: Tailoring strategy to fit specific industry and company situations: Strategies for emerging industries ,high-velocity markets, Maturing industries, Stagnant or declining industries, maturing industries, fragmented industries, Industry leaders, Runner-up firms and weak & Crisis-ridden businesses.

Unit: V

Corporate Culture and Leadership for Effective Strategy Execution and Control.

Basic Text Book:

Thompson Arthur, Strickland A., Gamble John & Jain Arun, "*Crafting & Executing Strategy*", 14th Edition, Tata McGraw- Hill Publishing Company Limited, New Delhi.

Reference Books:

Ref#1 John A, & Robinson Richard, "*Strategic Management: Strategy Formulation and Implementation*", 3rd Edition, A.I.T.B.S. Publishers and Distributors, Delhi.

Ref#2 Rao & Harikrishna, "*Strategic Management*", Excel Books, New Delhi.

Ref#3 Samuel C. & Peter, "*Strategic Management: Concepts & Applications*", 3rd Edition, Richard D, Irvin Inc.

Ref#4 Fred R. Devid, "*Strategic Management*", 3rd Edition, Prentice Hall India Pvt. Limited, New Delhi.

Ref#5 Bhureya & Athreya, "*Cases In Strategic Management*", Tata McGraw- Hill Publishing Company Limited, New Delhi.

CONTENT**Unit : 1: Introduction to Strategic Cost Accounting**

The Purpose & Importance of Strategic Cost Management, Cost for reporting vs. Cost for Management Planning and Control, Good Cost Accounting Systems, The Human Element in Cost Accounting, Definition and Characteristics of Costs, Cross-Subsidization of Costs, Other Important terms

Unit :2 :Product/Services Costing & Cost Allocation

The Need for Product Costing, Job-order and Process Costing, Costing of Service Departments and other related areas: Estimation of cost of service departments and allocation of costs to various other departments. Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, housekeeping, Introduction to Target Costing - Activity Based Costing (ABC) in a Corporate Hospital - Marginal costing, CVP analysis

Unit: 3 Cost-Volume-Profit Analysis

The Cost-Volume-Profit Relationship, Breakeven Analysis, Mixed Costs and Step-Fixed Costs.

Unit: 4 Budgeting & Budgetary Control

Introduction & Importance, The Master Budget, The Operating Budget, Cash Budget, Capital Budget, Flexible Budget, Traditional Variance Analysis, Flexible Budget Variance Analysis and Management Control.

Unit: 5 TQM, New Approaches & Cost Accounting Ratios

Importance of TQM & Total Cost Management, Balance Scorecard, New Approaches, Introduction & Inferences of Financial Ratios, Transfer Pricing Brief, Development of new set of Ratios & Major Productivity Ratios

Text Book:

Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118; 2nd edition, March 15, 1999.

Reference Books:

Ref#1 Robert S. Kaplan, Robin Cooper, Cost & Effect; Using Integrated Cost Systems to drive Profitability and Performance, Harvard Business School Pr; ISBN: 0875847889; November 1997.

Ref#2 Periasamy.P., Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.

Ref#3 Charles, T. Homgren, G. Goster and M.S. Dater, Cost accounting, Prentice Hall India, New Delhi, 1996.

Ref#4 Jain, S.P. and Narang, Advanced cost and management accounting, Kalyani Publishers Ludhiana, 1995

Ref#5 Kulkarni, G.R., Hospital Management Accounting – Planning and Control, National Health Management Institute, Mumbai, 1995.

Ref#6 Grewal, T.S., Introduction to Accountancy, S. Chand & Sons, New Delhi, 1995.

CONTENT**Unit : 1: Introduction to Hospital services:**

Meaning and scope of patient care services – significance of patient care – role of administration in patient care- Outpatient services – Inpatient services – Accident and Emergency services--Rehabilitation services- Operation theatre – Intensive care units – Hospital acquired infections – Sterilization

Unit: 2: Diagnostic Services

Laboratory services -Blood bank services – Radiology and Imaging services– Telemedicine

Unit: 3: Nursing Service Administration:

Objective of nursing service, organization & management of nursing service, factors influencing ward mgt.

Unit: 4: Evaluation of Nursing Service: purpose, types, methods of evaluation, principles of performance evaluation, tools of performance appraisal.

Unit: 5: Quality control: Nursing audit- Nursing care standards in ward management.

Reference Books:

Ref#1 Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.

Ref#2 Hospital & Nursing Homes : Planning, Organisation, & Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi.

Ref#3 Hospital Administration – By C.M. Francis & Marioc Desouza – Jaypee Brothers, New Delhi.

Ref#4 Hospital Administration & Planning – By A.G. Chandorkar – Paras Medical Publisher.

Ref#5 Hospital department Profiles - Gold Berry A.J

Ref#6 Hospital Planning & Administration – WHO Monograph Series 54 – By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi.

Ref#7 Hospitals Planning, Design & Management – By Kunders & Gopinath.

Ref#8 Management of Hospital – By S.L. Goel & R. Kumar – Deep & Deep Publisher.

Ref#9 Management process in Health care - S. Srinivasan

Ref#10 Nursing Administration - Jhora Medical Pub, Mumbai

Ref#11Principles of Hospital Administration & Planning – By B.M. Sakharkar – Japye Brothers.

Ref#12Ward Administration and Management - N. R. Brothers

Subject : Hospital Support services [HM 204]**1. Objectives:**

The subject focuses on the study of support services in Hospital and discusses the Hierarchy, functions and staff responsibilities and ideal work flow of different departments of Hospital. The course will focus on the students to the framework that are useful for diagnosing problems involving work flow at hospitals. It will increase students understanding the nature of work involved in various departments. It will help them learn how to exercise responsibilities to function effectively and to solve problems arising in day to day activities and manage the work and help the organization in all sorts by giving efficient performance.

2. Scope:

The students by studying the functions of department and responsibilities of the different staff help in carrying out their job in the organization without any confusion and work effectively and give efficient performance.

Unit 1

1. Front Office - Functions, Admission and Discharge Procedure, work flow
2. Billing Department – functions, Hierarchy, work flow, staff responsibilities etc.

Unit 2

1. Materials Management – Functions, Hierarchy, work flow, staff responsibilities etc.
2. House Keeping- Functions, Hierarchy, work flow, staff responsibilities etc.
3. Medical Records Department – Functions of MRD, Roles and Responsibilities of Staff – Organization of Medical Records – Standards in maintaining medical records.

Unit 3

1. Bio– medical and maintenance departments –Functions, Hierarchy, work flow, staff responsibilities etc.
2. Central Sterile and Supply Department (CSSD) – Functions, Hierarchy, work flow, staff responsibilities etc.

Unit 4

Organization and management of other Utility / Auxiliary facilities – role and functions

1. Transport services - Functions, Hierarchy, work flow, staff responsibilities etc.
2. Laundry services - Functions, Hierarchy, work flow, staff responsibilities etc.

Unit 5

1. Food and Beverages (dietary) services – Functions, Hierarchy, work flow, staff responsibilities etc.
2. Managing the Estate – Security arrangements – Functions, Hierarchy, work flow, staff responsibilities etc.

Reference Books:

Ref#1 Arnold D. Kalcizony & Stephen M. Shartell - Health Care Management.

Ref#2 Carolyn Semple Piggot & Carolyn S. Piggot - Business Planning for Health Care Management.

Ref#3 Gupta Shakti & Sunil Kant - Hospital Stores Management, An integrated approach, J.P Brothers, New Delhi – 2004.

Ref#4 Naney North - Perspectives in Health Care – MacMillan Press.

Ref#5 Lawrence F. Worper - Health Care administration – Principles, Practices, Structure, Delivery – Aspen Publishers.

Ref#6 G.D Kunders - Hospitals Facilities planning and Management – Tata Mc Grill

Ref#7 Tabish - Hospitals and Nursing Homes-Planning, Organizations and Management – JP Pbulishers

Subject : Risk & Disaster Management [HM 205]

Objective: To create awareness and to equip the students in terms of knowledge and skills to understand and manage various type of disasters and risks in the Healthcare Industry.

Pedagogy: The tools to be used would be Class room presentations, group discussions, role plays, hospital visits, case study method and mock exercise/ drills.

CONTENT**UNIT-I: Disaster Management**

Objectives – Basic Concepts – Disaster Classification – Disaster Process – Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Mass Casualty Management – Need for Hospital Disaster Plan – Disaster Committee – Organization – Roles and Responsibilities – Organizing Disaster Facilities – Disaster Response – Disaster Manual – Disaster Drill.

UNIT-II: Security Organization and Management

Security Threats and Vulnerabilities of Hospitals – Security Sensitive Areas – Functions of Hospital Security Department – Security Organization and Physical Security Measures – Need for security Technology – Security Technology Plan – Computer and Information Security.

UNIT-III: Fire Hazards

Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Building Services – Central Air-Conditioning Facilities – Electric Installations – Special Hazards – Fixed Installations – Hazards Associated with Furnishing Material – Water Supply – Fire Points and Escape Routes – Means of Escape and Evacuation.

UNIT-IV: Radiation Hazards

Introduction – Biological Effects of Radiation – Radiation Protection and Safety – Radiation safety Monitoring – Principles of Facility Planning – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.

UNIT-V: Hospital Acquired Infection (HAI)

Objectives – Control and Prevention – Departmental aspects- 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.

REFERENCE BOOKS:

Ref#1 Safety & Risk Management- Shailendra K.Singh Mittal Publishers.

Ref#2 Safety, Security & Risk Management- J.H. Diwan , APH.

Ref#3 Text Book of critical Care- Stephen Ayers & Garmvik, Holbook and Shoemaker

Ref#4 Quality Management – Janakiraman & Gopal

Ref#5 Total Quality Management - BIS Monographs

Ref#6 Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta – Jaypee Brothers, New Delhi.

Ref#7 Risk Management in Health Care Institutions: A Strategic Approach- Florence Kavalier, Allen D. Spiegel- Jones & Bartlett Publishers

Ref#8 Risk Management Handbook for Professionals- Joseph S Sanfilippo, Clayton L Robinson- CRC Press / Taylor & Francis Group

Subject : Health Insurance [HM 206]

1. Objectives:

The prime objective of this course is to make, the Health/ Hospital Managers, understand the basic concepts, new trends, comparison between various types and how to overcome the challenges, in the field of Health Insurance. It is expected that, at the end of this course, the students will be able to understand the technical know-how regarding the various areas of functioning in this sector. It will also help the interested students in developing Health Insurance as their area of Interest.

2. Methodology:

Class room teaching, presentation, case study method, role plays, field visit, Quiz

CONTENT

Unit 1

Understanding of Insurance:

Introduction to insurance – History of Insurance – Principles of Insurance – Types of Insurance

Theory and Principles of Health Insurance:

Understanding of Health Insurance - History of Health Insurance - Fundamental Principles and Values of Health Insurance – Key Terms used in Health Insurance

Unit 2

Types of Health Insurance and its Framework:

Types of Health Insurance - Basic Features of Health Insurance Design –Challenges for Health Insurance Industry - Health Insurance; Indian Scenario

Reinsurance and Health Insurance:

Reinsurance – Role of Reinsurance - Need for Reinsurance – Risk Sharing

Unit 3

Operational Aspects of Health Insurance:

Underwriting - Claims Management - Provider Contracting – Role of Payment Mechanisms

Moral Hazard and Risk Control Mechanism:

Various Forms of Moral Hazards - Control Measures

Unit 4

Role of Third Party Administrator:

Third party Administrator (TPA) – Origin - Understanding of the Relations between an Insurer and a TPA, Roles of TPA

Unit 5

Role of the Regulator:

IRDA – Origin and its Role – Ombudsmen – Grievance Redressal Mechanism- Legal issues

Reference Books:

Ref#1 Health Insurance Sector In India: by T. Mahendran, Abhijeet Publications (2008).

Ref#2 Health Insurance: Concepts And Cases: by Anand Sandipa Lahiri, Vandana Shajan, Icfai University Press (2008)

Ref#3 Health Insurance: Basics Benefits And Claims: by R K Reddy

Ref#4 Life & Health Insurance: by Black, Pearson Education Pte Ltd (2008)

Ref#5 Recent Trends In Insurance Sector In India: by Ravichandran, Abhijeet Publications.

Subject : Hospital Information System [HM 207]

Objective: - Students to learn various hospital information required in the hospital for smooth Functioning, patient care, legal and research purposes through practical training as well.

Unit-1

Over view of HIS: Overview of HIS, Structure of management Information System specific to hospital, Information for control, decision & statutory need, Feedback, Information & data, Decision making Process, Hierarchy of management activities, Document preparation, Data capture, Project of Life Cycle, Design of files & auxiliary storage devices,

Unit-2

Approaches to hospital information system: Approaches to hospital information system, Patient based, Functional organization based, User department based, Clinical information system, Medical Record, Nursing Info system, Appointment scheduling, Dissemination of diagnostic information, Registration, General Administration & productivity.

Information Technology: Telemedicine, knowledge management, information Technology integration. LAN, WAN, SPSS, LIS, RIS, PACS.

UNIT-3

HOSPITAL INFORMATION SYSTEM AND MEDICAL RECORDS

Management decision and related information requirement – Concept of networking hospital information system – Clinical information system – Administrative information system – Support service technical information system. Role of medical records in health care delivery – general medical records standards and policies –

Unit-4

legal aspects of medical records – medical audit computerization of medical records information needs in the hospital information Needs in the hospital – sources health information – uses of health and hospital data

Unit-5

Practical training : Computerization of Medical Record

Observation / involvement in

All elements of physical records maintenance plus as follows

- 1) Alphanumerical data
- 2) Machine generated data
- 3) Image data
- 4) Interpretation of data
- 5) Derived data
- 6) Storage process of electronic data
- 7) Data classification
- 8) ICD – 10 System and its use in electronic records maintenance system

Reference Books:

Ref#1 Davis,G.B. and M.H.Oslon,Managent Information Systems-Conceptual

Ref#2 Foundations,Structure and Development,TMH,1998

Ref#3 A Handbok for decision makers-Medical Records - GD.Mogli

Ref#4 Mgt Information System in Hospital - A.K.Saini

Ref#5 Dynamic Hospital Information - Gilad J.Kuperman

Ref#6 Health Mgt information System - Smith, Jack

Ref#7 Management Information System: Srivastava,Jaypee

Ref#8 Computers today S.K. Basandra – Galgolia Books.

Ref#9 Managing a modern hospital- AV Srinivasan- sage publication.

Subject : Hospital Facilities Planning & Management [HM 208]

1. Objective:

This course is intended to equip the future Hospital Managers with the basic knowledge and skills required to plan a new hospital from the stage of feasibility study to commissioning.

2. Methodology:

Class room teaching, presentation, case study method, role plays, field visit, visiting faculty/architect's sessions, dummy planning, Quiz.

3. Scope:

Unit 1:Hospital as a system:

Definition – classification – changing scenario – role of hospital administrator – hospital as a system – hospital & society.

Unit 2:Hospital Planning:

Assessment of the demand and need for hospital services – general consideration- concepts in planning- feasibility study- factors influencing hospital utilization – hospital bed planning – land requirements – concepts of designing and space- role of architect- specifications- cost estimation- site survey- possibility of future expansion- equipping a hospital– planning for ensuring safety.

Unit 3:Planning Clinical Services:

Overview- function- location- design- organization- space requirement- facilities- emergency services design- space requirement- physical facilities.

Unit 4:Planning Support Services:

Overview- function- location- design- organization- space requirement- facilities- design- space requirement- physical facilities.

Unit 5:Facilities planning:

Transport – communication – food services – mortuary – information system – water- electricity- sewage line- centralized medical gas system- eco friendly hospital.

System planning and commissioning:

HR planning- Equipment planning- commissioning- Legal issues w.r.t. hospital setup.

REFERENCE BOOKS:

Ref#1 Designing for total Quality in Health Care- G.D. Kunders

Ref#2 Modern Trends in Planning and Designing of hospitals- Gupta S.K. Sunil Kant
Chandra Shekhar. R Satpathy

Ref#3 Hospital and Nursing Homes Planning, Organisations & Management - Syed
Amin Tabish

Ref#4 Hospitals, Facilities Planning and Management - G.D. Kunders

Ref#5 Hospital Administration- Mc Gibony

Ref#6 Management of Modern Hospital- A.V. Srinivasan

Ref#7 Principles of hospital Administration and planning- B .M Sakharkar

Ref#8 Quality Management in Hospitals: Joshi S K, Published By: Jaypee Brothers
Medical Publishers (P) Ltd

Subject : Summer Project Report and Viva-Voce [HM 209]

Every student is supposed to select one hospital with more than 100 beds capacity for summer internship project work. The Project work should be research based. It should include research methodology and primary/secondary data of the hospital.

The duration of the Summer Internship is 7 to 8 weeks after 1st Year in summer vacation. Examination is based on the quality project work done in summer internship.

Semester-IV

Subject : Dissertation with Viva-Voce (Minor Project) [HM210]

Every student is supposed to select one hospital with more than 100 beds capacity for final internship/ dissertation project work. The Project work should be research based. It should include research methodology and primary/secondary data of the hospital.

The duration of the Minor Dissertation is 8 to 10 weeks during 4th semester. Examination is based on the quality project work done in this internship.

Subject : Dissertation with Viva-Voce (Major Project) [HM211]

Again, every student is supposed to select one or more hospitals with more than 100 beds capacity for Major project work. The Project work should be strictly research based. Apart from research methodology, the student has to implement new strategies or recommendations.

The duration of the Major Dissertation is 14 to 16 weeks during 4th semester. Examination is based on the quality project work done in this internship.