

MBA (HOSPITAL MANAGEMENT)

(Course code – 49)

CURRICULUM

1st YEAR - I SEMESTER

Sl.No.	Code	Course
1	MBCP 1001	Management Concepts
2	MBCP 1002	Managerial Economics
3	MBCP 1003	Accounting for Managers
4	MBCP 1004	Business Environment
5	MBCP 1005	Research Methodology
6	MBCP 1006	Organisational Behaviour
7	MBCP 1007	Business Law

1st YEAR - II SEMESTER

1	MBCP 2001	Financial Management
2	MBCP 2002	Marketing Management
3	MBCP 2003	Human Resources Management
4	MBCP 2004	Operations Research
5	MBCP 2005	Strategic Management
6	MBCP 2006	Business Ethics
7	MBCP 2007	Operations Management

2nd YEAR - III SEMESTER

1	MBHM3001	Healthcare Environment & Management
2	MBHM3002	Hospital Architecture, Planning and Maintenance
3	MBHM3003	Health care Laws, Ethics and Medical Terminology
4	MBHM3004	Hospital Operations Management
5	MBHM3005	Patient care Management
6		Elective – I
7		Elective – II

2nd YEAR - IV SEMESTER

1	MBHM4001	Purchase Management & Inventory Control for Hospitals
2	MBHM4002	Hospital Facilities Management
3	MBHM4003	Hospital Information System
4	MBHM4004	Total Quality Management
5	MBHM4005	Public Health System & Outreach Programmes
6	MBHM4006	Project Work
7		Elective – III
8		Elective – IV

PAPER: I

MANAGEMENT CONCEPTS

Objectives

- Providing conceptual understanding of Management Concepts
- Familiarizing the students with the contemporary issues in Management
- Enable them to apply the concepts in the management organization

UNIT - I

Introduction to Management - Nature and Functions of Management - Levels in Management - Social Responsibilities of Business - Managerial Skills – Manager and Environment - An Overview of Staffing, Directing and Controlling Functions

UNIT – II

Planning - Steps in Planning Process - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation- Decision Making - Techniques and Processes.

UNIT – III

Organising - Organisation Structure and Design - Delegation of Authority and Decentralisation – Line and Staff Relationships - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Formal and Informal Organisation.

UNIT – IV

Communication – Types and Process of Communication - Barriers of Communication - Communication Effectiveness - Organisational Creativity and Innovation Entrepreneurial Management - Management of Innovation

UNIT – V

Comparative Management Styles and approaches - Best Management Practices across the world - Japanese Management Practices - Management of Diversity - Benchmarking

References:

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

PAPER – II
MANAGERIAL ECONOMICS

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*
Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*
Moyer & Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*
Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

PAPER –III
ACCOUNTING FOR MANAGERS

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

PAPER: IV

BUSINESS ENVIRONMENT

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To understand the opportunity and challenges of global business environment
- To relate the Impact of Environment on Business in an integrated manner
- To provide an understanding of the role of business in society

UNIT – I Business and its environment

Dynamics of Business and its Environment – Definition, Types of Environments. - Corporate Governance and Social Responsibility - Ethics in Business. – Business Ethics in India

UNIT – II Economic System

Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT – III Infrastructure and current issues in Business Environment

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement -.

UNIT – IV Global trends in Business and Management

Global Trends in Business and Management – International Relations Multi-National Companies, Multi-National Companies in India,

UNIT – V Foreign Capital and Collaboration

Foreign Capital, Needs for Foreign Capital, Trends in Indian Industry, Foreign Development Investment, FDI and the Indian Stock market

References:

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.Iran

Worthington and Chris Britton, THE BUSINESS ENVIRONMENT, Prentice Hall

Namita Gopal, BUSINESS ENVIRONMENT, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2010

PAPER-V
RESEARCH METHODOLOGY

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

PAPER: VI

ORGANISATIONAL BEHAVIOUR

Objectives

- To understand and appreciate the fact that why & how of human behaviour in organisations is critical for its success and to orient the managers - to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric.

UNIT - I

Organisational Behaviour: Introduction, Definition, Nature & Scope - Basic Concepts of OB - Individual & Organisational Image and Self Image -self-esteem & self-efficacy- Theoretical constructs and models of Organisational Behaviour.

UNIT – II

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management

UNIT – III

Group Dynamics - Leadership - Styles - Approaches - Power and Politics in Organisation

UNIT – IV

Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Trends in Organisational Behaviour – Consciousness – Conscience Management – Organisational Vision and Employee alignment with vision- Gender Sensitivity – Competency Level and behavioral Dimensions

References:

Fred Luthans, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

BUSINESS LAW

Objectives

- To introduce the statutory provision that affects the business decision
- To provide legal understanding and exposure to the important commercial laws
- To understand the legal framework related to contract
- To familiarise about legal aspects about negotiable instruments
- To understand the legal regulations about the company

UNIT – I The Indian Contract Act, 1872

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract
Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract.

UNIT – II The Indian Partnership Act, 1932 & Sales of Goods Act 1930

Definition of Partnership and its essentials, Rights and duties of Partners: Authority of a Partner, Minor as a Partner, Registration of a firm, Dissolution of Firms. Sales of Goods – Definition of a Contract of Sales, Essentials of a Contract of Sales of Goods, Kinds of Goods,

UNIT – III The Negotiable Instruments Act, 1832, Law of Insurance

Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency. Law of Insurance: Fundamental Principles of Law of Insurance, Types of Policies, Kinds of Losses

UNIT – IV The Indian Companies Act, 2013

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit Oppression and Mismanagement - Winding up.

UNIT –V Factory Act, Industrial Dispute Act, Minimum Wages Act & Workmen Compensation Act, 1923

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act.

References:

Kapoor G,K & Dhamija S, COMPANY LAW, 17th Edition, Taxman Publication, Pvt. Limited, NewDelhi, 2014

Daniel Albuquerque, LEGAL ASPECTS OF BUSINESS, 2nd edition, Oxford University Press, NewDelhi, 2013

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, NewDelhi, 2010.

M.M. Sulphery & Azhar Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011.

PAPER-VIII
FINANCIAL MANAGEMENT

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi, 2005.*
Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

PAPER-IX
MARKETING MANAGEMENT

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – X
HUMAN RESOURCES MANAGEMENT**

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas

UNIT-I

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.

UNIT-II

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT, Crashing of a Project Network.

UNIT-IV

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations.

UNIT-V

Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

References

1. **Panneerselvam, R**, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2006.
2. **G.Srinivasan**, OPERATIONS RESEARCH, PHI Learning, NewDelhi,2010
3. **Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, Pearson, NewDelhi, 2002
4. **Vohra**, Quantative Techniques in Management, Tata McGrawHill, NewDelhi, 2010

**PAPER-XII
STRATEGIC MANAGEMENT**

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

PAPER-XIII
BUSINESS ETHICS

Objectives:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

UNIT-I: Introduction: Meaning – Definition –Scope – Ethical Values and Theories- Myths –Ethics Vs Morality- Ethical Issues in the functional Areas of Business Management – Cross-Country Perspectives on Business Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics –Value based leadership.

UNIT-III: Ethical Values in Work Place: Characteristics- Types- Importance – Work Ethics – Work Culture – Professional Ethics- Environmental Ethics – Challenges of Cyber Age.

UNIT-IV: CORPORATE GOVERNANCE: Meaning –Mechanism- Principles – Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility –Issues in Corporate Governance- Emerging Trends.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics- Spirituality- Humanism - Morals Standards in Indian Ethics.

References:

1. **Bhatia, S.K.**, Business Ethics and Corporate Governance, Deep & Deep Publication.
2. **B.N Ghosh**, Business Ethics and Corporate Governance, Mc Graw Hill.
3. **Daniel Albuquerque**, Business Ethics, Oxford Univ. Press
4. **Laura P. Hartman**, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. **Chakraborty, S.K.**, Management by Values, Oxford Univ. Press

OPERATIONS MANAGEMENT**Objectives:**

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

UNIT-I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning. Inventory Control: Review of Basic Models of Inventory, P & Q system of Inventory

UNIT-II

Systems Concept of Production, Types of Production System, Productivity, Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Models of forecasting

UNIT-III

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Material Requirement Planning: Single Machine Scheduling:

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques,

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Replacement, Group Replacement Vs Individual Replacement – Trade-off. Reliability:

References

1. **Panneerselvam. R;** Production and Operations Management, 3rd Edition, PHI Learning, Delhi, 2013.
2. **Joseph G. Monks:** Operations Management - Theory and Problems, (McGraw Hill).
3. **Everett E. Adam & Ronald J. Ebert:** Production and Operations Management, (Prentice Hall, 1994).
4. **William J. Stevenson:** Production/Operations Management, Richard Irwin.
5. **Norman Gaither:** Production and Operations Management, (The Dryden Press).
6. **Jack R. Meredith-** The Management Of Operation, (John Wiley & Sons).
7. **S.N. Chary,** Production and Operations Management, (Tata McGrawHill).
8. **Jay Heizer & Barry Render:** Operations Management, Prentice Hall International, Inc. 2001, International Edition.

Paper XV
HEALTHCARE ENVIRONMENT AND MANAGEMENT

Objectives:

- To familiarise with the healthcare environment
- To understand the concepts of management with relevance to hospitals

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 Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics 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

REFERENCES

- Seth, M.L.** MACROECONOMICS, *Lakshminarayana Agrawal, Edu, Pub. Agra. 1996*
Peter, Z & Fredrick, B. HEALTH ECONOMICS, *Oxford Pub., New York, 1997*
Shanmugansundaram, Y., HEALTH ECONOMICS, *Oxford Pub. New York, 1997*

Paper XVI

HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE

Objectives:

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

UNIT I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT II

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

UNIT III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents – preparing project report.

UNIT IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

UNIT V

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

REFERENCES

G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE

Gupta S.K;SunilKant Chandra Shekhar; R Satpathy, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS

Syed Amin Tabish, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT

G.D.Kunders, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

Paper XVII

HEALTH CARE LAWS, ETHICS AND MEDICAL TERMINOLOGY

Objectives:

- To get acquainted with the legal provision and issues related to health care
- To familiarise with the medical terminologies
- To understand the ethical issues in health care system

UNIT I

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -

UNIT II

Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

UNIT III

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence
– Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

UNIT IV

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-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 V

Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission-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.

REFERENCES

BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – *Jaypee brothers Publications*.
Francis CM, Mario C de Souza ; HOSPITAL ADMINISTRATION – *Jaypee brothers Medical Publishers*

Paper XVIII

HOSPITAL OPERATIONS MANAGEMENT

Objectives:

- To identify the important functions and its management in Hospitals
- To familiarise with the supporting services and procurement management of Hospitals

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Facility Location and Layout importance of location, factors, general steps in location selection -Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.

UNIT V

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing, 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.

REFERENCES

Madhuri Sharma, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE,

Sakharkar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING, Jaypee

Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, *New Delhi, 2000*

Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND MANAGEMENT, *Journal of Academy of Hospital Administration, 2(@) 1990*

Paper XIX

PATIENT CARE MANAGEMENT

Objectives:

- To understand the importance of patient care management
- To be acquainted with the disaster and safety & Security Management in Hospitals

UNIT I

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

UNIT II

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

UNIT III

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

UNIT IV

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT V

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

REFERENCES:

Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., *Deep Deep Publications Pvt Ltd: New Delhi*

Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*

Paper XX

PURCHASE MANAGEMENT AND INVENTORY CONTROL IN HOSPITALS

Objectives:

- To familiarise with the concepts of procurement
- To understand stores management and inventory control system

UNIT I

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment – Letter of credit – Foreign currency-payments.-Import documentation.

UNIT II

Inventory control: Definition -objectives of Inventory Control – 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 III

Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

UNIT IV

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

UNIT V

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management -concept of Just in time and Central purchasing.

REFERENCES:

Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,

Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS,

Macmillan India Ltd

Mr. B S Sahay, SUPPLY CHAIN MANAGEMENT, *Macmillan India Ltd*

Mr. Gopalakrishnan & Sunderasan, MATERIALS MANAGEMENT.

**Paper XXI
HOSPITAL FACILITIES MANAGEMENT**

Objectives:

- To get familiarised with support service systems
- To get acquainted with hazards and its management in hospital environment

UNIT I

Nutrition and Dietary services – Pharmacy services – Medical Records services.

UNIT II

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Biomedical engineering departments in modern hospitals.

UNIT III

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

UNIT IV

Ambulance services – Mortuary services – Hospital security services.

UNIT V

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.- Outsourcing of Support services – Waste disposal and management - few case studies.

REFERENCES:

G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN

Jacob Kline, HAND BOOK OF BIO-MEDICAL ENGINEERING

Webster J.G and Albert M. Coe, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

Antony Kelly, MAINTENANCE PLANNING AND CONTROL

Paper XXII
Hospital Information Systems

Objectives:

- To understand the role of IT in hospital management
- To familiarise with the latest developments in technology with relevance to hospitals

Unit I

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

Unit II

The Electronic health record: Functions of the health record – Changing functions of the patients record – 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 – The future

Unit III

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

Unit IV

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

Unit V

Telehealth– Historical perspective on telehealth – 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

REFERENCES:

Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL

James O'Brien, Tate McGraw Hill, MANAGEMENT INFORMATION SYSTEM

Peter Norton, INTRODUCTION TO COMPUTER, *Tata McGraw Hill*

Paper XXIII
TOTAL QUALITY MANAGEMENT

Objectives:

- To introduce with the TQM Concepts
- To understand the importance of quality in hospital management

UNIT I

Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figgenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

UNIT II

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, policy deployment.

UNIT III

Processes 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 -SQC; control charts for variables- X, Xbar, and R charts and control charts for attributesp, Np, and c charts. Acceptance sampling plan and occurrence.

UNIT IV

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL Introduction to ISO2000, 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

UNIT V

Current trends in TQM- Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation,

REFERENCES:

- Bester field H. Dale**, TOTAL QUALITY MANAGEMENT, *Pearson New Delhi*, 2005.
Sridhar Bhat, TOTAL QUALITY MANAGEMENT, *Himalaya House pub., Mumbai*, 2002
Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill*,
Srinivasan, N.S. AND V. NARAYANA, MANAGING QUALIY- CONCEPTS AND TASKS, *New Age International*, 1996.
Kume, H., MANAGEMENT OF QUALITY, *Productivity Press*, 1996

Paper XXIV

PUBLIC HEALTH SYSTEM AND OUTREACH PROGRAMMES

Objectives:

- To understand the basic concepts and methods of epidemiology
- To get familiarised with the Emergency Epidemic Management System

UNIT I

Basic concepts and methods of Epidemiology and application to the variety of disease problems

– Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.

UNIT II

National Health Programmes related to Communicable diseases- Malaria, Filarial, 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 III

Alcoholism and drug dependency: Alcohol and alcoholism – opioid drug use – cocaine and other

commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

UNIT IV

Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

UNIT V

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

REFERENCE BOOKS:

Gilienfeld, FOUNDATION OF EPIDEMIOLOGY

Brilliant Lawrence, SMALLPOX ERADICATION IN INDIA

Ronald Gold et.el., PRE-TEST SELF ASSESSMENT AND REVIEW

PRINCIPLES OF INTERNAL MEDICINE HARRISONS Volume 2