



**M.Sc. HOSPITAL ADMINISTRATION: CHOICE BASED CREDIT SYSTEM -
LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS - LOCF)**

(Applicable to the candidates admitted from the academic year 2022-23 onwards)

Updated on 29.01.2024

Sem.	Courses	Title	Ins. Hrs.	Credit	Exam Hrs.	Marks		Total
						Int.	Ext	
I	Core Course I (CC)	Principles of Hospital Administration and Health Economics	6	5	3	25	75	100
	Core Course II (CC)	Basic Biological Science	6	5	3	25	75	100
	Core Choice Course I (CCC) (Any one)	1. Managerial Communication and public relations 2. Organizational Behaviour	6	5	3	25	75	100
	Core Practical I (CP)	Hospital Visit	6	3	3	40	60	100
	Elective Course I (EC) (Any one)	1. Human Resource Management 2. Quality Management	6	4	3	25	75	100
	Value Added Course I (VAC)	First Aid and Treatment	-	2*	3	25	75	100*
	Total			30	22	-	-	-
II	Core Course III (CC)	Hospital Facilities Planning and Administration	6	5	3	25	75	100
	Core Course IV (CC)	Accounting and financial Management	5	5	3	25	75	100
	Core Choice Course II (CCC) (Any one)	1. Marketing for Health Care Services 2. Biostatistics	5	5	3	25	75	100
	Core Practical II (CP)	Ward Administration	6	3	3	40	60	100
	Elective Course II (EC) (Any one)	1. Rewards Management 2. Organisational Change and Development	5	4	3	25	75	100
	Non-Major Elective Course I	Health Care Services	3	2	3	25	75	100
	Total			30	24	-	-	-
III	Core Course V (CC)	Ethics, Legal Aspects of Hospital Administration	6	5	3	25	75	100
	Core Course VI (CC)	Research Methodology	5	5	3	25	75	100
	Core Choice Course III (CCC) (Any one)	1. Management Concepts 2. Operation Research	5	5	3	25	75	100
	Core Practical III (CP)	Radiology Department	6	3	3	40	60	100
	Elective Course III (EC) (Any one)	1. Training and Development 2. Supply chain Management	5	4	3	25	75	100
	Non-Major Elective Course II	Health Insurance	3	2	3	25	75	100
	Total			30	24	-	-	-
IV	Core Course VII (CC)	Administration of Hospital Services and Medical Records Management	6	5	3	25	75	100
	Core Course VIII (CC)	Strategic Management	6	5	3	25	75	100
	Entrepreneurship / Industry Based Course	Internship Training	6	5	3	40	60	100
	Project	Project	12	5	-	20	80	100
	Value Added Course II (VAC)	Medical Equipments	-	2*	3	25	75	100*
	Total			30	20	-	-	-
Grand Total			120	90	-	-	-	2100

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES

Sl. No.	Types of the Courses	No. of Courses	No. of Credits	Marks
1.	Core Courses	8	40	800
2.	Core Choice Courses	3	15	300
3.	Core Practicals	3	9	300
4.	Elective Courses	3	12	300
5.	Entrepreneurship/ Industry Based Course	1	5	100
6.	Project	1	5	100
7.	Non-Major Elective Courses	2	4	200
	Total	21	90	2100
	Value Added Courses *	2*	4*	200*

***The value added courses credit will not be included in the total CGPA.
These courses are extra-credit courses.
Instruction hours for these courses is 30 hours.**

PROGRAMME OBJECTIVES:

- Hospital Personnel's like HR Manager, Asst. Administrative Officer, PRO, PSO,
- Front Office Executives, Billing Executives, Marketing Manager, Stores and Purchase
- Coordinator, MRD Coordinator, Claim Department Coordinator, Ward Secretary, Floor
- Manager, House Keeping Manager, etc.

PROGRAMME OUTCOMES:

- Students will possess the knowledge and ability to apply current business and financial principles, including theory and techniques, to the health care environment.
- Students will demonstrate the ability to communicate clearly and concisely within context of professional health care environments.
- Students will exhibit the knowledge regarding various attributes of leadership and demonstrate the capacity for leadership roles in health care organizations.
- Students will understand the ethical implications of decision-making and recognize ethical dilemmas.
- Students will have an understanding of health care issues, trends and perspectives related to diversity, e.g. aging, underserved populations, health disparities, etc.
- Students will understand the regulatory environment and apply skills that improve patient safety and the quality of care.

First Year

**CORE COURSE I
PRINCIPLES OF HOSPITAL ADMINISTRATION
AND HEALTH ECONOMICS**

Semester I

Code:

(Theory)

Credit: 5

COURSE OBJECTIVE:

This module will introduce students to the field of management & Health Economics. It covers the historical emergence of management as a professional field and academic enterprise and also the various economic aspects to be dealt with in the health care sector. Students will be confronted with the core competence areas of management & health economics.

UNIT – I:

Management-Definition - -management as a process-managerial skills-levels of management. Concepts of management-models of management- functions of management. Evolution of Management theory-Peter Drucker-Henry Fayol's 14 principles of management - Management by objectives.

UNIT – II:

Introduction to Hospital -Parts of Hospital – Role of Hospital in Health care delivery – Hospital, relation to other health care services – Role of hospital administrator.

UNIT – III:

Health Economics - Nature & Scope of Economics – Demand analysis – Law of demand – Demand Curve – Supply analysis – Consumer behaviour.

UNIT – IV:

Health market – categorization of consumption – Engel's Law of Utility Analysis – Indifference analysis

UNIT – V:

Value for money in Health Care – Health Policies – Government's Role in Different Socio-economic Systems. Pricing Policy.

UNIT – VI CURRENT CONTOURS (For continuous internal Assessment only):

Group discussion (Role of different socio -economic system – Role of hospital administrator)

REFERENCES:

1. Harold Koontz, Heniz, Weimirich: Management
2. James A.F., Stones., R Edward: Management
3. Rustom S. Daver: Principles of Management
4. James A William: Hospital Management, Mac Milliam Education Ltd., New Delhi.
5. Mr. Edwin Marshfield : Managerial Economics, Mc GrawHill
6. R.L. Varshni & K. Maheshwary: Managerial Economics, S.Chand
7. S.Mookerjee: Economics–Fundamentals & Foundations.

COURSE OUTCOME:

- Identify and demonstrate the dynamic nature of the environment.
- Apply conceptual frameworks,
- Theory and techniques to lead the organization in achieving its goals
- Understand the roles of managers and administrators

First Year

**CORE COURSE II
BASIC BIOLOGICAL SCIENCE**

Semester I

Code:

(Theory)

Credit: 5

COURSE OBJECTIVE:

The course enables the students to perceive the biological structure and basis of human biology and pathogens and to understand the spectrum of health and disease to evolve health promotion strategic in system management.

UNIT - I:

An introduction to basic Human anatomy and study of basic vital organs. Anatomy of Heart, Ear, Eye, Brain, Kidney. – Medical Terminology

UNIT - II:

Physiology: Introduction to Human physiology & study of various systems – Circulatory system – Central Nervous System – Autonomous Nervous System, Reproductive System, Digestive System, Respiratory System – Sensory organs and their functions –Glands.

UNIT - III:

Biochemistry of proteins – Fat – Amino acids – Carbohydrates metabolism – Enzymes– Vitamins–Hormones–Blood chemistry

UNIT - IV:

Microbiology: Introduction to Classification & General Characteristics of various micro-organisms - microbiology of food born diseases and food preservation relating.

UNIT - V:

Introduction to Parasitology – commonly prevailing parasites – diseases – identification and treatment.

UNIT - VI: CURRENT CONTOURS (For continuous internal Assessment only)

Human body organs draw the structure and functions, seminar, assignment

REFERENCES:

1. Anatomy and Physiology for Nurses. Physiology: K. Madhavan Kutty
Microbiology: Ananthanarayanan Phraseology: Chatterjee Entomology
Royand Brown.

COURSE OUTCOME:

- Provide basic knowledge about human anatomy and physiology
- Study the various systems in human body and its functions
- Integrate various aspects of metabolism and their regulatory pathways

First Year

**CORE CHOICE COURSE I
1) MANAGERIAL COMMUNICATION AND
PUBLIC RELATION**

Semester I

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

The topic is intended to provide knowledge and skills about various communication proceedings involved in the management process and also to acquaint them the need of effective public relations & counseling.

UNIT – I:

Communication in Management Process – meaning & importance – Formal & Informal Communication – methods – Barriers of communication

UNIT – II:

Business communication - meaning & significance - types. Business correspondence - drafting of business letters - reports – circulars - press releases – press conferences.

UNIT – III:

Meeting documentation - notice of the meeting - agenda - writing minutes – minute book-writing meeting reports–Writing annual reports.

UNIT – IV:

Public relations - scope - tools - public relation as a catalyst for change. public relations - with individual - group organisation - press - government departments. Press language - news - new writing - publicity - media planning.

UNIT – V:

Counselling – Definition – scope – importance – types – techniques of effective counselling – Self environment in an organization – Relationships – interpersonal effectiveness–dimension so effectiveness.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Business letters- report- press language-(presentation- seminar)

REFERENCES:

1. Dalmer Fisher: Communication in Organisation's., Jaico Publishing Co., Bombay.
2. Balan K.R. Prof: Corporate Public Relations, Sterling Publishers Pvt. Ltd, New Delhi.
3. Krishna Mohan & Meera Banerji: develeping Business

- Communication., McMillian EducationLtd.,
4. Raymond V Lesikar John., D Pettit Jr. & Lakshman C Arya: Business communication, All India Traveler Book Seller, New Delhi.
 5. Margues & Raja: Organizational Development, Prentice Hall.
 6. Edger Schein & Warren Benis: Personal & Organization a change through Group methods, Tata Mc Graw Hill.

COURSE OUTCOME:

- Complete understanding and knowledge of public relations and Public Relations (PR) and Communication skills through this program
- Increased knowledge, skill and confidence to undertake higher roles and responsibilities related to public relations and media relations, fostering career growth and progression
- Increased awareness and experience to build and maintain a good working relationship with media professionals

First Year

CORE CHOICE COURSE I
2) ORGANISATIONAL BEHAVIOUR
(Theory)

Semester I

Code:

Credit: 5

COURSE OBJECTIVE:

To familiarize the students with the behavioral patterns in various context in an organisation and to develop insight into ones own self and the functioning of others.

UNIT – I:

Organisational behavior: nature - scope - significance - importance - classification. Organisational Goal - importance - individual goals - group goals.

UNIT – II:

Individual behavior: Personality - learning - attitudes - perception - frustration - conflict management - stress management. Problems of absenteeism and employee turnover.

UNIT – III:

Leadership - concepts - theories - functions - models - factors influencing leader ship role – essentials of leader – styles. Supervision – basic principles –styles of supervision - patterns of supervision – role of trust & conflicts.

UNIT – IV:

Decision making - process - types - influencing factors - management techniques. Division of labour – principles. Group in organisation – formal &informal groups – Group dynamics–Interpersonal relationships. Team Building – importance.

UNIT – V:

Organisational dynamics and change - types - sources - change process - behavioral sciences approach to OD - power and politics - control - organisational effectiveness - organisational climate - organisational culture.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Leadership role - function (group discussion- presentation)

REFERENCES:

1. Fred Luthans: Organisational behavior, McGraw Hills., New York.
2. Robuins S.P.: Organisational behavior, Eaglewood Cliffs., New Jersey, Prentice Hall Inc.
3. Koreman: Organisational Behaviour at Work – Organisational Behaviour, Mc Graw Hill Publishing Co.,
4. Stephan M. Mitchwell: Health Care Management - A text book in organisation theory
5. George F. Wieland: Improving healthcare management, Organisational development and change.

COURSE OUTCOME:

- To understand the main theories of Organisational Behaviour;
- To be able to analyse how these theories and empirical evidence can help to understand contemporary organisational issues;
- To apply theories to practical problems in organisations in a critical manner.

First Year

**CORE PRACTICAL I
HOSPITAL VISIT
(Practical)**

Semester I

Code:

Credit: 3

Note: Hospital Visit Students shall be taken on a visit to a minimum of 2 hospital of different category hospital. Spend around 60 hours which included the visit time and the representative should be one the examiners for evaluation. (Viva-voce)

First Year

ELECTIVE COURSE I
1) HUMAN RESOURCE MANAGEMENT
(Theory)

Semester I

Code:

Credit: 4

COURSE OBJECTIVE:

The course enables the student to get perspective on human resources. Further it familiarizes the students with various concepts, issues and practices in dealing with people in health sector organizations.

UNIT – I:

Definition – Concepts – scope –relation to other departments – organization of the department – functions.

UNIT – II:

Man power planning – job analysis – job description – recruitment – selection – methods of selection – Types of interviews – types of tests – induction.

UNIT – III:

Training & development – need for training – types & methods – performance appraisal – motivation –counseling.

UNIT –IV:

Wage & Salary administration – principles and techniques of wage fixation- Job evaluation - Merit rating methods of wage payment – incentive schemes – employee welfare – occupational safety – collective bargaining – employee participation in management.

UNIT – V:

Labour relations – ESI Act – Factories Act – Payment of wages act – provident fund & provisions - trade union act – promotion - transfer – discipline – disciplinary procedures –Planning for retirement.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

HR Role, Importance (group discussion)

REFERENCES:

1. Chatterjee NN: Management of Personals in Indian Enterprises, Allied Book Agency, Calcutta.
2. Dale S. Beach: Personal, Mac Millian Publishing Co.,
3. Finley RT: Personal Manager and his job, American Management Association, New York.
4. Mammoria C.B.: Personnel Management, Himalaya Publishers
5. Tripathi P.C.: Personnel Management and Industrial Relations., Sulthan Chand & Co.,
6. J.B. Miner & M.G. Miner: Personal and industrial Relations A Managerial Approach
7. Southwick Arthur F: law of Hospital and Health Care Administration.

COURSE OUTCOME:

- Use the different methods of recruitment in procuring human resource
- Design relevant appraisal methods for employee compensation, rewards and benefits.
- Organize training and development activities to enhance the knowledge, skill and abilities
- Apply modern trends in human resource management

First Year

**ELECTIVE COURSE I
2) QUALITY MANAGEMENT
(Theory)**

Semester I

Code:

Credit: 4

COURSE OBJECTIVES:

To conform at compliance certification that the quality management system.

UNIT – I:

Quality-meaning, concept, importance - Quality terminologies - quality philosophies -Deming's 14 points, Juran & Crosby.

UNIT – II:

Quality Planning for service organization-Customer satisfaction-cost of quality, determinants of quality in medical care-norms for medical staff-Medical Audit-Medical Audit Committee.

UNIT – III:

Tools of evaluating quality in medical care-Aspects of medical care that need evaluation-TQM concept-ISO 9000 Series, its implication on hospitals; Quality control techniques-Core Competence, Benchmarking.

UNIT – IV:

Quality Assurance-major functions of Quality Assurance-patient care evaluation-Utilisation review, Continuous medical Education, Continuous Monitoring and Credentialing-Documentation Process-Communication System.

UNIT – V:

Quality Improvement-Problem solving-Employee Participation-instruction & measurement-Quality Circle-Quality Recognition-Quality Awards.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Group discussion (problem solving – quality awards)

REFERENCES:

1. James R Evans& William M Lindsay: The Management and Control of Quality, Jaico Publishing House ,Bombay
2. William F .Roth Jr: A systems Approach to quality control; Jaico Publishing House Bombay
3. Tito Coti: Building Total Quality – A Guide for Management, Chapman Hall
4. P.L. Jain: Quality Control & Total Quality Management, Tata Mc Graw Hill.

COURSE OUTCOME:

- Use the several techniques and quality management tools.
- Identify the elements that are part of the quality measuring process in the hospital
- Predict the errors in the measuring process, distinguishing its nature and the root causes.
- Justify whether or not a measuring process fulfils the established quality requirements.
- The regulation and the phases of a quality system certification process.

First Year

**VALUE ADDED COURSE I
FIRST AID AND TREATMENT
(Theory)**

Semester I

Code:

Credit: *2

COURSE OBJECTIVES:

Its main objective is not to treat people but to provide immediate attention to a sick or injured person at the scene. First aid helps prevent the situation from getting worse while waiting for full medical care.

CONTENTS:

UNIT - I:

Principles & practice of first aid.
DRABC rule & how to help in life saving procedures.
PRACTICE ; DRABC

UNIT - II:

PRACTICE ; safety management of first – aider in emergency situations.
CPR [cardio pulmonary resuscitation

UNIT - III:

PRACTICE : How to observe responsiveness & consciousness ? _- look- listen-feel
PRACTICE : external chest compression. [ecc]

UNIT - IV:

Dressing & bandages.
PRACTICE : types of dressings & application of dressings.
PRACTICE : types of bandages & application of bandages.

UNIT - V:

Injuries to bones , fracture
PRACTICE ; cause , types & sign & symptoms fo fracture.
PRACTICE : management of fracture.

UNIT - VI: CURRENT CONTOURS (For continuous internal Assessment only):

PRACTICE: causes, types 7 sign & symptoms of shock.

COURSE OUTCOMES:

- The importance of preventing cross infection.
- The need for recording incidents and actions.
- Use of available equipment.

First Year

**CORE COURSE III
HOSPITAL FACILITIES PLANNING AND
ADMINISTRATION**

Semester II

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

The course enables the students to plan in advance to face the various problems related to hospital administration and to take preventive actions accordingly. This also enables the students to acquire knowledge about the concepts for provision of good facilities for patient care to ensure best possible return on investment in health facility through good planning.

UNIT – I:

Hospital Planning – objectives- guiding principles in planning Hospitals – facilities & services- Preliminary survey & feasibility study.

UNIT – II:

Selection of Location – functional plans of Hospital construction - the design team(Architect, Engineer & Hospital Administrator) – financial planning – equipment planning- Human resource planning - functional and operational planning.

UNIT – III:

Furnishing and equipping the Hospital – commissioning the Hospital – organization of the Hospital – organizational structure – planning & designing of Administrative departments.

UNIT – IV:

Planning & designing of Medical services – Out patient & emergency services – clinical laboratories - radiology dept. – Medical records dept. Central Sterilization and Supply Dept. (CSSD) – pharmacy – food service – house keeping – nursing dept. –surgical dept. – Labouré & development suites.

UNIT – V:

External interference in planning (Govt. agencies & Local bodies). Waste Management in Hospitals – Methods – Types of wastes. Maintenance planning – Electrical – Civil – Safety & security –water supply. Application of method study – work measurement study – Time management.

UNIT – VI CURRENT CONTOURS (For continuous internal Assessment only):

Group discussion – assignment -seminar (waste disposal management in hospital - Time management)

REFERENCES:

1. G.D.Kunders: Hospitals-Planning, Design & Management, Tata Mc. Graw Hill
2. Convert Richard P & Mc Nulty Elizabeth: Management Engineering for Hospitals, Chicago.
3. Dee gum 11 &Arthur: Management by Objectives, Maryland, Aspen1977.
4. Desai V A : Hospital Administration Vol 1 Madurai,1989
5. Goel S L & Kumar R: Hospital Administration and Management Vol 2, New Delhi, Deep.

COURSE OUTCOMES:

- Have sufficient competency to understand the basic principles, science, processes and practices of Health Facility Planning.
- Develop the basic capability in the application and practice of the subject.
- Overview of Health Facility Planning as a branch of Health Planning discipline
- Learning about the foundation of Standards and Guidelines for Health Facility Planning

First Year

**CORE COURSE IV
ACCOUNTING AND FINANCIAL MANAGEMENT
(Theory)**

Semester II

Code:

Credit: 5

COURSE OBJECTIVES:

The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and with the basic concepts of financial planning and control and its applications in the financial decision making.

UNIT – I:

Accounting Concepts- conventions and definitions- branches of accounting & classification of accounting – distinguished assets – liabilities – income & expenses. Understand nature of debit & credit.

UNIT – II:

Documentation – form of record maintenance – journalizing the transaction – cashbook – purchase book – sales book – sales return book – purchase return book – opening balance incorporation – preparation & posting – balancing of ledger accounts – trial balance – bank reconciliation statement.

UNIT – III:

Basics of preparation of financial accounts – profit & loss account- balance sheet –

UNIT – IV:

Ratio analysis - introduction – benefits – problems (only simple problems), financial management - introduction – meaning – objectives – advantages – limitations– difference between management accounting and cost accounting.

UNIT – V:

Cost accounting – meaning – cost classification – elements of costing – cost sheet – Budgeting – meaning – scope – problems in fixed budget – cash budget – flexible budget – production budget – sales budget – special issues in Hospital finance management.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Resend trends financial data seminar, assignment.

REFERENCES:

1. Khan M.Y. Jain P.K.: Financial Management, Tata Mc Graw Hills
2. Prasanna Chandra: Financial Management, Tata Mc Graw Hills

Bhattacharya S.K.&

3. Dearden J: Accounting for Management – Text & Cases, Vikas Publishing.
4. S.N. Maheswari: Financial Management, Sultan Chand Publications. M.C.S hukla
5. T.S. Grewal: Advanced Accounts, Sultan Chand & Co. S.P. Jain &
6. K.L. Narang: Cost accounting – Principles & Practices, kalyani Publishers.
7. Change through Group methods, Tata Mc Graw Hill. Edger Schein & Warren Benis: Personal & Organizationa change through Group methods, Tata Mc Graw Hill.

COURSE OUTCOMES:

- To find out the finance and investment opportunities and their suitability in particular circumstances
- To apply capital budget project using traditional methods.
- Analyze the main ways of raising capital and their respective advantages and disadvantages
- To apply their financial concepts to calculate ratio and the capital budget.

First Year

CORE CHOICE COURSE II

Semester II

1) MARKETING FOR HEALTH CARE SERVICES

Code:

(Theory)

Credit: 5

COURSE OBJECTIVE:

The course introduce the student to the concepts of marketing and its dimensions involving service, production, promotion and its application to health care delivery systems.

UNIT - I:

Marketing Concept - definition - scope. Hospital Administrators and marketing - Environment - Opportunities and challenges. Market analysis: Health care needs - factors influencing patient behavior - market segmentation - chief determining variable strategy in product positioning for health care services.

UNIT -II:

Market research and information: Steps -market information - market decision support systems – demand forecasting. Product service: Product line - product mix - product life cycle - branding - packaging - product positioning - new product opportunities - product development process - new product - failure and success.

UNIT - III:

Promotion: Objectives - promotion cost - promotional budgets - determining promotional mix planning - promotional campaigns. Advertising and Publicity: types - levels of advertising - advertising expenditure - advertising decisions -publicity.

UNIT - IV:

Pricing - Meaning - importance - factors determining prices - objectives - pricing policy and structure - pricing procedure - new product pricing. Market information system: Marketing channel - physical distribution – channel design

UNIT - V:

Marketing programme: market mix - product decisions - price decisions - location of hospital services - planning extension services. Camp organizing and planning: community health care programmes - medical camps - awareness of camps - planning and organizing medical camps - follow - up.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Group discussion – seminar- assignment (new product price- market channel – physical distribution)

REFERENCES:

1. Kotler Philps: Marketing Management - Analysis, planning, Implementation and control.
2. Kotler Philps: Principles of Marketing; Prentice Hall, Eaglewood Cliffs., NJ., 1980.
3. Kotler Philps: Reading in Marketing Management., Tata Mac Graw Hill, New Delhi, 1980
4. Kotler Philps: Marketing for Health Care Organisations.
5. Lovelock: Services Marketing - Text, cases and readi.

COURSE OUTCOME:

- Perform a thorough competition analysis
- Research and properly decide on segmentation, targeting and position
- Gain the knowledge of building effective customer relationships
- Innovate and develop new products
- Understand how to better manage a brand

First Year

CORE CHOICE COURSE II
2) BIOSTATISTICS
(Theory)

Semester II

Code:

Credit: 5

COURSE OBJECTIVES:

To assess health status and needs of the community for planning, implementation and evolution of health programs for hospital/health management.

UNIT – I:

Statistics - definition - meaning - branches - biostatistics - vital statistics. Application and uses of biostatistics in health management and epidemiology. Statistical data - methods of data collection - classification of data - construction of frequency distribution table - tabulations of data - general rules of tabulation - types of tabulation. Presentation of data - diagrammatic - graphic - types - line - bar - pie - scatter - pictogram - spot man - histogram - frequency polygon - frequency curve - ogive.

UNIT – II:

Measures of central tendency - mean (calculation for individual, discrete and continuous series - mode (for individual series). Empirical relations connecting mean, median and mode. Merits and demerits of each type. Measures of dispersion: Range and mean deviation (for individual series) - Standard deviation (Calculation for individual, discrete and continuous series. Co-efficient of variation - uses.

UNIT – III:

Correlation - different types of correlation - scatter diagram - correlation coefficient - rank correlation coefficient. Regression - basic concepts - linear regression - lines of regression

UNIT – IV:

Sampling techniques: Criteria of good sample - sampling designs - simple random sampling - stratified sampling - systematic sampling - Multi-phase & multi-stage sampling - sample size - use of sampling - errors in sampling.

UNIT – V:

Probability: basic concepts. Normal distribution - binomial distribution - characteristics - standardizes normal variate. Tests of significance - uses - sampling distribution - standard error - null hypothesis - levels of significant - test of large sample - normal test - test for proportion - test for small sample - simple test paired test-Unpaired test chi-square test (for a 2 x 2 table)

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Resend trend – assignment - seminar

REFERENCES:

1. Rao NSn: Elements of Health Statistics, Tat Book Agency, Varanasi.
2. Mahajan B.K.: Methods of Biostatitics, kothari Book Depot., AD Marg., Bombay.
3. PottiL.R.: A test book of statistics, Yamuna Publications, Thrivandram.
4. Lancaster H.O.: Introduction to Medical Statistics, Johnwiley & Sons., New York.
5. Leius A.E.: Biostastitics in Medicine Little Brown & Co. Boston.

COURSE OUTCOME:

- Apply basic statistical concepts commonly used in public health and health Sciences
- Demonstrate basic analytical techniques to generate results
- Interpret results of commonly used statistical analyses in written summaries
- Demonstrate statistical reasoning skills accurately and contextually
- Apply statistical knowledge to design and conduct research studies

First Year

**CORE PRACTICAL II
WARD ADMINISTRATION
(Practical)**

Semester I

Code:

Credit: 3

Note: Hospital Visit Students shall be taken on a visit to a minimum of 2 hospital of different category hospital. Spend around 60 hours which included the visit time and the representative should be one the examiners for evaluation. (viva-voce)

First Year

ELECTIVE COURSE II
1) REWARDS MANAGEMENT
(Theory)

Semester II

Code:

Credit: 4

COURSE OBJECTIVES:

Basically, these levels are based on the parameters of skill, knowledge, capabilities and qualifications of human resources. Within present HR scenario, different organisations are much devoting their personnel efforts to manage and maintain their compensation and reward system.

UNIT – I:

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

UNIT – II:

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure. Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviours, Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups

UNIT – III:

Job Evaluation: Definition of Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

UNIT – IV:

Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

UNIT – V:

Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. incentive plans for white collar worker: straight salary, straight commission, combination plans.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups - presentation- seminar

REFERENCES:

1. Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
2. Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
3. Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
4. An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.
5. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
6. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
7. Compensation Management, Er Soni Shyam Singh, Excel Books.\

COURSE OUTCOME:

- Develop a knowledge of the range of benefits and remuneration that can be employed to attract, motivate and retain key groups of employees
- Carry out basic role analysis and draw on benchmarking and other factors affecting pay to advise on appropriate reward systems and remuneration packages
- Develop a knowledge of the basic terminology and elements involved in pension schemes
- Undertake a piece of independent, guided research investigating a topic within the field of Reward Management and HRM.

First Year

**ELECTIVE COURSE II
2) ORGANISATIONAL CHANGE AND
DEVELOPMENT**

Semester II

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES:

Organizational development enables an organization to be equipped with the right capabilities to adapt to a changing environment. The practice of OD increases organizational productivity and overall efficiency which ensures organizational growth

UNIT - I:

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

UNIT - II:

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

UNIT - III:

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

UNIT - IV:

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

UNIT - V:

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises. Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

UNIT - VI: CURRENT CONTOURS (For continuous internal Assessment only)

HR and Technological change- features of new technology- assignment - seminar

REFERENCES:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions
2. Managing Complex Change, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York.
5. Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi Morgan, Gareth, Imagination, Response Books, New Delhi.
7. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.

COURSE OUTCOME:

- Identify and critically evaluate a variety of organizational change interventions
- Develop an understanding of the challenges that both managers and employees face
- Develop critical thinking and analytical skills in applying organisational change theory to various workplace situations

First Year

**NON MAJOR ELECTIVE I
HEALTH CARE SERVICES
(Theory)**

Semester II

Code:

Credit: 2

COURSE OBJECTIVES:

To Provide in this aim is the quality of their hospital

Unit – I:

Concepts of Hospital - Changing concepts of Hospital - Philosophies of Hospital

UNIT – II:

Definition - Types of Hospital - Role perception of Hospital - Hospital as a system

UNIT - III:

Role of Hospital - Levels of care - Health care, delivery system and Hospital - Changing roles of Hospital

UNIT – IV:

Hospital Care Services – Nursing Services

UNIT – V:

Paramedical Services – Supportive Services – Administrative Services

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Group Discussion - Administrative services- seminar

REFERENCES:

1. Francis cm et al, (2004), “Hospital administration 3 rd edition, Jayper Publishers (p) Ltd., New Delhi
2. Sakharkar B.M. (1998), “Principles of Hospital Administration and Planning” Jayper Publication (P) Ltd., New Delhi CORE COURSE II.

COURSES OUTCOME:

- To Identify health care costs and processes,
- To evaluate the health services for individuals and populations.

Second Year

**CORE COURSE V
ETHICS, LEGAL ASPECTS OF HOSPITAL
ADMINISTRATION**

Semester III

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

The course is intended to guide students to understand the various levels of Health administration and their functioning and also to have a general idea about the legal aspects related to Hospitals.

Health Care Administration:

UNIT – I:

Health Care Administration at the Union Level - Organization and working of the ministry of Health & Family Welfare–Indian Systems of Medicines.

UNIT – II:

Health Administration at the State level – Organization of State Health Dept. – Structure & functions. District Health Care Administration – Structure & Functions.

UNIT – III:

National Health Planning – analysis of the Govt. Committee reports – Decision on the Five year health plan of the Govt .Legal Frame Work:

UNIT – IV:

Medico-legal Problems – types – case handling procedures – police investigation – court deliberation – death certificates - Consumer Protection Act-1986 and Hospitals – Medical Negligence – Medical Malpractice.

UNIT – V:

Clinical Investigation Laws – Blood Transfusion Act – Medial Termination of Pregnancy Act – Drugs & Cosmetics Act – Birth & Death Registration Act – Pre-natal Diagnostic Techniques (Regulation & Prevention of Misuse) Act.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only)

Medico Legal Cases -case handling procedure - Presentation-seminar

COURSE OUTCOMES:

- To apply the knowledge of ethics in the functioning of the hospital.
- To be able to handle various issues related to healthcare setup and also manage the hospital with the various issues that can arise from the legal perspective.

- To recognize and train the workforce to meet the challenges of changing dynamics in healthcare scenario in terms of the regulations that govern the operational aspects of the hospital.
- To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare

REFERENCES:

1. S.L. Goel, Health Care System & Management, Deep & Deep Publications
2. Syed Amin Tabish, Hospital & Health Service Administration, Oxford University Press
3. Misra S.N.: Labour & Industrial Laws, Central Law Publications, Allahabad.
4. Agarwal V.K.: Consumer Protection-Law & Practice, BLH Publishers & distributors
5. Dr. Mahendra K. Joshi: Doctor & Medical Law, Ahammedabad Bag R.K.: Law of Medical Negligence & Compensation, Eastern Law House, New Delhi.

COURSE OBJECTIVES:

The topic is intended to provide an adequate knowledge about research methods to help them in research work settings whenever survey design and secondary data analysis is involved in the health system.

UNIT – I:

Research methods - meaning - types - objectives - nature - scope. Scientific research - role of theory in research - research problem - concepts - formulation - identification - selection of research problems in management.

UNIT – II;

Hypothesis - testing of hypothesis bias. Research design in medical research - types - descriptive - experimental - exploratory. ecological - cohort - action research - case control.

UNIT – III:

Methods of data collection - source - methods - tools - observation - personal interviews - interview schedule. Sampling - concepts - advantages - limitations - types.

UNIT – IV:

Data processing and analysis - problems - types of analysis - inference - planning - evolution.

UNIT – V:

Research report - introduction - types - contents of report - steps in drafting reports

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Methods of data collection - Types of research (seminar-Presentation)

REFERENCES:

1. Sarantakos: Social Research, Macmillan Press, Australia.
2. Festinger and Katz: Social Research., Long man., London
3. Jathoda Marieetal: Research methods in Social Relations, Free Press, New York.
4. Kothari C.R.: Research methodology - Methods and techniques. Wiley Eastern Limited, Delhi.
5. Goode and Hatt: Research Methods in Social Sciences.

COURSE OUTCOME:

- Understanding the nature of problem to be studied and identifying the related area of knowledge.
- Reviewing literature to understand how others have approached or dealt with the problem.
- Collecting data in an organized and controlled manner so as to arrive at valid decisions.
- Analyzing data appropriate to the problem.
- Drawing conclusions and making generalization.

Code: (Theory)

Credit: 5

COURSE OBJECTIVES:

To provide improve of an organization

UNIT – I:

Introduction: Management – Definition, Principles, Functions and Role, Management as science, art and profession, contribution of Taylor, Henry Fayol and Elton mayo in the area of management

UNIT – II:

Planning and Decision Making: Planning: Definition importance of planning, steps in planning, types of planning, Limitation of planning, Types of plans – Objectives, Hierarchy of objectives, MBO – Process, Benefits. Problems & Limitations, Policies & Procedures – Characteristics of sound policy & procedures Decision Making process, Making effective decision.

UNIT – III:

Organizing: Organization structure – Role, Features of good organization structure, Depart mentation, bases of depart mentation, Span of management, centralization &Decentralization – Factors determining degree of decentralization

UNIT – IV:

Directing: Motivation – definition, Importance, Motivation Theories –Maslow, Herzberg, Mcgregor’s motivation theories. Job enrichment, Job enlargement, Job rotation, Job satisfaction. Leadership – Definition, Qualities of a leader, Leadership styles-power orientation, Managerial Grid, Tridimensional Grid Communication – Communication process, oral, written & Nonverbal communication, Formal & Informal communication, barriers in communication, making communication effective.

UNIT – V:

Controlling: Definition, Importance of control, steps in controlling, essentials of effective control system, Management by exception, Benefits of management by exception.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Quality of a leader- styles- communication process(presentation – seminar)

REFERENCES:

1. L.M.Prasad,Principles&TechniquesofManagement,SultanChand&Sons.
2. Dinkar& Tagore, BusinessManagement
3. Koontz Z & ‘O’ Donnel, Essentials ofManagement
4. Tripati& Reddy, Principles ofManagement.

COURSE OUTCOMES:

- Recognize the principles of authority, leadership, behaviour of individual and team
- Translate management and organizational behaviour theories into practice that will result in organizational effectiveness, efficiency, and human resource development.
- Understand themselves and other people at work and will be able to learn how to create effective work groups at workplaces and become effective employees in all domains of managerial work they do in the future.

Second Year

CORE CHOICE COURSE III
2. OPERATION RESEARCH
(Theory)

Semester III

Code:

Credit: 5

COURSE OBJECTIVES:

To provide knowledge on the different methods involved in operation research of Hospitals.

UNIT – I:

Operation Research - An introduction - Mathematical formulation of L.P.P.

UNIT - II

Simplex method – Big M Method, Two phase method – Duality problem

UNIT – III:

Assignment models – Queueing models – Single channel and multi channel model (M/M/I & M / M/C) models.

UNIT – IV:

Simulation – Event type simulation, Transportation model

UNIT – V:

Gantt chart, PERT/ Time and PERT / Cost CPM Techniques

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Mathematical formulation – CPM (Seminar)

REFERENCES:

1. Hamdy A. Taha: Operation Research – An Introduction- McMillan Publishing Co. Inc.
2. Kanti Swarup & Gupta: Operation Research - S. Chand
3. Shiv K.Gupta And John M. Cozzolino: Fundamentals Of Operations Research For Management - Holden Day Inc.
4. Kanti Swarup P.K. Gupta & Man Mohan :Operation Research - Chand & Sons
5. HamdyA.Taha: Operation Research - Prentice Hall Of India Pvt.Ltd.
6. S.K. Mittal Pvagati Prakashan: Operation Research - Pragati Prakasan
7. Frank S. Budnick Dennis Mcleavy Richard Mojena: Principles of Operation Research For Management -All India Traveller Book Seller.

COURES OUTCOMES:

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems. Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management.

Second Year

**CORE PRACTICAL III
RADIOLOGY DEPARTMENT
(Lab, Scan, X- ray,, MRI)
(Practical)**

Semester III

Code:

Credit: 3

Note : The Report Should Contain Objective and Organisation.

Chart, Function, Register and Records with their formative for each department and the representative should be one the examiners for evaluation of Records and (viva voce)

COURSE OBJECTIVES:

- **Training and development** are not limited to just increasing productivity and efficiency, but the busy market and ceaselessly active competition of today, demands much more than that from organizations. It's all thanks to the conditions that a company faces and the race of "growth" that has made the addition of new skills and improvement of the existing skill-set, which is an extremely important aspect of a business.

UNIT – I:

Systematic Approach to Training: Introduction to training, need for Training and Development, Importance of Training and Development in an organization. Assessment phase, Training and Development phase, Evaluation phase, Training administrations

UNIT – II:

Needs Assessment and Analysis: Organizational Support for need assessment, Who should participate in Need Assessment, Organizational analysis, Person analysis, Task Analysis, Competency Model

UNIT – III:

The Learning Environment: Learning theories, learning styles, learning principles, The Learning Organization and challenges to become a learning organization, trainee motivation to learn , Instructional Emphasis for Learning Outcomes

UNIT – IV:

Transfer of Training: Considerations in designing Effective Training Programs, Training Design, Work Environment Characteristics, Organizational Environment Characteristics encourage Transfer, Various Training Methods Trainer's Role: Role of Trainers, Qualities of a good Trainers, Internal Trainer Vs External Trainer

UNIT – V:

Training Evaluation and Measurement: Process of evaluation, Outcomes used in the evaluation of a training program, Determining ROI of Training

Special Issues in Training & Development: Training in various sectors including Banking, BPO, IT, Training Issues resulting from External & Internal Environment, succession planning

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Training Evaluation and Measurement- Process of evaluation (presentation-seminar)

REFERENCES:

1. Employee Training & Development by Raymond Noe.
2. Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent by Bruce Tulgan.
3. Design for how People Learn by Julie Dirksen
4. Workplace Learning: How to Build a Culture of Continuous Employee Development by Nigel Paine
5. The Six Disciplines of Breakthrough Learning: How to Turn Training and Development Into Business Results by Andy Jefferson, Calhoun W. Wick, and Roy V. H. Pollock

COURSE OUTCOMES:

- Understand the need and process of training need analysis in organizations.
- Understand the process of designing a training programme and its evaluation
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.

Second Year

**ELECTIVE COURSE III
2. SUPPLY CHAIN MANAGEMENT**

Semester III

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES:

Supply Chain Management refers to handling of the entire production flow of goods and services to maximize quality, customer experience and profitability.

UNIT – I:

INTRODUCTION - Role of Logistics and Supply chain Management: Scope and Importance- Evolution of Supply Chain - Decision Phases in Supply Chain - Competitive and Supply chain Strategies – Drivers of Supply Chain Performance and Obstacles.

UNIT – II:

SUPPLY CHAIN NETWORK DESIGN - Role of Distribution in Supply Chain – Factors influencing Distribution network design – Design options for Distribution Network Distribution Network in Practice-Role of network Design in Supply Chain – Framework for network Decisions.

UNIT – III:

LOGISTICS IN SUPPLY CHAIN - Role of transportation in supply chain – factors affecting transportations decision – Design option for transportation network – Tailored transportation – Routing and scheduling in transportation.

UNIT – IV:

SOURCING AND COORDINATION IN SUPPLY CHAIN -Role of sourcing supply chain supplier selection assessment and contracts- Design collaboration - sourcing planning and analysis - supply chain co-ordination - Bull whip effect – Effect of lack of co-ordination in supply chain and obstacles – Building strategic partnerships and trust within a supply chain.

UNIT – V:

SUPPLY CHAIN AND INFORMATION TECHNOLOGY - The role IT in supply chain- The supply chain IT frame work Customer Relationship Management – Internal supply chain management – supplier relationship management – future of IT in supply chain – E-Business in supply chain.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Role of IT in Supply chain -E- Business in Supply Chain Management (Seminar-Presentation)

REFERENCES:

1. Sunil Chopra, Peter Meindl and Kalra, "Supply Chain Management, Strategy, Planning, and Operation", Pearson Education, 2010.
2. Jeremy F. Shapiro, "Modeling the Supply Chain", Thomson Duxbury, 2002.
3. Srinivasan G.S, "Quantitative models in Operations and Supply Chain Management, PHI, 2010
4. David J. Bloomberg, Stephen Lemay and Joe B. Hanna, "Logistics", PHI 2002.
5. James B. Ayers, "Handbook of Supply Chain Management", St. Lucie press, 2000.

COURSE OUTCOMES:

- Develop a sound understanding of the important role of supply chain management in today's business environment
- Understand and apply the current supply chain theories, practices and concepts utilizing Become familiar case problems and problem-based learning situations
- Learn to use and apply computer-based supply chain optimization tools .
- Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment.

Second Year

**NON MAJOR ELECTIVE II
HEALTH INSURANCE**

Semester III

Code:

(Theory)

Credit: 2

COURSE OBJECTIVES:

Health insurance is one of the most important investments we ever make. Illnesses, injuries, and other medical setbacks can be astronomically expensive if hospital visits, surgery, or other serious measures are required.

UNIT – I:

INTRODUCTION TO INSURANCE: Life insurance – History and evolution - History of insurance - Insurance through the ages - Modern concepts of insurance - History of insurance in India - Life insurance industry - How insurance works - Insurance as a tool for managing risk - Considerations before opting for Insurance - Role of insurance in society - Insurance and Social Security.

UNIT - II:

INSURANCE DOCUMENTATION: Proposal forms – Standard form of Declaration – Nature of questions in a proposal form - Elements of Proposal – Medical Questionnaire – Role of intermediary - Duty of an intermediary towards prospect (client) – Acceptance of the Proposal –(Underwriting) – Note on underwriting and processing of proposals

UNIT - III:

REGULATORY ASPECTS OF INSURANCE AGENT: Definitions Appointment of Insurance Agent by the Insurer- Appointment of Composite Insurance Agent by the insurer- Insurance Agency Examination- Disqualification to act as an Insurance Agent- Code of Conduct- Suspension of Appointment of an Agent- Procedure for Cancellation of Agency.

UNIT – IV:

LEGAL PRINCIPLES OF AN INSURANCE CONTRACT: Insurance contracts – Legal aspects and special features - Legal aspects of an insurance contract - Elements of a valid contract - Insurance contracts – Special features.

UNIT - V:

HEALTH INSURANCE CLAIMS: Claims management in insurance – stakeholders in claim process – Role of claims management in insurance company - Management of health insurance claims – Challenges in health insurance – claims process in health insurance - Documentation of health insurance claims – Claims reserving – Role of third party administrators – Claims management – personal accident – overseas travel insurance.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Insurance Claims – Process – Procedure (seminar-Presentation)

REFERENCES:

1. Understanding Health Insurance, Edition ,Michelle Agree2021
2. Health Insurance, Jo Annc C Rowell & Michell A Green
3. Understanding Health Insurance By Darielin Bril

COURSE OUTCOMES:

- Identify the process of insurance management and claim settlement procedures.
- Understand various risks involved in insurance management
- Be competent in understanding the marketing mechanisms of health insurance
- Analyze the requirements of accreditation process

Second Year

**CORE COURSE VII
ADMINISTRATION OF HOSPITAL AND
MEDICAL RECORDS MANAGEMENT**

Semester IV

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

- To provide the develop and manage the medical and health information services.

UNIT – I:

Ward Management: Ward, ward nursing, ward level, inventory, receipt of patients, types of beds, bed space requirements, discharge procedures, specific requirements for specialties, preventing of hospital infections.

UNIT – II:

Risk Management & Disaster Management: Meaning of risk management, general principles of risk identification, risk management philosophy implementing risk management, legal implications, common disasters – national level, hospital level – guiding principles in managing the situations, formation of disaster management groups.

UNIT – III:

Recent developments: Challenges for the hospital administrator, vital role of hospital administrator, telemedicine, health tourism, medical transcription, joint venture hospitals, emergence of corporate hospitals, ISO, health insurance, medical transcription, TQM.

UNIT – IV:

Hospital Statistics: Outpatient statistics -daily average outpatient attendance, average outpatient attendance etc .In patient statistics – Bed occupancy rate, bed turn overrate. Hospital morbidity mortality - gross & net death rate, Institutional death rate, anesthesia death rate, post-operative death rate, MMR,IMR

Unit – V:

Medical Records: Definition – Importance with reference to patient doctor, hospital & research .Brief mention about ownership rights & privileges, policies governed procedures with reference to numbering system, unit system, International Classification of disease &its usage. Medical audit committee – constitution, functions and limitation. Service by service discussion in Medical Audit.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Risk factor- common Disaster – Hospital Statistics (seminar -Presentation)

REFERENCES:

1. Charlesshaw. Medical Audit – A Hospital handbook standards of Care & Practice
2. Syed Amin Tabish, Hospital & Health service Administration, Oxford Univeristy press
3. Francis CM. & Mario C de Souza, Hospital Administration, Jay pee Brothers, New Delhi
4. Goel SL. & Kumar R., Hospital Administration & Management, Deep & Deep Publications Sankar Rao, Hospital Organization & Administration

COURSE OUTCOMES:

- Management procedures for MRD in depth
- Organization of Medical Records for different speciality hospitals
- Computerising medical records management system
- Development of hospital information system (HIS) including medical, nursing and paramedical
- Comprehensive implementation with problems and solutions of electronic health records.

Second Year

**CORE COURSE VIII
STRATEGIC MANAGEMENT
(Theory)**

Semester IV

Code:

Credit: 5

COURSE OBJECTIVES:

- The course enables the student to understand the different ways to utilize firm's resources within its environment to reach its objective and to impart the knowledge and skills to identify the need for facilities, selection and effective utilization and maintenance of facilities.

UNIT – I:

Strategic Management – meaning – benefits – process of strategic planning & management. Levels of strategy - dimensions of strategic decisions – strategic planning in non-profit organizations - N.C. Kinsey's 7-Sframe work.

UNIT – II:

Organization purpose or mission – corporate objectives – SWOT analysis – objectives & goals – importance – need. Identifying critical success factor - BCG Matrix – GE Business Portfolio Matrix.

UNIT – III:

Social aspects of strategic management – concepts –dimensions – Environmental analysis – meaning – need for environmental scanning– characteristics of environmental analysis – environmental forces– internal & external.

UNIT – IV:

Strategic choice – corporate portfolio analysis, industry – competitor analysis – strategic implementation – issues in implementation – resource allocation – structural implementation – organizational design & change.

UNIT – V:

Forecasting techniques – Delphi method – visionary forecasts – Time series analysis – moving average – exponential smoothing – strategic and operational control.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

SWOT Analysis -BCG Matrix Assignment – Seminar

REFERENCES:

1. P.K. Ghosh: Strategic Management & Planning, Sultan & Chand
2. Chari S.N: Modern Production and Operations Management, Wilsey

Eastern Ltd. New Delhi.

3. Azhar Kasmi: Business Policy. Kotler Philip : Marketing's role in non-profit organizations, PHI
4. Joseph P Peters & Simone T. Sehg : Managing strategy change in Hospital – 10 success stories, PHI
5. John A. Pearce & Richard B. Robinson: Strategic Management, AITBS Publisher

COURSE OUTCOMES:

- Understand the basic concepts and principles of strategic management analyse the internal and external environment of business
- Develop and prepare organizational strategies that will be effective for the current business environment
- Devise strategic approaches to managing a business successfully in a global continues.

Second Year

**ENTREPRENEURSHIP/
INDUSTRY BASED COURSE
INTERNSHIP TRAINING
(Purchase, Store, House Keeping)**

Semester IV

Code:

(Practical)

Credit: 5

Note : During the Internship Training the student should prepare a report based on the training at Hospital. The Report Should Contain Objectives, Organisational / Departmental Chart, Functions, Register and Records with their format for each department. Internal and External evaluators appointed by the University will evaluate the reports of Internship Training.

Code:

Credit: 5

Each candidate shall be required to take up a Project Work and submit it at the end of the final year. The Head of the Department shall assign the Guide who, in turn, will suggest the Project Work to the student in the beginning of the final year. A copy of the Project Report will be submitted to the University through the Head of the Department on or before the date fixed by the University.

The Project will be evaluated by an internal and an external examiner nominated by the University. The candidate concerned will have to defend his/her Project through a Viva-voce.

ASSESSMENT / EVALUATION / VIVA-VOCE:**1. PROJECT REPORT EVALUATION (Both Internal & External):**

- | | |
|--|------------|
| I. Plan of the Project | - 20 marks |
| II. Execution of the Plan/collection of Data / Organisation of Materials / Hypothesis, Testing etc and presentation of the report. | - 45 marks |
| III. Individual initiative | - 15 marks |

2. VIVA-VOCE / INTERNAL& EXTERNAL - 20 marks**TOTAL** - 100 marks**PASSING MINIMUM:**

Project	Vivo-Voce 20 Marks 40% out of 20 Marks (i.e. 8 Marks)	Dissertation 80 Marks 40% out of 80 marks (i.e. 32 marks)
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A candidate shall be declared to have passed in the Project work if he/she gets not less than 40% in each of the Project Report and Viva-voce but not less than 50% in the aggregate of both the marks for Project Report and Viva-voce.

A candidate who gets less than 40% in the Project must resubmit the Project Report. Such candidates need to defend the resubmitted Project at the Viva-voce within a month. A maximum of 2 chances will be given to the candidate.

Second Year

**VALUE ADDED COURSE II
MEDICAL EQUIPMENTS
(Theory)**

Semester IV

Code:

Credit: 5

COURSE OBJECTIVES:

- The use of medical devices is an increasingly important element of a healthcare professional's role. It is crucial that users receive regular teaching and education to ensure that they are competent in the use of devices. This is particularly relevant in the increasingly litigious society in which we live.

UNIT – I:

Bio-medical equipment's – requirements – function – allocation to various therapeutic and investigative departments.

UNIT – 2:

Radiology: X-ray –fluoroscopy – CT – MRI-PET SCAN. /Biochemistry – Calorimeter – flame Phytomer – Spectrometer – Coulter counter – Blood gas analyser – Auto analyser. Physiotherapy: Muscle stimulator – short wave diathermy – ultrasonic and microwave diathermy.

UNIT – III:

Urology – haemodialysis – lithotripsy. / Cardiology – ultrasound scanner and Echo cardiogram Angiogram – Tread Mill –ECG monitor and recorder. /Neurology – EEG – EMG – VEP. /ENT: Audiometer. /Cardiac care Unit – pacemakers – defibrillator – ventilator – infusion pumps – patient monitoring system. /Ophthalmology: Fundus camera – Nd – YAG & argon lasers – perimeter.

UNIT – IV:

Operation Theatre – ECG monitor – anaesthesia machine – pulse oximeter suction apparatus – endoscopes – electrosurgical unit – heart lung machine – oxygenators – autoclave – sterilisers.

UNIT – V:

Maintenance – preventive – breakdown. Electrical safety of medical equipment's – accident prevention – diagnosis – calibration – repair of equipment's – radiation safety – safety precaution – protection methods – hospital safety.

UNIT – VI: CURRENT CONTOURS (For continuous internal Assessment only):

Medical Equipment's maintains – safety preventive breakdown (presentation) seminar

REFERENCES:

1. Hogarth .P.: Glossary of Health care terminology., WHO Regional Office., Europe.
2. Edna Huffman : Medical records Management Record company, Illinois., USA
3. Park K: Park's Text Book of Preventive and Social Medicine., M/s Banaridas, Jabalpur. Khandpur R.S. Hand Book of Biomedical instrumentation, Tata McGraw Hill Publishing co., Leslee Cromwell: Biomedical Instrumentation and Measurement
4. Park K: Park's Text Book of Preventive and Social Medicine., M/s Banaridas, Jabalpur.

COURSE OUTCOMES:

- To understand the medical informatics, classification of medical data, applications of computers in medical fields.
- To manage the equipment related to patient safety and electrical safety, special techniques for measurement of non-electrical biological parameters.
