



(Applicable to the candidates admitted from the academic year 2016 -2017 onwards)

| Sem                | Course                     | Course Title  | Ins.<br>Hrs /<br>Week | Credit    | Exam<br>Hrs | Marks |      | Total       |
|--------------------|----------------------------|---|-----------------------|-----------|-------------|-------|------|-------------|
|                    |                            |   |                       |           |             | Int.  | Ext. |             |
| <b>I</b>           | Core Course – I (CC)       | Principles of Hospital Administration & Health Economics        | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Core Course – II (CC)      | Epidemiology  | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Core Course – III (CC)     | Basic Biological Science Part-I                                 | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Core Course – IV (CC)      | Organizational Behaviour  | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Core Course – V (CC)       | Biostatistics   | 6                     | 4         | 3           | 25    | 75   | 100         |
| <b>TOTAL</b>       |                            |   | <b>30</b>             | <b>20</b> |             |       |      | <b>500</b>  |
| <b>II</b>          | Core Course – VI (CC)      | Basic Biological Science Part-II                                | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – VII (CC)     | Hospital Facilities Planning and Administration                 | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – VIII (CC)    | Hospital Information System                                     | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Elective Course – I (EC)   | Materials Management  | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Elective Course – II (EC)  | Human Resource Management                                       | 6                     | 5         | 3           | 25    | 75   | 100         |
| <b>TOTAL</b>       |                            |   | <b>30</b>             | <b>24</b> |             |       |      | <b>500</b>  |
| <b>III</b>         | Core Course – IX (CC)      | Ethics, Legal Aspects of Hospital Administration                | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – X (CC)       | Marketing for Health Care Services                              | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – XI (CC)      | Accounting and Financial Management                             | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Elective Course – III (EC) | Research Methodology  | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Elective Course – IV (EC)  | Quality Assurance   | 6                     | 5         | 3           | 25    | 75   | 100         |
| <b>TOTAL</b>       |                            |   | <b>30</b>             | <b>24</b> |             |       |      | <b>500</b>  |
| <b>IV</b>          | Core Course – XII (CC)     | Managerial Communication, Public Relation and Counselling       | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – XIII (CC)    | Management Concepts   | 6                     | 5         | 3           | 25    | 75   | 100         |
|                    | Core Course – XIV (CC)     | Administration of Hospital Staff and Medical Records Management | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Elective Course – V (EC)   | Strategic Management and Planning                               | 6                     | 4         | 3           | 25    | 75   | 100         |
|                    | Project                    |   | 6                     | 4         | -           | -     | -    | 100         |
| <b>TOTAL</b>       |                            |   | <b>30</b>             | <b>22</b> |             |       |      | <b>500</b>  |
| <b>GRAND TOTAL</b> |                            |   | <b>120</b>            | <b>90</b> |             |       |      | <b>2000</b> |

Note:

Project :100 Marks  
Dissertation : 80 Marks  
Viva Voice : 20 Marks

|                 |   |    |
|-----------------|---|----|
| Core Papers     | - | 14 |
| Elective Papers | - | 5  |
| Project         | - | 1  |

**Note:**

1. Theory                      Internal              25 marks                      External              75 marks
2. Separate passing minimum is prescribed for Internal and External
  - a) The passing minimum for CIA shall be 40% out of 25 marks (i.e. 10 marks)
  - b) The passing minimum for University Examinations shall be 40% out of 75 marks (i.e. 30 marks)
  - c) The passing minimum not less than 50% in the aggregate.

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## **CORE COURSE I**

### **PRINCIPLES OF HOSPITAL ADMINISTRATION & HEALTH ECONOMICS**

#### **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**

Parts of Hospital – Role of Hospital in Health care delivery – External relationship in Hospital Management – Hospital, relation to other health care services – Role of hospital administrator

#### **UNIT III**

Nature & Scope of Economics – Demand analysis – Law of demand – Demand Curve – Supply analysis – Consumer behavior.

#### **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.

#### **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 Graw Hill
6. R.L. Varshni & K. maheshwary : Managerial Economics, S. Chand
7. S. Mookerjee : Economics – Fundamentals & Foundations

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## **CORE COURSE II**

### **EPIDEMIOLOGY**

#### **Objective:**

To apply the tools of Epidemiology for the prevention of diseases the promotion of Health & the formation of social relevance. To use epidemiological research to detect association between modifiable hereditary, social & environmental factors and specific disease prevention.

#### **UNIT I**

Epidemiology: Basic Concepts – Definition & Back Ground – Design Strategies in epidemiological research – statistical association & cause. Types of epidemiological studies – descriptive studies – case control studies - control cohort studies – intervention studies.

#### **UNIT II**

Fundamental measures of disease frequency (prevalence, cumulative incidence, incidence density) and of risk factors – disease association (risk, relative risk, attribute risk, odd's ratio)- applied measures of disease frequency.

#### **UNIT III**

Epidemiology of communicable diseases – Classification of communicable diseases – agents – vectors – disinfection – surveillance – investigation- containment – control – eradication.

#### **UNIT IV**

Epidemiological approach to diseases – Malaria, Filariasis, Cholera, Chicken Pox, Mumps, HIV/AIDS, Hepatitis. Screening methods – Evaluation of screening programs.

#### **UNIT V**

Description and analysis of epidemiological data - prevention and summerization of data – evaluating the role of Chance – evaluating the role of Bias.

#### **References:**

1. Park K: Textbook of Preventive & Social Medicine. M/S Bhanarasidas, Jabalpur.
2. Robert L. Healt: Principles of Epidemiology - A self teaching guide. Academic Press London.
3. Morris J.N. :Uses of epidemiology, Churchil Livingstone Londone.
4. Benean Sm A.S : Control of communicable disease in man American PH Association NY.

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## **CORE COURSE III**

### **BASIC BIOLOGICAL SCIENCE – Part-I** (Applied Anatomy, Physiology and Microbiology)

#### **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 strategies in system management.

#### **UNIT I**

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

#### **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.

#### **References:**

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

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## **CORE COURSE IV**

### **ORGANIZATIONAL BEHAVIOUR**

#### **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. Individual behavior:  
Personality - learning - attitudes - perception - motivation - job satisfaction.

#### **UNIT II**

Motivation - theories of motivation- frustration -conflict management - stress management. Job satisfaction - theories - promoting job satisfaction - problems of absenteeism and employee turn over.

#### **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 – Inter personal 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.

#### **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., McGraw Hill publishing Co.,
4. Stephan M. Mitchwell: Health Care Management - A text book in organisation theory
5. George F. Wieland: Improving health care management, Organisational development and change.

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## **CORE COURSE V**

### **BIOSTATISTICS**

#### **Objective:**

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 2x2 table)

#### **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. Potti L.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.

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## **CORE COURSE VI**

### **BASIC BIOLOGICAL SCIENCE – PART-II**

#### **Objective:**

The course enables the students to perceive the basic principles of Pharmacology and the importance of pathology in relation to various systems of human body  
Pharmacology:

#### **UNIT I**

Introduction to Pharmacology – Routes of Drug Administration – Distribution and Bio Transformation

#### **UNIT II**

Study of action of drugs in the system including Central Nervous System, Autonomic Nervous System, Eye, Respiratory System, Cardiovascular System, Blood, Kidney, Gastro intestinal tract, Uterus.

#### **UNIT III**

Chemotherapy of tropical diseases, vitamins, antibiotics, anthelminthic

Pathology:

#### **UNIT IV**

Importance of study of pathology in relation to various systems of human physiology

#### **UNIT V**

Hospital Machinery & its functions - basic equipments – specialized equipments – their functions & utilization in the Hospital.

#### **References:**

- Tripathi : Pharmacology, JayPee  
Santhoskar : Pharmacology, Popular  
Seth : Pharmacology, BICL  
Panikar : Text Book of Medical Parasitology, JayPee  
Braunsli : Outlines and Review of Pathology, JayPee

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## **CORE COURSE VII**

### **HOSPITAL FACILITIES PLANNING AND ADMINISTRATION**

#### **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. - labour & 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.

#### **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, Aspen 1977.
4. Desai V A : Hospital Administration Vol 1 Madurai, 1989
5. Goel S L & Kumar R : Hospital Administration and Management Vol 2,New Delhi., Deeps
6. Hall T.L &Mejia A : Health Manpower planning-principles, Methods and issues.

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## **CORE COURSE VIII**

### **HOSPITAL INFORMATION SYSTEM**

#### **Objective:**

The Course is intended to provide theoretical knowledge about the modern trends in information system and to develop skill to create hospital information system by analyzing available models.

#### **UNIT I**

HIS - introduction - meaning - concepts - its application to the organization - different computer languages - (practical MS office). Information system for decision making - its relevance to hospital design - confidentiality- security - privacy of HIS.

#### **UNIT II**

Structure of HIS - formal & informal system - information networks - operational functions - information requirements - modularity concepts. Control and information - information for operational control - financial - material - other resources - information for management planning and control.

#### **UNIT III**

Approaches to the development of HIS - bottom approach - top - down approach - process/procedure/form driven methods - quantitative methods - automated procedures.

#### **UNIT IV**

HIS Design - define the problem - set objectives - information needs - information sources - development and selection of alternative gross design - document the system concepts

#### **UNIT V**

System information services: Information centers - Current Awareness Services (CAS) - Selective Dissemination of Information (SDI) - online - offline - information services - online services in medical science.

#### **References:**

1. Gorden B. Davis & Margrath H. Oslon: Management information system - Conceptual Foundation, Structure and develepment., Mc Grew Hill Book Co.
2. Robrt M Muedick & Joel E. Ross: Information system for modern management., Prentice Hall India Pvt Ltd.
3. Bakkar A.R. & Mol J.L.: Hospital information system - Effective Health Care Vol.1 Amsterdam.
4. Griesser G etl Data Protection in Health Information system - Considerations and Guidelines.
5. Bakkar A.R.:Hospital Information System Risks., Failures and Actions., Amsterdam.

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## **ELECTIVE I**

### **MATERIALS MANAGEMENT**

#### **Objective:**

The course is indented to provide an in-depth knowledge about the scientific methods of purchasing, storing and dispensing of materials in hospital.

#### **UNIT I**

Materials Management - concepts - importance in organisation - relation to other administrative functions - organisation of materials management department - role and functions of materials managers.

#### **UNIT II**

Stores - Concepts of stores - importance in hospital settings - types of stores in a hospital - layout - location - store routine - supply and replacement of stock – stores audit- stock verification - control of pilferage.

#### **UNIT III**

Inventory control - definition - scope - advantages - ABC - VED analysis - EOC lead time - safety stock - just in time - inventory models - scientific techniques - deterministic model - probabilistic model.

#### **UNIT IV**

Purchase - right quantity - right price - right time - right source – price ( requirement planning) forecasting methods.  
Methods of purchasing - ABC - VED - analysis in purchase control – vendor selection - purchase of capital equipment.

#### **UNIT V**

Information system development for Materials Management - - standardization on materials - bar codes - trends in material control – role of computers in materials management.

#### **References:**

1. Dutta A.K. Integrated Materials Management., S. Chand & Co. New Delhi, 1989.
2. Starr and Miller: Inventory Control - Theory & Practice, Prentice Hall India
3. Gopalakrishnan P. & Sandilya M.S Stores Management & Logistics.
4. England W.B. & Lenders M.R.: Purchasing & Materials Management, Tara pore Vala & Sons.
5. Lal A.B.: Inventory Models and the problems of price fluctuations, Sree publishing Book House.
6. Peek ham H.H.: Effective Materials Management., Tara pore vala D.B. & Co., Bombay.

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## **ELECTIVE II**

### **HUMAN RESOURCE MANAGEMENT**

#### **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.

#### **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.

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## **CORE COURSE IX**

### **ETHICS, LEGAL ASPECTS OF HOSPITAL ADMINISTRATION**

#### **Objective:**

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.

#### **References:**

1. S.L. Goel, Health Care System & Mangement, 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
6. Bag R.K. : Law of Medical Negligence & Compensation, Eastern Law House, New Delhi

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**CORE COURSE X**  
**MARKETING FOR HEALTH CARE SERVICES**

**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 variables - targeting and 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.

**References:**

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

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## **CORE COURSE XI**

### **ACCOUNTING AND FINANCIAL MANAGEMENT**

#### **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 – cash book – 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.

#### **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. Shukla &
5. T.S.Grewal : Advanced Accounts, Sultan Chand & Co.S.P. Jain &
6. K.L. Narang : Cost accounting – Principles & Practices, kalyani Publishers.

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## **ELECTIVE III**

### **RESEARCH METHODOLOGY**

#### **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

#### **References**

1. Sarantakos: Social Research., Macmillan Press., Australia.
2. Festinger and Katz: Social Research., Long man., London
3. Jathoda Marie et al: 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.

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## **ELECTIVE – IV**

### **QUALITY ASSURANCE**

#### **Objectives :**

To conform at complianc certification tha5 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;Qulaity control techniques-Core Competence, Bench marking.

#### **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.

#### **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

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## CORE COURSE XII

### MANAGERIAL COMMUNICATION, PUBLIC RELATION AND COUNSELLING

#### **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**

Counseling – Definition – scope – importance – types – techniques of effective counseling – Self environment in an organization – Relationships – interpersonal effectiveness – dimensions of effectiveness.

#### **References:**

1. Dalmer Fisher: Communication in Organisation's., Jaico Publishing Co., Bombay.
2. Balan K.R. Prof: Corporate Public Relations., Sterling Publishers Pvt. Ltd .,N. Delhi.
3. Krishna Mohan & Meera Banerji: developing Business Communication., McMillian Education Ltd.,
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 & Organizationa change through Group methods, Tata Mc Graw Hill.

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**CORE COURSE XIII**  
**MANAGEMENT CONCEPTS**

**Objectives;**

To provide improve of an organisation

**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 Organising**

Organisation structure – Role, Features of good organization structure, Departmentation, bases of departmentation (Function, Product Territory, Process, Customer), Span of management, centralization & Decentralisation – 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.

Reference:

1. L.M.Prasad, Principles & Techniques of Management, Sultan Chand & Sons.
2. Dinkar & Tagore, Business Management
3. Koontz Z & 'O' Donnel, Essentials of Management
4. Tripathi & Reddy, Principles of Management.

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## **CORE COURSE – XIV**

### **ADMINISTRATION OF HOSPITAL STAFF AND MEDICAL RECORDS MANAGEMENT**

#### **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 out patient attendance etc. Inpatient statistics – Bed occupancy rate, bed turn over rate. 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.

#### **Reference Books:**

1. Charles shaw. 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
5. Sankar Rao, Hospital Organization & Administration Kuxt Darr, Hospital Organization & Management

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## **ELECTIVE V**

### **STRATEGIC MANAGEMENT AND PLANNING**

#### **Objective:**

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-S frame 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.

#### **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 Publishers.

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