



THE TAMIL NADU DR. MGR MEDICAL UNIVERSITY

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Distance Education Programme in Healthcare Management

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Expert Committee Meet – 20.01.2017 (Friday)

Course Title: Master of Healthcare Management (MHM)

Proposed Curriculum for Semester Pattern

Semester – I	Semester – II
<ol style="list-style-type: none">1. Management of Healthcare Organization2. Basics of Finance and Accounting3. Human Resources Management in Healthcare4. Hospital Planning, Architecture and Project Management	<ol style="list-style-type: none">1. Public Health Systems and Health Insurance2. Bio-statistics and Research Methodology3. Safety and Risk Management4. Legal and Ethical Issues in Healthcare
Semester – III	Semester – IV
<ol style="list-style-type: none">1. Hospital Information System and Medical Records2. Materials and Equipment Management3. Hospital Services Marketing4. Health Economics	<ol style="list-style-type: none">1. Quality Systems and Accreditation for Hospitals2. Managing Healthcare across International Borders3. Project Work

Semester – 1:

Paper – 1: Management of Healthcare Organization

Objectives:

1. To understand the structure and functions of different departments of a hospital and health care organization.
2. To develop skills in planning, building and managing hospitals and health care.
3. To make familiarize students with concepts and techniques of Modern Management in different health care units.

UNIT – 1: INTRODUCTION

Concept of Hospitals - Planning and Design of a Hospital (Building & Physical Layout) - space Required for Separate Functions - Different types of Hospitals - Problems and constrains in different type of Hospitals - History of Hospital Development - Departmentation and organization structure of different types of hospitals.

UNIT – 2: DEPARTMENTATION IN HOSPITAL

Organization - Structure - Vertical & Horizontal - Clinical & Non - clinical - supportive & Ancillary Service Departments.

UNIT – 3: MANAGEMENT & ORGANIZATION OF CLINICAL SERVICES

Organization and Administration of various clinical services - Outpatient service - Inpatient Services - Emergency Services - Operation Theater - ICUs - super Specialty Service including their utilization study - Nursing Care and Ward Management.

UNIT – 4: PLANNING & ORGANIZATION OF SUPPORT SERVICES

Imaging - CSSD - Laboratory - Blood Bank - diet - Medical Records - Mortuary - Pharmacy - Admission and Discharge Procedure - Billing Procedure - Bio Medical Equipments Planning.

UNIT – 5: ORGANIZATION & MANAGEMENT OF UTILITY SERVICES

Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control managing the Estate (Hospital Security) - Recent trends in disaster Management - Hospital Engineering Services (Plumbing, electricity, Civil, A/c, Lifts)- Ambulance Service.

UNIT – 6: EVALUATION OF HOSPITAL & HEALTH SERVICES

Accreditation - Setting of objective - Health indicators - applying Economic concepts to Service Evaluation - Assessing Patient Satisfaction - Techniques of Hospital Service Evaluation - Indicators of Hospital Efficiency and Effectiveness - Evaluation of Quality of Hospital Services - Management of Hazard and Safety in a Hospital Setup - Nursing Services in a Hospital - current - Issues in Hospital Management

References Books:

1. Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995.
2. Health Policy and Management - The health care Agenda in a British political context - Colum Paton, 1996, Chapman & Hall Publication (Madras).
3. Health Planning For Effective Management - William A. Reinke, 1988, Oxford University Press.

Paper – 2: Basics of Finance and Accounting

Objectives:

1. To apply the financial principles in the area of Hospital administration
2. To critically evaluate various financial decisions for hospitals

UNIT – 1: SCOPE OF ACCOUNTING

Functions - Distinction between management accounting Financial accounting and cost accounting - Tools and Techniques of Management accounting - Accounting concepts and conventions - financial statement Balance sheet - Profits and loss account - Relation between balance sheet and profits and loss account - Study of Balance sheet – Ratio Analysis – Marginal Costing

UNIT – 2: FUNDS FLOW & CASH FLOW ANALYSIS

Funds flow statement - working capital - Receivables Management - Uses and limitations of funds flow statement - Preparation of funds flow statement - working capital statement - Cash Flow Statement - Difference between funds analysis and cash flow analysis - Preparation of cash flow statement

UNIT – 3: BUDGETING AND BUDGETARY CONTROL

Meeting and definition - Difference between forecast and budget - Objectives of budgetary control - Advantages and limitations of budgetary control - Preparation of budget - classification of budget - control ratios.

UNIT – 4: CAPITAL BUDGETING

Definition - Capital expenditure budget - Importance of capital budgeting - types of capital expenditure - Methods of capital budgeting - Capital rationing - time preference for money - Compounds value - Present value - Value of an annuity due

UNIT – 5: SOURCES OF SHORT TERM FINANCING

Management of working capital - meaning of working capital Net Working capital - Financing mix approaches - Sources of working capital financing - Management of cash and marketable security. Importance of cash and liquidity - cash balance deciding factors - Determination of Cash Cycle

UNIT – 6: SOURCES OF LONG TERMS FINANCING

Loan term financing - Nature of long term financing - common stock - Preferred stock - Debt financing - Secured and Unsecured debts - Repurchase of shares Under writing of shares - right issue : Meaning - rights issue procedure

References Books:

1. Financial and Management Accounting, T.S.Reddy and Hariprasad Reddy, Margham Publication
2. Financial and Management Accounting, S.N.Maheshwari
3. Financial Management, I.M.Pandey, Vikas Publishing House Ltd

Paper – 3: Human Resources Management in Healthcare

Objectives:

1. To acquaint the learner with various concepts, principles of HRM in Hospitals
2. To understand the importance of Human Resources Management in the hospitals

UNIT – 1: SCOPE OF HRM IN HOSPITALS

Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager

UNIT – 2: HR PLANNING AND DEVELOPMENT

Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection.

UNIT – 3: TRAINING AND DEVELOPMENT

Methods of Training – Executive Development – Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.

UNIT – 4: WAGE AND SALARY ADMINISTRATION

Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.

UNIT – 5: LABOUR LAWS

The Industrial Dispute Act 1947 - Industrial Employment (Standing Orders) Act 1946 - The Trade Unions Act 1926 - Contract Labour Act.

UNIT – 6: ACTS APPLICABLE TO HOSPITALS

Employee's Provident funds Act 1952, and payment of Gratuity Act 1972 - Payment of Wages Act 1936 - Minimum Wages Act, 1948 - E.S.I. Act 1948 - Workmen Compensation Act. 1923.

References Books:

1. Human Resources Management – K.Ashwathappa
2. Principles of Personnel Management – Edwin Flippo – McGraw Hill
3. Managing Human Resources – Straus and Sayles – Prentice Hall

Paper – 4: Hospital Planning, Architecture and Project Management

Objectives:

The objective of this course is to familiarize the students as to hospital planning and Architecture and the preparation of Project Management, for hospital and other organizations.

Unit 1 - Concept of Hospitals - Planning and Design of a Hospital (Building & Physical Layout) - space required for Separate Functions - Different types of Hospitals - Problems and constraints in different type of Hospitals - History of Hospital Development - Departmentation and organization structure of different types of hospitals.

Unit 2 - Organization - structure - vertical and Horizontal - Clinical and Non Clinical - supportive and Ancillary Service Departments.

Unit 3 - Concept of Project management - concept of a project - categories of projects - project life cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

Unit 4 - Project formulation - stages - bottlenecks - feasibility report - financing arrangements - finalization of project - implementation schedule.

Unit 5 - Organizing human resources and contracting - project manager - project manager's authority - project organization - accountability in project execution - contracts and selection of contractors - team building.

Unit 6 - Organizing systems and procedures - working of systems - design of systems - projects work systems design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and projects diary - project implementation stages project direction - communications in a project - coordination guidelines of effective implementation reporting in project management - project evaluation and its objectives, types and methods.

References:

1. Project Management by S. Chowdry

Semester – 2:

Paper – 1: Public Health Systems and Health Insurance

Objectives:

1. The primary objective of this course is for the student to understand the policies and theories for creating a better provision for health care.
2. To develop the knowledge in the area of Health Sector Reform with a special emphasis on Indian health sector related policies.
3. To familiarize students in the areas of Risk Management and Insurance.

UNIT – I: PUBLIC HEALTH CONCEPTS AND NATIONAL HEALTH POLICY

Concept of Public Health – WHO Definition – Functions of Public Health – Population Health Analysis – Disciplines in Public Health – Delivery of Health Services – Role and Responsibility of Government in Health Sector – National Health Policy – Planning Commission – Five Year Plans on Public Health – Public Expenditure in Health Mobilization of Private Resources – Health For All by the year 2000.

UNIT – II: PUBLIC HEALTH FINANCING

Voluntary Health Organization in Public Health – Role and Functions of International Agencies – Health Programmes in India – Healthcare Financing – Financing System in India – Issues involved in Financing of Public Health in developing countries – Evidence Based Policy – Investments in human capital – Cost Benefit Analysis – Welfare Economics – Health Economics – Demand of Health and Health services – Demand Elasticity – Economic evaluation of health care – Economics of markets and market intervention.

UNIT – III: PLANNING AND IMPLEMENTATION OF PUBLIC HEALTH

Health Planning – Planning Cycle – Implementation of Plan – Tools improving planning process – National Health Programme – Health System Research (HSR) – Aims and Types of HSR – Regulation and Guidelines of Health System Research – Application of HSR – Steps in HSR – Measurement of Health – Health Sector Reforms – Public Private Partnership in Health Sector – Control Mechanism.

UNIT – IV: HEALTH INSURANCE

Concepts & Definition – Need for Health Insurance – Types of Health Insurance – Principles of Health Insurance – Historical Background – Health Insurance products – Mediclaim Policy – Group Insurance Products – Product design – Types of Individual Health Insurance Coverage – Health Insurance in India, United States, Canada and Australia.

UNIT – V: STRUCTURE AND FUNCTIONS OF INSURANCE

Structure of Insurance Companies – Nature, Characteristics and Functions – Private Insurance Players – Underwriting and Premium Setting – Claims Management – Steps in settlement of Claims – Third Party Administration (TPA) – Procedure for Licensing of TPA – Insurance Application – Rate making.

UNIT – VI: RISK AND INSURANCE MANAGEMENT

Introduction to Risk – Objectives of Risk – Peril and Hazard – Basic Categories of Risk – Methods of Handling Risk – Steps in Risk Management Process – Risk Financing – Reinsurance – Risk Identification and Risk Evaluation – Insurance Laws and Regulation – IRDA – Role and Functions of IRDA – Legal Framework and Documentation.

Reference Books:

1. Health Policy and Management – Paton, Chapman Publication
2. Health Sector Reforms in Developing Countries – Peter Berman, Harvard University Press
3. Insurance Laws and Practice – Rajiv Jain and Rakhi Gupta
4. Principles of Insurance, M.N.Mishra

Paper – 2: Bio-statistics and Operations Research

Objectives:

1. To provide broad understanding of the statistical concept and techniques for research study
2. To develop an understanding of basic management science techniques and their role in managerial decision-making using operations research techniques

UNIT – 1: INTRODUCTION TO BASIC STATISTICS

Introduction to concepts - Experimental settings and tests of hypothesis - Areas of application in statistics - Introduction to some essential features - Data recorded in routine clinical practice - qualitative and quantitative observations - Scale of measurement.

UNIT – 2: FREQUENCY DISTRIBUTION, MEASURES OF CENTRAL TENDENCY

Conceptual issues - Frequency distribution - characteristics and diagrams - Arithmetic mean. Median, Mode, position of averages, percentiles - Geometric mean and Harmonic mean - selection of appropriate measures of central tendency - Measures Of Dispersion - Concept of range - main deviation – Inter-quartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation

UNIT – 3: LINEAR REGRESSION AND CORRELATIONS

Introduction - Scatter diagram, correlation and regression - correlation coefficient and regression equation and restriction - Multiple regression and other extensions.

UNIT – 4: TESTS OF SIGNIFICANCE

Introduction to procedures, test of significance for large and small samples - Estimations for large and small samples - distribution of chi - square - formula, degree of freedom - application and misuses of chi-square test - Non parametric statistical tests further statistical methods - Introduction to concepts - Advantages and disadvantages of non parametric tests - Non parametric tests examples and illustrations

UNIT – 5: INTRODUCTION TO OPERATION RESEARCH

Evolution of Operations Research - Models - Formulation of Models - using models for problem solving - Techniques of Operations Research - Limitations of Operations Research

UNIT – 6: LINEAR PROGRAMMING

Requirements of L.P. Applications of L.P. - Graphical methods and Simplex methods of solving optimization problems - Duality and Sensitivity Analysis - Technical issues in Simplex method - SPECIAL PURPOSE ALGORITHMS Transportation model - Balanced and Unbalanced Problems - North - West Corner rule - Vogel's Approximation method - Assignment model - Hungarian model.

Reference Books:

1. Business Statistics and Operation Research, P.R.Vittal, Margham Publication
2. An introduction of Biostatistics - A manual for students in Health in Health Sciences". 3rd Edn. (1996) - P.S.S.Sundar Rao and J.Richard, Preentice Hall of India publishers.
3. Introduction to Statistics – Levin – Prentice Hall

Paper – 3: Safety and Risk Management

Objectives:

To familiarize the students to identify the areas of Safety and Risk in Hospitals

To familiarize the hospital administration in the area of disaster management of the Hospital with special emphasis of risk management.

UNIT – 1: HOSPITAL ACQUIRED INFECTION

Objective – Introduction - Control and Prevention – House Keeping – Dietary Services – Linen and Laundry – Sterile supply Department (CSSD) – Security – engineering Aspects – Nursing Care – Waste disposal – antibiotic Policy – Hospital Infection control committee – Composition – Role and Functions – Surveillance – Processing of information collected – Mode of Transmission – Interruption of Transmission – High risk Procedures – training and Education – Universal precautions for Health Care Workers – Legal Aspects.

UNIT – 2: DISASTER MANAGEMENT

Objective – Basic Concepts – General – disaster Classification – disaster Process – Spectrum of disaster Management – Special characteristics – disaster Management in India – National level – state Level – Principles of disaster Planning – disaster and health Problems – Organization for Medical Relief – Principles of Mass – Casualty Management – Objectives of Hospital disaster plan – need for Hospital Disaster Plan – Objective and Purpose – Planning Process and Development of Plan – disaster Committee – Organization – role and Responsibilities – Organizing Disaster Facilities – disaster Response – Response – alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

UNIT – 3: FIRE HAZARDS

Elements of fire – fire Hazard Triangle – Causes of Hospital Fires – fire Protection – Structure Planning and Design Consideration – Building harness communication zone – Building Services – Central Air - conditioning Facilities – Electric Installation – special Hazards – fixed Installation – Hazards Associated with furnishing Material curtains Upholstery, Dresses, Bed and Bedding Materials – Water supply - fire points and Escape routes – Fuel Store – Manual Call Points Means of Escape – risk Evaluation.

UNIT – 4: RADIATION HAZARDS

Introduction – Biological Effects of Radiation Hazards – diagnostic Imaging – Radiator Protection and Safety – Radiation safety Monitoring – Principles in the layout of a diagnostic X –ray room – Video Imaging Modalities – contrast Media – Laser Imaging – Magnetic Resonance Imaging – Planning constrains – Preventive Measures Against Magnetic field Hazards – Nuclear Medicine Department – Facility Planning – radiation Protection Aspects – Radioactive Waste Collection and disposal – Procedure for obtaining clearance Radiation therapy – Facility Planning and Procedure – Radiation Protection Facility – Radioactive Waste.

UNIT – 5: SECURITY ORGANISATION AND MANAGEMENT

Security Threats and Vulnerabilities of Hospital – threats and Vulnerabilities of Hospitals – threat Groups – Security Sensitive Areas – function of Hospitals – Strategic Security system – Role of Hospital Security – function of Hospital Security Department – Non – traditional “Service” Function – Security organization and Physical Security Measures – Security Organization – the Staff Complement – Physical Security Measures – Perimeter Protection system – Implementing Physical Controls – Access Control Concepts - Definition Means and Components – Integration of Security

UNIT – 6: SECURITY AND LAW

Introduction – some Basic provisions of the Indian Penal Code (IPC) – concerning Security – Authority to Arrest, use Conduct Searches, First, Inspect, Interrogate and Interview – Reporting procedure – Strategic Security Policies and Procedure – Introduction – Effective Security Management IN Hospitals – Central Security Control Room – Patrols and Post – Procedures /Techniques – Control of

Visitors / OPD Patients/Attendants – Standing Instructions for security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and updating of Security procedures

References Books:

1. Safety and Risk Management, Shailendra K. Singh, Mittal Publishers
2. Safety, Security and Risk Management, J.H.Diwan

Paper – 4: Legal and Ethical Issues in Healthcare

Objectives:

1. To understand the legal issues pertaining to Hospitals
2. To familiarize students towards Healthcare Laws

UNIT – 1: CODE OF MEDICAL ETHICS:

Code - Duties of Physician to their patients - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action.

UNIT – 2: THE MEDICAL TERMINATION OF PREGNANCY ACT 1971

Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion

UNIT – 3: THE PRENATAL DIAGNOSTIC TECHNIQUES ACT 1994

Regulation of genetic counselling centre - Regulation of pre -natal diagnostic technique - Determination of Sex prohibited - dying Declaration - Definition - Precautions - Procedure of Recording - Special Circumstances - Importance (section 32 & 157) of Indian Evidence Act - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate.

UNIT – 4: MEDICAL JURISPRUDENCE

Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act

UNIT – 5: MEDICO LEGAL ASPECTS

Impotence - Sterility - Sterilization & Artificial Insemination - Medico Legal aspects of Psychiatric and mental health - toxicology - Laws Relating to toxicology - Organ Transplantation Act - Tamil Nadu clinics Act

UNIT – 6: LEGAL FRAMEWORK

Introduction to Legal framework - Patient's rights & provider's responsibility - Medical Malpractice of Medical Malpractice

References Books:

1. Doctor & Laws, Singhal
2. Forensic Medicine and Toxicology, Dr.V.V.Pillay
3. Organ Transplantation Act – Bare Act, Supreme Court of India
4. Indian Evidence Act – Bare Act

Semester – 3:

Paper – 1: Hospital Information System and Medical Records

Objectives:

1. To understand the importance and application of Information Technology in Hospitals
2. To learn the modern method of promoting Hospitals through the role of IT

UNIT – 1: INTRODUCTION TO INFORMATION SYSTEMS IN HOSPITALS

The need for Information systems – the Increasing Value of Information Technology – the Networking of computing – Business Process Re engineering – IT as a tool for competitive advantage

UNIT – 2: HARDWARE & SOFTWARE SYSTEMS

Computer Peripherals – Input Technology Trends – Voice Recognition and Response Optical Scanning – Output Technology and Trends – Video Output – Storage Trends Application software for End Users – word Processing and Desktop Publishing – systems Software – Operating Systems – Programming Languages.

UNIT – 3: DATABASE MANAGEMENT SYSTEM

Foundation Data Concepts = The Database Management Approach – Types of Databases types of Databases – Database structure – Data Mining – Benefits and Limitations of Database management.

UNIT – 4: INTERNET AND ELECTRONIC COMMERCE

Business Use of the Internet – Interactive marketing – E-Commerce Application – Business to Consumer – Business – to Business Commerce.

UNIT – 5: MEDICAL RECORDS

Role of Medical Records in Health Care Delivery – General Medical Records Standards and Policies – Legal Aspects of Medical Records –Medical Audit Computerization of Medical Records – Information Needs in the Hospital – sources of Health Information – User of Health and Hospital Data.

UNIT – 6: CLINICAL INFORMATION SYSTEMS

Management decision and Related Information Requirement – Clinical Information Systems – Administration Information systems = Support Service Technical Information Systems – Medical Transcription.

References Books:

1. Management Information System, James A.O'Brien, Tata Mc-graw Hill
2. Managing a Modern Hospital, A.V.Srinivasan, Response Books
3. Health Management Information System, Jack Smith, Open University Publication, U.K

Paper – 2: Materials and Equipment Management

Unit – 1: Introduction to Materials Management

Definition – Functions of Purchase Dept. – Materials Planning – Purchase Committee – Purchasing Cycle – Purchase Requests – Registration of vendors – Vendor Evaluation – Analysis – Tender & Quotations – Purchase Orders – Inspection of Goods Received – Invoices

Unit – 2: Recent trends in Materials Management

Integrated Materials Management – Advantages and Disadvantages

Unit – 3: Importing Procedure

Formulating for importing materials and Equipment – Document & Clearance – Letter of credit – Legal and Ethical aspects of Purchasing

Unit – 4: Stores Management

Inventory Control – Stores documentation – Asset Accounting – Stock Verification – Distribution – Codification – Classification – Value Analysis – Perpetual Inventory System – Role of Computers in stores management – preservation of stores – security and pilferage

Unit – 5: Hospital Equipment

Planning – Selection – Purchasing capital equipment – feasibility studies – Repair – Maintenance – Recent trends – Condemnation Procedure – Condemning Board

Reference Books:

1. Materials Management – Procedure, Text & Cases – A.K.Datta
2. Hospital Stores Management – An Integrated Approach, Shakthi Gupta, Jaypee Brothers Medical Publishers Ltd
3. Strategic Logistics Management – James R. Stock & Douglas M.Lambert, Tata Mc-Graw Hill International Edition

Paper – 3: Hospital Services Marketing

Objectives:

1. To familiarize the students about the environment of market, consumer Behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the purchase decision
2. To inculcate application of Marketing for service businesses from a managerial perspective
3. To provide a managerial frame work of service marketing

UNIT – 1: INTRODUCTION

Introduction to concepts of marketing in a medical care organization - Needs wants, demands products, value, satisfaction and quality - Exchange transactions and relationships - medical marketing and marketers - Evolution of Marketing - Relationship Marketing.

UNIT – 2: MARKET SEGMENTATION AND DEALING WITH COMPETITION

Market Segmentation, Targeting and Positioning for competitive Advantage - market and market segmentation - Requirements for effective segmentation - market targeting - evaluating and selecting market segments - Positioning for competitive advantage - Dealing with the competition - Identifying - analyzing competitions - Designing the competitive intelligence system Designing competitive strategies.

UNIT – 3: MARKETING SPECIAL SERVICES IN HOSPITALS

Women's Health Care and Maternity Services – Marketing Birthing Rooms – Geriatric Services Educational Programme for Marketing to the elderly – Psychiatric Care Referral sources Special clinics – Pediatric Service – Dental service – Cardiac Services – Trauma Care – Neurology Service – Preventive Medicine – Promotion Mix – Public Standing of a Hospital – employees first line of PR – function of Public Relations – Promotional tools.

UNIT – 4: HOSPITAL MEDIA RELATIONS & MARKETING NON – PROFIT ORGANIZATIONS

Establishment of media relations policy – Developing an effective media Relations Programme – Handling news media during disaster – Service Scope in Hospital – employees communicate real spirit – Public relations marketing tools – Clean and Hygienic Hospital – Food Service – Liner service - What makes patients select a Hospital – Economic Imperatives – Non – Profit organizations are different – Need for marketing Non – Profit Organizations – to market or notices market – six Alternatives – Understanding the marketing mix.

UNIT – 5: MARKETING FOR ORGANIZED SECTOR

Introduction – Prevention and Wellness Programmes – Market Survey – Occupational health and Safety Measures – Description of programmes – promoting and marketing programmes – Cardiopulmonary Resuscitation – High blood pressure control – Executive Examination – Pre employment examination.

References Books:

1. Principles of marketing - Philip Kotler & Gary Armstrong (1996), Prentice Hall of India New Delhi. 14th Indian Reprint.
2. Marketing Management - analysis, planning and control - Philip Kotler, (1987), 5th edition, Prentice hall of India, New Delhi.
3. Helen Woodruffe, 2001. "Services Marketing", Macmillan India Limited, New Delhi.
4. Valarie A. Zeithaml and Mary Jo Bitner, 2000. "Services Marketing", Tata McGraw Hill Publishing Company Limited, New Delhi.
5. Dr. B. Balaji, 2006. "Services Marketing and Management", S. Chand & Company Private limited, New Delhi.
6. G.D.Kunders, "How to Market your Hospital without Selling your Philosophy" Prism Publication

Paper – 4: Health Economics

Objective:

1. To enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework
2. To make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers
3. To identify the major economic problems that may affect an economy and to apply some practical problems

UNIT-I: INTRODUCTION - The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT-II: CONSUMER AND PRODUCER BEHAVIOUR - Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT-III: PRODUCT AND FACTOR MARKET - Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT-IV: PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS – Macroeconomic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT-V: AGGREGATE SUPPLY AND THE ROLE OF MONEY - Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short- run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy

REFERENCE BOOKS:

1. Paul A. Samuelson and William D. Nordhaus, Economics, 19th edition, Tata McGraw Hill, 2006.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2007.
3. N. Gregory Mankiw, Principles of Economics, 6th edition, Thomson learning, New Delhi, 2011.

Semester – 4:

Paper – 1: Quality Systems and Accreditation for Hospitals

Objectives:

1. The objective of this course is to acquaint the students with the basic concepts of Total Quality (TQ) from design assurance to service assurance
2. To give emphasis on International Quality Accreditation and Certification System
3. To understand the process approach for quality management in hospitals.

UNIT – I: INTRODUCTION & EVOLUTION OF QUALITY SYSTEMS

Definition – Concepts & Perspectives – Types of Quality – Dimensions of Quality – Evolution of quality – Quality characteristics – Importance and Benefits of Quality – Variables and Attributes – Conforming and Non-conforming unit – Defect – Standards or specification – Quality of design – Quality of conformance – Quality of performance – Quality Control – Total Quality Control.

UNIT – II: TQM & SIX-SIGMA

TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis – Root Cause Analysis – Quality Improvement Teams –

UNIT – III: PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS

Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.

UNIT – IV: QUALITY ASSURANCE METHODS

Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.

UNIT – V: QUALITY CERTIFICATION SYSTEMS

Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.

UNIT – VI: QUALITY ACCREDITATION IN HOSPITALS

Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission – Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patient Rights and Education – Benefits of NABH to Hospital – Employees – Patients and TPA's.

References:

1. Total Quality Management, Dr.K.C.Arora, S.K.Kataria & Sons, Sultan Chand & sons New Delhi
2. Total Quality Management – Text & Cases, K. Shridhara Bhat, Himalaya Publishing House
3. Creating Quality, William J. Kolarik, Mc-Graw Hill International Editions
4. Quality Assurance & Methods, K.C.Poornima

Paper – 2: Managing Healthcare across International Borders

Chapter 1.1.1: Unit – 1: The Global Healthcare Scene

- i) Compare and contrast the various models of health care provision around the world -Economics of the international health care marketplace – Market size, expected growth and inter-country flows, including pharmaceuticals and other medical supplies and technology - Recent trends and future expectations in the global market place, especially medical travel and tourism, and its risks and benefits

Chapter 1.1.2: Unit – 2: Why and How Organisations Internationalise

- i) Key drivers for internationalization in the health care sector - Key models of internationalization and use case studies to illustrate: - Product cycle theory - Stage theory - Internalization theory - Network theory - Implications of internationalization for organizational strategy

Chapter 1.1.3: Unit – 3: Economics and Finance of Global Operations

- i) International trade impacts on overall economic welfare - Impact of international taxation, exchange rate movements and interest rates on cross-border trade, and some of the methods available for hedging against such risks - Accounting standards and methods vary from country to country - Objectives, hurdles and achievements of the movement towards generally accepted accounting principles and international accounting standards and (GAAP and IAS).

Chapter 1.1.4: Unit – 4: International Marketing

- i) Process of researching and assessing international markets - Key factors that can help determine the attractiveness of an international opportunity, and the key risks and pitfalls that need to be evaluated - Various methods of entry into international health care markets- Traditional marketing models and techniques can be adapted and employed in formulating an international marketing plan - International marketing mix strategies - Branding

Chapter 1.1.5: Unit – 5: Organisations and International Culture

- i) Impact of different national cultures and cross-border operations on - Organisational culture - Marketing and promotion of healthcare services - Human resources - Medical ethics and business ethics.

Chapter 1.1.6: Unit – 6: Managing International Operations

- i) Compare and evaluate different organisational structures adopted by international organisations - Impact of different national legal and regulatory environments and how this can add to the complexity of managing international operations - Challenges of logistics in cross border operations.

Reference Books:

1. Delivering Health Care in America – A System Approach, III Edition – Leiyu Shi and Douglas A.Singh
2. International Health Policy, Jones and Barlett