

THE TAMIL NADU Dr. M.G.R. MEDICAL UNIVERSITY, CHENNAI -600 032

REGULATIONS OF THE UNIVERSITY (Post-graduate Degree course under Allied Health Science)

MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT

In exercise of the powers conferred by Section 44 of the Tamil Nadu Dr.M.G.R.Medical University, Chennai Act 1987 (Tamil Nadu Act 37 of 1987) the Standing Academic Board of the Tamil Nadu Dr.M.G.R.Medical University, Chennai hereby makes the following regulations:-

SHORT TITLE AND COMMENCEMENT:-

These regulations shall be called as “**M.B.A. HOSPITAL & HEALTH SYSTEMS MANAGEMENT**” of the Tamil Nadu Dr. MGR Medical University, Chennai.

They shall come into force from the academic year 2010-2011

The regulations framed are subjected to modification from time to time by the Standing Academic Board.

OVER ALL OBJECTIVES

The **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** is prepared to assist Medical and Allied Health Professionals to understand the principles of management and apply, when providing Quality Patient Care in selected areas of Clinical Specialty in the Hospital and Community.

1. ELIGIBILITY FOR ADMISSION

Candidates belonging to all categories for admission to the **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** should have passed Degree in any one of the courses – viz.:

- (a) **Medical** - MBBS
- (b) **Dental** - BDS
- (c) **Indian Medicine** - BAMS, BHMS, BSMS, BNYS, BUMS
- (d) **Allied Health Sciences**- B.Sc.(N),B.Pharm.,B.Sc.(MLT),BPT & BOT and B.Sc. (Medical Sociology)

2. ELIGIBILITY CERTIFICATE :

Candidates who have passed any qualifying examination as stated in Regulation No.4 above other than the Tamil Nadu Dr. M.G.R. Medical University, Madurai Kamaraj University, University of Madras, Bharathiar University and Bharathidasan University ** shall obtain an “Eligibility Certificate” from this University by remitting the prescribed fees along with the application form and required documents before seeking admission to any one of the affiliated medical institutions. The application form is available in the University website :www.tnmmu.ac.in.

3.REGISTRATION:

A Candidate admitted to **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** in any one of the affiliated institutions of this University shall register his / her name with this university by submitting the prescribed application form for registration duly filled, along with the prescribed fee and a declaration in the format to the Academic Officer of this University through the affiliated institution within 30 days from the cut-off date prescribed for the course for admission. The applications should have date of admission of the course.

4. MIGRATION/TRANSFER OF CANDIDATE:

(a) A student studying in **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** can be allowed to migrate/transfer to another institution of Allied Health Science under the same or another University.

(b) Under extraordinary circumstances, the Vice Chancellor shall have the powers to place any migration/transfer he/she deems fit before the Governing Council and get its approval for grant of permission/ratification for Migration/Transfer to the candidates undergoing the course of study in affiliated institutions of this University.

5. COMMENCEMENT OF THE COURSE:

The course shall commence from 1st August of the academic year.

6. MEDIUM OF INSTRUCTION:

English shall be the Medium of Instruction for all the Subjects of study and for examinations of the **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES.**

7. CURRICULUM:

The Curriculum and the syllabus for the course shall be as prescribed in these regulations and are subject to modifications by the Standing Academic Board from time to time.

8. DURATION OF THE COURSE:

The duration of certified study for the **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** shall extend over a period of two academic years.

The candidate should complete this course in 4 years (double the duration) from the date of joining the course.

9. RE-ADMISSION AFTER BREAK OF STUDY:

The regulations for re-admission are as per the University Common Regulation for Re-admission after break of study for all courses.

10. WORKING DAYS IN THE ACADEMIC YEAR:

Each academic year shall consist of not less than 290 working days

11. ATTENDANCE REQUIRED FOR ADMISSION TO EXAMINATION:

(a) No candidate shall be permitted to appear in any one of the parts of **MBA HOSPITAL & HEALTH SYSTEMS MANAGEMENT DEGREE COURSES UNDER ALLIED HEALTH SCIENCES** Examinations unless he/she has attended the course in the subject for the prescribed period in an affiliated institution recognized by this University and produce the necessary certificate of study, attendance and satisfactory conduct from the Head of the institution.

(b) A candidate is required to put in a minimum of 90% of attendance in both theory and practical separately in each subject before admission to the examinations.

12 CONDONATION OF LACK OF ATTENDANCE:

There shall be no condonation of lack of attendance.

13 VACATION:

There is no vacation

14. INTERNAL ASSESSMENT MARKS:

The Internal Assessment should consist of the following points for evaluation:-

- i) Theory
- ii) Dissertation

- (a) A minimum of two written examinations shall be conducted in each subject during a year and the average marks of the three performances shall be taken into consideration for the award of Internal Assessment marks.

15. CUT-OFF DATES FOR ADMISSION TO EXAMINATIONS:

- (i) 30th September of the academic year concerned
- (ii) The candidates admitted up to 30th September of the academic year shall be registered to take up the 1st year examination during August of the next year.
- (iii) All kinds of admission shall be completed on or before 30th September of the academic year. There shall not be any admission after 30th September even if seats are vacant.

16.DURATION:

Course Duration	2 years
Weeks available per year	52 weeks
Holiday and Gazetted holidays	8 weeks
Examination	1 week
Available weeks	43 weeks
Hours per week	45
Hours available per academic year	hours (43 weeks x 45 hours)
No. of Working days per year	290 days
TOTAL HOURS	1935 hrs.

17. COMMENCEMENT OF THE EXAMINATIONS:

15th April / 15th October

If the date of commencement of examination falls on Saturdays / Sundays or declared Public Holidays, the examination shall begin on the next working day. The University paper will be awarded for 100 marks and Internal 50 marks.

18. MARKS QUALIFYING FOR PASS:

50% of marks in the University Theory Examinations

50% of marks in the subject where internal evaluation alone is conducted

50% of marks in aggregate in Theory, I.A. & Oral taken together

19. CLASSIFICATION OF SUCCESSFUL CANDIDATE

A successful candidate:

(i) Who secures not less than 75% in any subjects gets distinction in that particular subject provided she/he passes the whole examinations in the first attempt.

(ii) Who passes the examinations in all subjects at the first appearance obtaining not less than 60% of the aggregate marks shall be declared to have passed the examinations in the first class.

(iii) All the other successful candidate shall be declared to have passed the examination in the second class.

(iv) A candidate passing a University examination in more than one attempt will be given "Pass Class" irrespective of percentage of marks secured by the candidate in the examinations.

20. CARRY OVER OF FAILED SUBJECTS:

- (1) A candidate has to pass in theory examination in each of the paper
- (2) If a candidate fails in theory examinations, he/she has to reappear.
- (3) Only three attempts are allowed in each subject including 1st attempt
- (4) The candidate has to successfully complete the course in double the duration of the course (i.e. 4 years from the date of joining)

21 REVALUATION/RETOTALLING OF ANSWER PAPERS:

Revaluation of answer papers is not permitted. Only retotalling of theory answer papers is allowed, in the failed subjects.

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22. Scheme of Examinations**First year****Written Examination**

Paper	Subject	Time	Marks	Passing Minimum
I	Management Principles in Medical and Health care Organisations	3 Hrs.	100	50
II	Financial and Management Accounting	3 Hrs.	100	50
III	Bio- Statistics and Operations Research	3Hrs.	100	50
IV	Basics of Medical Science and Epidemiology in Medical and Health System Management	3Hrs	100	50
V	Managerial Economics	3Hrs	100	50
VI	Organizational Behavior	3 Hrs	100	50
VII	Business Communication and Computer Applications	3 Hrs	100	50
VIII	Hospital Planning , Architecture and Project Magt.	3Hrs	100	50
IX	Financial Management for Hospitals	3Hrs	100	50

X	Health care Laws	3Hrs	100	50
XI	Organization and Management Of Hospital & Health care Units	3Hrs	100	50
XII	Marketing Management	3 Hrs	100	50
XIII	Logistics for Health Care Services	3 Hrs	100	50
XIV	Human Resources Management	3 Hrs	100	50
Total Marks			----- 1400 -----	----- 700 -----

SECOND YEAR

I	Public Health systems And Health Insurance	3 Hrs	100	50
II	Research Methodology	3 Hrs	100	50
III	Safety and Risk Management	3 Hrs	100	50
IV	Business Policy and Strategic Management	3 Hrs	100	50
V	Services Marketing and Consumer Behavior	3 Hrs	100	50
VI	Health care Technology and Pharmaceutical Management	3 Hrs	100	50
VII	Hospital Information Systems including Medical records	3Hrs	100	50

VIII	International Health Management	3 Hrs	100	50
IX	Quality assurance & Magt. in Health care	3 Hrs	100	50
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		Total Marks	900	450
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In the second year of study the candidates shall submit dissertation apart from nine theory papers.

23. DISSERTATION:

- a) All candidates admitted to undergo Post-Graduate Degree in MBA course shall be assigned a topic for dissertation / Thesis by the head of the concerned Unit and the title of the topics assigned to the candidates be intimated to the Controller of Examinations of this University by the Head of the Department through the Head of the Institution before the end of 1st year of the course.
- b) The dissertation / thesis shall be a bound volume of a minimum of 50 pages and not exceeding 75 pages of typed matter (Double line spacing and on one side only) excluding certification, acknowledgements, annexure and Bibliography.
- c) 4 copies of dissertation shall be submitted six (6) months prior to the commencement of the theory examinations on the prescribed date to the Controller of Examinations of this University.
- d) Two copies are to be submitted as an electronic version of the entire dissertation in a standard C.D. format by mentioning the details and technicalities used in the C.D. format.
- d) The concerned Professors/Readers are to supervise and to see that the dissertations are done properly by utilizing the clinical materials of their own department/institution. The students must learn the design and interpretation of research studies, responsible use of informed consent and research methodology and interpretation of data and statistical analysis. They should seek the help of qualified staff members in the conduct of research. If necessary, they can utilize

the facilities in other Institutions. They must learn to use the library and computer based search. This training will help them to develop skills in planning, designing and conduct of research studies.

ANNEXURE – I

REGULATION (10)

DECLARATION

I.....
 Son of / Daughter of
 residing at
 and
 admitted to First year of (Name of the course/
 U.G./P.G.) at
 (Name
 of the College) do hereby solemnly affirm and sincerely state as follows :

I declare that I shall abide by the rules and regulations prescribed by the Tamil Nadu Dr. M. G. R. Medical University, Chennai for the

 (course) including the regulations for re-admission after the break of study. Date: Signature of the candidate.

/ Countersigned /

(Office date seal)

**Dean / Principal /
 Director.**

1. HOSPITAL PLANNING ARCHITECTURE & PROJECT MANAGEMENT

OBJECTIVE :

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 – I

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 – II

Organization – structure – vertical and Horizontal – Clinical and Non Clinical – supportive and Ancillary Service Departments.

UNIT – III

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 – IV

Project formulation – stages – bottlenecks – feasibility report – financing arrangements – finalization of project – implementation schedule.

UNIT – V

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 – VI

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.

2. FINANCIAL MANAGEMENT FOR HOSPITALS

OBJECTIVE :

1. To familiarize the students with basic concepts of financial management.
2. To apply the financial principles in the area of Hospital administration.
3. To critically evaluate various financial decisions of the hospitals.

UNIT - I

Finance functions meaning – Definitions – Scope of finance function – Executive functions and Incidental functions – goals of Financial Management – Profit Maximization and Wealth Maximization.

UNIT – II

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 – Cash – Cash turns over – Cash management strategies – working capital control – banking policy – Receivable management - Inventory management – Intermediate term financing.

UNIT – III

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 – Pricing the rights issue – Undertaking of rights – Dilution of market price rights – market price of shares.

UNIT –IV

Dividend policy decision : Internal financing – Dividend and Retained earnings – Relevance and Irrelevance of M.M. Hypothesis – Walters model – cost of retained earnings – dividend practices – Factors affecting dividend policy – dividend payout ratio – stock dividend and stock splits – Issue of bonus and its procedure.

UNIT – V

International finance – Exchange rate mechanism and derivative products like forward, futures and options – International financial service – Factoring and Foreign financing – Hedging the foreign exchange – Swap – ECB – ADR and GDR.

UNIT – VI

Finance Decisions : The cost of Capital and Capital Structure – cost of Specific sources of capital – cost of common stock – cost of preferred stock – cost of retained earnings – Measurement of overall cost of capital – Valuation of shares : concept of going concern value – assets approach to valuation – Earnings approach – Market price approach.

3.HEALTHCARE LAWS**OBJECTIVE :**

The course is designed to assist the students in understanding basic affecting operations of a Hospital and health system.

UNIT – I**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 – II**THE MEDICAL TERMINATION OF PREGNANCY ACT 1971**

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

UNIT – III

THE PRENATAL DIAGNOSTIC RECHNIQUES ACT 1994.

Regulation of genetic counseling center – 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 – IV

MEDICAL JURISPRUDENCE

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

UNIT – V

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

UNIT – VI

LEGAL FRAMEWORK FOR HOSPITALS

Introduction to Legal framework – Patient’s rights & provider’s responsibility – Medical Malpractice of Medical Malpractice.

4. ORGANIZATION AND MANAGEMENT OF HOSPITAL & HEALTH CARE UNITS

OBJECTIVE :

1. Understand the structure and functions of different departments of a hospital and health care organization.
2. Developing skills in planning, building and managing hospitals and health care.
3. application of the concepts and techniques of Modern Management in different health care units.

UNIT – I

INTRODUCTION

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 – II

DEPARTMENTATION IN HOSPITAL

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

UNIT – III

MANAGEMENT AND 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 – IV

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 – V

ORGANIZATION AND 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 – VI

EVALUATION OF HOSPITAL AND 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 – Telemedicine – Bio – Medical Waste Management – Organ Transplantation – Rehabilitation Services – Health Insurance and Managing Health Care – Medical audit – Hazard and Safety in a hospital Setup.

5. MARKETING MANAGEMENT

OBJECTIVE :

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.

UNIT – I

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 – II

STRATEGIC PLANNING

Strategic planning – mission, objectives, goals – setting marketing objectives – the marketing process – Target consumers, marketing strategic for competitive advantages for competitive advantage and developing this marketing mix – strategic Business Units – SBU – Concept of a marketing environment – the Macro environment in which the company operates – Demographic, economic, technological cultural, political, etc – managing the marketing effort – analysis, planning, organization implementation, control and environment – Unit objectives – global marketing in the medical sector – WTO and its implications.

UNIT – III

MARKETING RESEARCH AND CONSUMER BEHAVIOUR

marketing information systems – assessing information needs, developing and disseminating information – market Research process – other market research consideration – consumer Market and consumer Buyer Behavior – Model of consumer behavior – Characteristics affecting consumer behavior role – types of buying decision behavior – the buyer decision process – Business Markets & Business Buyer Behavior – Characteristics of business markets – Model of business buyer behavior – Major types of buying

situations – Participants in the business buying process – the business buying process – Institutional and Government markets.

UNIT – IV

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 – V

PRODUCT AND PRICING STRATEGIES

Products, brand, packaging and services – concept of product design – product classification – Individual product decisions – product line decisions – product mix decisions including : International mix decision – New Product Development and Product Life cycle Strategic Concept of new Product – New Product success, failure, dilemma – New Product development process – Product life cycle strategic.

Product Pricing – considerations, Approaches and Strategic – Pricing – Factors to be considered when setting process – General pricing approaches – new Product strategic – market product – mix pricing strategic – price adjustment strategic and price changes.

UNIT – VI

MARKETING CHANNELS AND COMMUNICATION

The nature of distribution channel – channel behavior and organization – channel design decisions – channel management decisions – distribution and applicable to hospital products Physical distribution and logistics management – Retailing – store non – store retailing, decision – future prospects – wholesaling – types trends, decisions – Advertising, sale promotion growth tools, promotion programmes – Public / business relations tools decisions, etc – Personal Selling – role personal selling – nature and sales force – managing the sales force – designing structure, strategy etc – principles of personal selling – process, relationships etc.

6. LOGISTICS FOR HEALTH CARE SERVICES

OBJECTIVE :

1. To explore development of the logistics functions.
2. to examine the strategic function of logistics Management in the Modern Corporation.

UNIT – 1

LOGISTICS ROLE IN THE ECONOMY AND THE FIRM

Definition of Logistics Management – Logistics role in the Economy – Logistics Role in the Firm – Development of Logistics Management – Future Challenges – the Integrated Logistics Management Concept – Introduction – Logistics and the Marketing function – The total cost concept – Logistics and corporate Profit performance – the financial Impact of Logistics Decision – Conducting a Logistics and Marketing audit – developing a Logistics Strategy.

UNIT – II

CUSTOMER SERVICE

Element of customer Service – Consumer Reactions to Stock outs – cost / Revenue Trade – offs – ABC Analysis – the Customer Service Audits – Identifying Potential solution – Establishing customer service levels – Developing and Reporting customer service standards – Impediments to an Effective customer Service strategy – Improving customer Service Performance Transportation – time and place utility – Transportation / Logistics / marketing interface – Factors influencing Transportation costs / pricing – Transportation Service Characteristics – the Transportation system – Transportation Regulation – Regulatory Reforms.

UNIT – III

WAREHOUSING

Nature and Importance of Warehousing – type of Warehousing – A comparison of Public and Private warehousing – Warehousing Operations Facility Development – size and Number of Warehouses – Location Analysis – Warehouse Layout and Design – Package – computer Technology, Information and Warehouse Management –

Warehouse Productivity Measurement – Improving Warehouse Productivity.

UNIT – IV

FINANCIAL IMPACT OF INVENTORY

Financial Aspects of Inventory Strategy – Inventory Carrying costs – the impact of Inventor Turnover on Inventory Carrying costs – Inventory Management – Basic Inventory Concepts Basic Inventory concepts – Basic Inventory Management – Inventory management under conditions of certainty – inventor – Management under Uncertainty – Calculating Safety Stock Requirements – Calculating Fill Rate - Symptoms of poor Inventory Management – Impact of an Inventory Reduction on Corporate Profit Performance – Economic Quantity.

UNIT –V

PURCHASING

Purchasing activities – supplier Selection and Evaluation – Quality Control – forward Buying just – in – time Purchasing – “Loose” Engineering Specification - Benefits of Value analysis Benefits of JIT Purchasing Research and Planning – Purchasing cost management Measurement and Evaluation of Purchasing Performance – Impact Export Policy – Letter of Credit – Import of goods, equipment – General consideration – Impact documentation and customs clearance – Medical Equipment procurement considerations – Order processing and Information systems – Customer order cycle – the communications function – Advanced order Processing systems – Inside Sales /Telemarketing Electronic Data Interchange (EDI) – Integrated Order Processing and the company’s Logistics – Management of Information system.

UNIT – VI

REGULATORY REQUIREMENT AND HEALTH CARE CODES

FDA Regulation – Joint commission of Accreditation of Hospital – National Fire Protection Association Standard, IRPC – Equipment Maintains Management – Organizing Maintenance Operation – Paperwork Control – Maintenance job Planning – Work measurements and Standards – Preventive Maintenance – Maintenance Budgeting and Forecasting – Maintenance Training Contract maintenance - Equipment Audit – Arbitration Quality improvement in store management.

7. HUMAN RESOURCES MANAGEMENT

OBJECTIVE :

This Paper is to understand the importance of Human Resources Management in the organization how training and development, preference appraisal and compensation can help improving the functioning of personnel ; the role played by industrial relations and labour laws in shaping HRM.

UNIT – I

Evolution of HRM – The strategic significance of HRM in today's business – the concept of HRD – The HRM structure – The line and the staff function of HRM – the role of HR managers.

UNIT –II

Organizational job design – the issues behind it. The concepts of job description and specification and its uses. The role of job enrichment, enlargement job rotation and job evaluation in HR functioning – Human resources planning the factors behind the process Recruitment and induction – the selection procedures and uses of psychological and trade tests.

UNIT – III

Training and development – the methods of training available and their benefits – use of feed back for improvement. Performance appraisal systems – the different methods and pitfalls behind them. The concept of career plan and its benefits promotion and transfers – The types of transfers and promotion process. Welfare programs and issues governing them.

UNIT – IV

Wage and salary administration – the theories relating to it – concept of incentive and its operational implications – fringe benefits – management of perquisites – participative decision making – suggestion making - industrial discipline – management of safety – concept of collective bargaining – the role of trade union in industrial relations.

UNIT – V

Labour Law s – the Industrial Dispute Act 1947 – Industrial Employment (Standing Orders) Act 1946 – The Trade Unions Act 1926 – Contract Labour Act.

UNIT – VI

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.

1. PUBLIC HEALTH SYSTEMS & HEALTH INSURANCE

OBJECTIVE :

1. Understand the policies and theories for creating a better provision for health care.
2. Developing 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.
4. conceptualizing the importance and monitoring quality in health care with a special emphasis on tools for quality improvement.

UNIT – I

ISSUES, THORIES AND CONCEPTS IN POLICY FORMULATION

Welfare economics and investments in human capital – Health Economics – Demand of Health and Health services - Demand elasticity and health – Health – production, health and health care – economic evaluation of health care – economics of markets and market intervention – role and responsibility of Government in the Health Sector – Evident Based Policy.

UNIT – II

FINANCING, RESOURCE ALLOCATION AND HEALTH SECTOR REFORM

Mobilizing finance & model of financing – Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option – role of International Agencies – health sector reform – Health systems around the world – Reliance on the state – voluntary insurance based system – social insurance system – parallel systems – trends in the health sector

reform – country experience with health sector reform – Analytical Approach to health sector reform.

UNIT – III

PLAN IMPLEMENTATION AND CONTROL

National Health Programme – Tools improving planning process – Regulation – Health service : research – Measurement of Health / medical need and services Utilization – Resource Allocation : cost benefit analysis – Eco based budgeting – System analysis and operation research in Health Care Programme – Control mechanism.

UNIT – IV

RISK INSURANCE AND MANAGEMENT

Introduction to risk and Insurance – risk Identification and risk Evaluation – risk Management Techniques – risk management and Insurance Industry – Principle of Insurance and Insurance contracts – The Structure of Insurance Industry and Player – Selection and Implementation of risk management Techniques – WTO - Insurance Law and Regulation – Insurance Laws – Regulation of Insurance and IRDA – Tax Laws – International Laws – Legal Framework and Documentation.

UNIT – V

GROUP AND HEALTH INSURANCE

Principles of Health Insurance – health Insurance products – Group Insurance Products – Product design, Development and Evaluation – Risk Assessment, Underwriting and Premium Setting. Claims Management – Claims Management – Third Party Administration – social Security –II Application – current Developments.

UNIT – VI

ACTUARIAL PRINCIPLES AND PRACTICE

Actuarial Principles – Demography – Survival distributions and Life Tables – Interest and Life contingencies – Credibility theory and Loss distribution – Principles of Ratemaking – Data Required for Ratemaking – Premium, Loss and Expense Reserves – Insurance Models Application of Models – current Developments.

2. RESEARCH METHODOLOGY

OBJECTIVE :

1. To introduce the concept of scientific Research and the methods of conducting scientific data collection.
2. To introduce the statistical tools of data Analysis and to conduct a Research study and prepare the report writings protocol.

UNIT – I

RESEARCH METHODOLOGY

Introduction to concepts – Definition, objectives, types approaches, significance – Research methods v/s methodology – Research process – Criteria of good research – Research problems encountered by researchers – Defining the Research problem – Defining a Research problem, and its importance – Technique involved in a selecting a Research problem- Selecting the Research problem – Research Design – Meaning and need for research design – Features of a good design – Important concepts relating to research design – Explanation of different types of research designs and their uses – Developing a research plan.

UNIT – II

SAMPLING DESIGN

Census and sample survey – the Sampling Process – Sample Size – Determination – Various sampling methods – Measurement and scaling Techniques – Measurement concept in research – Measurement scales and test of sound measurement – Technique of developing measurement tools – Sources of errors in measurement – Scaling – definition, classification, important techniques – derived Attitude Scales – Scale construction techniques – questionnaire Design.

UNIT – III

METHODS OF DATA COLLECTION

Concept of primary and secondary data – Methods of data collection – questionnaire, schedule – Observations, interview, case study, etc – Appropriate method of data collection and guideline Data Processing and Analysis – Processing operations – Problems in processing – Unvaried Hypothesis Tests – Hypothesis tests Requirement interval data – Hypothesis tests using ordinal data – Hypothesis tests using nominal data – Multivariate Hypothesis Test – ANOVA without interaction –

ANOVA with interaction – Measures of Association – Measure of Association between two variables – Multivariate Measures of association – types of analysis and statistics in research

UNIT – IV

INTERPRETATION AND REPORT WRITING

Meaning of interpretation – Need and technique of data interpretation – Caution in interpretation – significance and steps in report writing – Marketing Information and Decision Support systems – Marketing Information systems – Marketing Decision support systems – Expert systems.

UNIT –V

SALES FORECASTING

Judgmental Methods of forecasting – forecasting by time Series Analysis and Projection – Casual methods of Forecasting – error costs and the value of Forecasts – the choice of Forecasting Models.

UNIT – VI

ETHICAL ISSUES IN RESEARCH

The nature of Ethical issues in Research – Ethical Issues in Medical Research – Health Management Research – Introduction to concept of HMR – Steps in the Process of HMR – HMR as a tool in health management decision making process – Avenues and approaches to HMR.

3.SAFETY AND RISK MANAGEMENT

OBJECTIVE :

1. To familiarize the students to identify the areas of Safety and Risk management and insurance.
2. To focus the students more specifically on health insurance products.
3. To familiarize the hospital administration in the area of disaster management of the Hospital with special emphasis of risk management.

UNIT – I

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 – II

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 – III

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 – IV

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 –V

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 Technology – Need for security Technology – Security Technology Plan – computer and Information Security- Selection and Management of Departmental Security Staff/Contract Security Agency and Security Training – system Choice – Selection of Contract Security Agency – Verification of Security Personnel – Security Staff Discipline – Security Training.

UNIT – VI

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 – Conclusion – Security – Related Crisis / Disaster Management in Hospital – Introduction – types of Disasters – preparing for a Disaster – Bomb threat / Responses

4.BUSINESS POLICY AND STRATEGIC MANAGEMENT

OBJECTIVE :

The course aims to develop the decision making ability of the student through case discussions seminars, quite programmes, Role playing

Management games etc in business – environment and formulation of business plans strategies in the real world situation.

UNIT –I

Business Policies – Originated policy – appealed policy externally imposed policy – Need and importance of policies Principles of policy making – Method of formulating a new or revised policy policy Administration – functional Policies – Relationship of business policies to company goals, plans and strategies. Type of policies used in Corporation – corporate planning :Difference between operational and strategic planning – Characteristics of strategic steps involved in a strategic plan – A corporate Marketing plan framing action programmes - Strategic Management – Evolution – nature and importance of Strategic Management – Relationship between Strategic Management and Operational Management.

UNIT – II

Marketing orientation to development policy – corporate strategy – distinction between strategy and strategic plan – defensive strategy – Offensive strategy – classification strategic – Competitive Analysis – Industry Analysis – Self Analysis of organizations.

UNIT – III

Strategic use of marketing variables – Business Portfolio Analysis – Merger – Horizontal merger – Vertical merger – conglomerate merger – Product extension – Market extension – Pure conglomerate extension – Acquisition – Joint Venture.

UNIT – IV

Concept of Product diversification – Classification of diversification – Single product diversification – Horizontal diversification – conglomerate diversification – Market penetration – Market development – Product development – diversification in selected Indian Industries - case study of some Indian Industries – corporate image – corporate image versus brand image – Dimensions of corporate image – Survey method to determine the corporate image – Social audit – social Performance – Business ethics – Evolution – Concepts – social Marketing – Social Auditing – Basic Procedures – Benefits of social audit.

UNIT – V

Organizational environment – stable environment – changed environment – turbulent environment matching the system to the environment – Matching system – organic system differentiation – Integration – Organizational Life cycle – Evolution – Revolution Creativity – direction, Coordination – collaboration – Management environment – Social – Cultural Economic political – Educational – Ethics environment.

UNIT - VI

Impact of technology – An organizational structure – Impact of culture values on managerial effectiveness – people and structure – Managers and employees structure – Social responsibilities of business – Areas of involvement. The Government's role in Business Rationalization – automation and Nationalization - Strategies for International operations – globalization of Business – Strategic – control process.

5.SERVICES MARKETING AND CONSUMER BEHAVIOUR

OBJECTIVE :

1. To inculcate application of Marketing for service businesses from a managerial perspective.
2. to provide a managerial frame work of service marketing.

UNIT :1

SERVICE MARKETING

Distinctive Aspects of Service Management – Service in the Modern Economy – Marketing Services Versus Physical goods – an Integrated Approach to Service Management – the Evolving Environment of Services – customer Involvement in Service Processes – Difference : among the Services – Services as a Process – Marketing In Hospital – Application of marketing principles in Hospitals – Marketing process in Hospitals – Customers in Hospital Different – System Approach for customer service.

UNIT – II

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 – III

HOSPITAL AND MEDIA RELATIONS AND 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 : IV

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.

UNIT : V

SERVICE QUALITY

Creating Delivery systems – Enhancing Value by Improving Quality and Productivity – Balancing Demand and Capacity – Managing customer Waiting Lines and Reservations – Five Gap theories – Service Marketing Strategies – Targeting customers – Managing Relationships – Building Loyalty – Complaint Handling – Service Recovery – Positioning a Service in the Marketplace – Creating the Service product and Adding Value.

UNIT – VI

CONSUMER BEHAVIOUR

Consumer Markets & consumer Buyer Behavior – Models of consumer behavior – Characteristics affecting consumer behavior – consumer buying roles – types of buying decision behavior - The buyer decision process – Business Market and Business buyer Behavior – Characteristics of business markets – Model of business buyer behavior – Major types of buying situations – Participants in the business buying process – the business buying process – Institutional and Government markets.

6.HEALTHCARE TECHNOLOGY & PHARMACEUTICALS MANAGEMENT

OBJECTIVE :

1. To familiarize students in Drug Development Process.
2. To create awareness about pharmacy law
3. To familiarize application of technology in healthcare.

UNIT –I

DRUG DEVELOPMENT

Economics of new drug development need, invention methods Chemical, natural, microbial biotechnological, etc, Including devices, toxicity, activity screening methods, pre –chemical development stages : acute, sub and chronic toxicity studies, Special tests and their significance, dose determination, Investigational new drugs (IND) status, clinical development phase, I,II,III studies and their significance. (NDA) new drug application, product launch.

UNIT – II

PHARMACEUTICAL DEVELOPMENT PROCESS

Pre-formulation studies importance of Pharmacopeias, Pharma co –dynamics, understanding of oral dosage forms: Powders tablets : creating syrups, elixirs, suspensions, capsules topical preparations, radio diagnostic and therapeutic agents, vaccines, hormones, cosmetics biotechnological and surgical products, concepts of sustained release, modified release dosage forms, herbal drug, prosthetic materials, neutraceuticals.

UNIT - III

PHARMACY LAW

Pharmaceutical legislations, Drugs and Pharmaceutical Industry, Drugs, and Cosmetics Act 194 and rules 1945 and its amendments, Pharmacy Act 1948,

drugs price control order, drug and magic Remedies (Objectionable Advertisements) Act, 1954 National Health Policy.

UNIT – IV

CONCEPTS AND ISSUES RELATED TO HEALTHCARE TECHNOLOGY

Introduction – Problems and constraints associated with healthcare Technology – present trend in Healthcare Technology – Hospitals and Technology – Dealing with Technological Problems.

UNIT – V

PLANNING PROCESS FOR INTRODUCTION OF TECHNOLOGY IN HEALTHCARE

Healthcare Technology in developing countries – Planning and adopting appropriate Technology in healthcare - Mechanism to ensure appropriate use of healthcare Technologies – Developing sources of information on hospital technology – Evaluation methods of health technology.

UNIT – VI

APPLICATION OF TECHNOLOGY IN DIFFERENT HEALTHCARE UNITS

(Application in diagnostic Service areas (Radiology, Lab Services etc) Clinical Services areas (Nephrology, Urology, Cardiology etc) – Therapeutic services – Patient support areas

7.HOSPITAL INFORMATION SYSTEMS INCLUDING MEDICAL RECORDS

OBJECTIVES :

To understand the importance and application of Information Technology in Industries to learn the modern method of promoting business through internet, to ay emphasis on current eCommerce trends, to study and understand the importance of data resources for organization to explore the information needs of hospitals and understand the importance of computerization of medical data.

UNIT – I

INTRODUCTION TO INFORMATUION SYSTEMS IN BUSINESS

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

UNIT – II**MANAGERIAL OVERVIEW – HARDWARE / SOFTWARE**

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 – III**MANAGERIAL OVERVIEW – HARDWARE SYSTEMS**

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

UNIT – IV**THE INTERNET AND ELECTRONIC COMMERCE**

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

UNIT - V**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 Hospitals Information Needs in the Hospital – sources of Health Information – User of Health and Hospital Data.

UNIT – VI**HOSPITAL INFORMATION SYSTEMS**

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

1. INTERNATIONAL HEALTH MANAGEMENT

OBJECTIVE :

To know and understand the International Health Scenario and Health Care delivery process and also to develop perspective for healthcare product and service to go global.

UNIT –I

HEALTHCARE : A GLOBAL PERSPECTIVE :

Healthcare Challenges : a Global perspective :- wide gap in Healthcare delivery – Healthcare financing in developed and developing countries – Developing National Health Accounts _ Application in selected countries.

UNIT – II

HEALTH INSURANCE AND MANAGED CARE

Concept – Historical background – Comparative study in Health Insurance in National and International perspective - Risk pooling concept – concept of managed care – components – managed care models – study of socialized medicine, social Insurance, Mandatory Insurance and Voluntary Insurance.

UNIT – III

THE REFORMS OF HEALTHCARE SYSTEM

Evolutionary reform (Italy, Portugal, Greece, Australia, etc) in Healthcare Structural reforms in Healthcare (New Zealand, Sweden, Switzerland and United States etc.) International convergence in Health care system – Health sector reforms, lessons from different countries.

UNIT – IV

DISTINCTIVE SYSTEM OF HEALTH CARE DELIVERY

An overview of the scope and size of the system – Basic components of a health services delivery system – A disenfranchised segment – transition from traditional insurance to managed care – Trends and directions – significance for health care practitioners and policy makers – positioning the organization – handling threats and opportunities – evaluation implications – planning capturing new markets – complying with regulations – following the organizational mission – health care systems of other countries – system foundation – system resources - system processes – system outcomes – system outlook.

UNIT – V

INTELLECTUAL PROPERTY RIGHTS (IPD)

TRIPS – IPR - The patent cooperation Treaty (PCT) – the PCT System – PCT for produce design – world Intellectual Property Organization (WIPO) structure and role in new pattern regime – the Madrid System – International Registration of Industrial Design – Registration by category of right holder – industrial Designs by chases.

UNIT – VI

HEALTH POLICY

Health Policy – Definition – different forms of Health policies – Regulatory tools – Government as Subsidiary to the private sector – Fragmented, Incremental, Piecemeal reform – Pluralistic and Interest group politics – Decentralized role of the states - the Policy cycle – Suppliers of policy – Legislative Committee and subcommittees – House Committee – senate committee. Legislative process – Access to care – Providers – access and the elderly – access and minorities access in rural areas – access and low income – access and persons with AIDS – Cost of Care Quality of Care – Research and Policy development.

2. QUALITY ASSURANCE AND MANAGEMENT IN HEALTHCARE

OBJECTIVE :

The objective of this course is to acquaint the students with the basic concepts of total Quality (TQ) from design assurance to service assurance to give emphasis on International Quality Certification System ISO 9001 :2000 to understand the process approach to quality management in hospitals.

UNIT – I

EVOLUTION OF QUALITY MANAGEMENT

Evolution of quality control, quality characteristics – variable and attributes – Non conforming and non confirming unit – Defect – Standard or specification – Quality of design – Quality of conformance – quality of performance – Total Quality Control.

UNIT – II

TOTAL QUALITY MANAGEMENT

Principles of TQM, Implementation Methodology benefits Implementing TQM Concepts in Hospital Departments – Six Sigma Quality and Quality improvement Teams – Benefits of quality control.

UNIT – III

PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS

Process understand - Physical Characteristics – Statistical Characterization – 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 – CCU – emergency and Trauma care – Canteen – Hospital Stores.

UNIT – IV

PROCESS CAPABILITY ANALYSIS

Quality Control methods and measurement systems specification limits and control limits – process capability analysis tools – control charts – models – quality control tools – control charts up.

UNIT – V

QUALITY ASSURANCE METHODS PATIENT SATISFACTION

Quality Assurance in Hospitals Sop's – patient orientation for total Patient Satisfaction 55 techniques.

UNIT – VI

QUALITY CERTIFICATION SYSTEMS

International Standards ISO 9000 – 9004 – Features of ISO 9001 – ISO 14000 – environment Management systems.

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4. Essentials of Management – Harold Konntz Weihrich - Tata McGraw Hil – Fifth Edition.