



Punjab Technical University Jalandhar

Syllabus Scheme
(1st to 4th Semester)
For

MBA in
Hospital Management

Course Content

MBA-HM_ 101

PRINCIPLES & PRACTICES OF MANAGEMENT

UNIT I

- Definition, nature, purpose and scope of management.
- Functions of a manager, an overview of planning, organizing and controlling.
- Ethics in managing and social responsibility of managers.

UNIT II

- Evolution of management thought - Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Hertzberg, Likert and McGregor.
- Management Science, Operations Research/Mathematical School/ Decision Theory approach.
- Systems Approach: Key concepts in systems - Closed system versus open system, Subsystems, System Boundary.
- McKinsey's 7-S Approach. .

UNIT III

- Planning: Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives.
- Concept and process of Managing by Objectives.
- Nature and purpose of strategies and policies.
- Strategic planning process.
- SWOT analysis, Portfolio matrix, premising and forecasting.

UNIT IV

- Decision-Making: Importance and steps in Decision Making; Traditional approaches to decision-making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.
- Organizing: Concept of organization, process of organizing, bases of departmentalization
- Authority & power - concept & distinction
- Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict,
- Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability. Reasons for failure of delegation & how to make delegation effective.
- Decentralization - concept, reasons for decentralization and types (or methods) of decentralization.
- Span of Management – concept, early ideas on span of management, factors determining effective span-situational approach.

UNIT V

- Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.
- Control: Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations.
- Human response to control. Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.
- Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies.

REFERENCE BOOKS:

1. Principles and Practices of management - Shejwalkar
2. Essential of management - Koontz H and Weirich
3. Principles and Practices of Management - T. N. Chabra
4. Management by Stomen and Jane

MBA-HM_102

ORGANIZATIONAL BEHAVIOUR

UNIT I

- Organizational Behaviour - What managers do, definition of OB, contributing discipline to OB, challenges and opportunities for OB.
- Foundations of Individual behaviour - biographical characteristics, ability, and learning.
- Values, Attitudes and Job satisfaction.
- Personality and Emotions
- Perception.

UNIT II

- Motivation - Concept, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept.
- Foundations of Group Behaviour - Group formation, development and structure, group processes, group decision – making techniques, work teams.
- Interpersonal Skill - Transactional analysis, Life Positions, Johari Window.
- Leadership: Concept, theories, Styles and their application.

UNIT III

- Power and politics in organization
- Conflict Management, Stress Management, Crisis Management
- Organizational Change & Development, innovation, creating learning organization
- Organizational Culture
- Organizational Effectiveness.

REFERENCE BOOKS:

1. Organizational Behavior - Stephen Robbins
2. Organizational Behaviour - Keith & Davis
3. Organizational Behaviour - Fred and Luthans
4. Organizational Behaviour - K. Ashwatthapa.

MBA-HM_ 103

HEALTH POLICY AND HEALTH CARE MANAGEMENT

UNIT I

- Demography Trends: World population trends - Indian population trends - Demographic structure and health implications.
- Health Policy: Meaning-Need-National health policy-Features-National health programmes in India - Health planning - Planning under Five Year Plans - Plan outlays.

UNIT II

- Health Care: Concept of health care - Levels: Primary, Secondary, Tertiary - Health for all by 2000 A.D - Health care system in India - Structure of Government Machinery -Private, Government, Corporate Hospitals.
- Determinants of Health: Life style - Socio-economic conditions - Heredity - Environment - Health and family welfare services - Other factors.

UNIT III

- Concepts of disease-Natural history of diseases - Concepts of prevention- Mode of intervention - Changing pattern of diseases.
- Organizations for Health: Voluntary health agencies in India - Indian Red Cross Society - Indian Council for child welfare - Tuberculosis Association of India - PAI - Rockefeller Foundation - Ford Foundation - CARE - International organizations – WHO - UNICEF - UNDP.

REFERENCE BOOKS:

1. Park K, Text Book on Hygiene and Preventive Medicine, Banarsidas, Bhanoy.
2. Study Material-Vol.ii, Health and Family Welfare Management.
3. Park K, Preventive and Social Medicine.
4. Anand K.K., Hospital management, Vikas Publishing, New Delhi, 1996 Stephen J.W. and T.paul,
5. Introduction to health services, Deimer, New York, 1988.
6. Schultz R.J. Management of hospitals, McGraw Hill, New York, 1976 Srinivasan A.V.(ed), Managing a modern hospital, Chapter 1, Response Books, New Delhi, 2000

MBA-HM_104

HEALTH ECONOMICS

UNIT I

- Nature and Scope of Economics in Health Care - Concepts - System - Policy – Indicators – Economic Activities – Circular flow and interdependency income – Output – Consumption – saving – investment – employment.
- Economics: Concepts – Theories – Utility Analysis – Indifference analysis – Laws of demand and Supply – Concepts of Elasticity .
- Health Economics: Salient Features - Role – Factors Related to Health Care – Determinants of Demand for and supply of Health service – Application of Production and Costs function.- Scarcity in Health Care - Health Care Market. –

UNIT II

- Health Care - System Models - Health Expenditure Status - Public & Parallel System - Competition - Regulation - Policy Tools.
- Health Policies – Allocation under five year plans – income and education policy for strengthening house hold capacity - Determinants of Health – Education, income , environment , lifestyle and habits.
- Economic development and Human – Indexes of Development – NY , PQL , MEW , and HDI – Components of human development index.
- Cost - Concepts - Economics Analysis-Budget - Internal Economy – External Economy Pricing - Production - Distribution - Cost Control.
- Cost Benefit Analysis - Cost Effective Analysis.

UNIT III

- Basics of Health Insurance – Introduction and Latest trends in health Insurance – Types of Health Insurance.
- Introduction to HMO and Managed Care , Role of Public and Private sector in health insurance .

- Coordination with HR staff of different companies in matters relating to corporate / group health insurance. Hospital pricing issues.
- Legal Provisions of IRDA Act with regard to health insurance – Control formats in health insurance

REFERENCE BOOKS:

1. Paul S., Readings in Economics, Tata McGraw Hill, New Delhi 1992.
2. Dwivedi, D.N., Microeconomic theory, Vikas Publications, New Delhi 1996.
3. Srinivasan A.V.(ed), Managing a modern hospital, Chapter 1, Response Books, New Delhi, 2000.
4. Managerial Economics, McGuian, Moyer, Harris, 7th Ed. West Publishing Company.
5. Marketing, Zikmund& D'Amico, 4th Ed. West Publishing Company.
6. Study Material *on* Health Economics, Masters in Health Service Management.

MBA-HM_105

PLANNING OF HOSPITAL AND CORE SERVICES

UNIT I

- Introduction to better patient care - Hospitals, beds - utilization, personnel, assets, finances - Surveying the community - Area wide planning.
- Planning for general hospital service - determining the logical centers for hospital location - determining the area served by them - non acceptable hospitals, occupancy and bed ratios - determining the size and kind of hospital service, quality of facilities and services
- Evaluating the natural and human resources of each area in terms of capability to provide and sustain the support for the services - Sourcing finance, hospital constitution

UNIT II

- Functional plans for hospital construction - Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities.
- The hospital site - design considerations, environmental regulations - equipment planning, bed distribution - space requirement, their relationships- construction costs.

UNIT III

- Hospital Services - Meaning – Types – Clinical – Non Clinical – Nursing and Administrative Services – Support Services – Functions
- Clinical Services – Meaning – Importance – Types -Overview of the functions and sphere of each specialty - oncology, general medicine, cardio thoracic, gastro enterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology; medical services, surgical services, operation theatre, maternity services, dental services
- Non Clinical Services –Meaning – Importance – Types. Blood Bank & its Management - License procedures & infrastructural requirements, Clinical Biochemistry , Clinical Pathology, hematology, histopathology, microbiology, immunology, radiology, nuclear medicine, radiotherapy, pharmacy.

UNIT IV

- Staff Health-Brief explanation of each services
- Administrative Services- Hospital administration-Duties and Responsibilities of Hospital Administrator- Teaching and training services.

REFERENCE BOOKS:

1. Hospital Planning, WHO, Geneva, 1984

2. Kundurs G.D., Gopinath S., and Katakama a., Hospital Planning, Design and Management, Tata Mc.Graw Hill, New Delhi, 1999.
3. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
4. Srinivasan A. V. (ed), Managing a modern hospital, Chapter 2, Response Books New Delhi, 2000
5. Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2000.

MBA-HM_ 106
COMMUNICATION & SOFT SKILLS

UNIT I

Essentials of Grammar:

- Parts of Speech
- Punctuation
- **Vocabulary Building**
- Phonetics

UNIT II

Office Management:

- Types of Correspondence
- Receipt and Dispatch of Mail
- Filing Systems
- Classification of Mail.
- Role & Function of Correspondence
- MIS
- Managing Computer

UNIT III

Letter & Resume Writing:

- Types of Letters-Formal / Informal
- Importance and Function
- Drafting the Applications
- Elements of Structure
- Preparing the Resume
- Do's & Don'ts of Resume
- Helpful Hints

UNIT IV

Presentation Skills:

- Importance of Presentation Skills
- Capturing Data
- Voice & Picture Integration
- Guidelines to make Presentation Interesting
- Body Language
- Voice Modulation
- Audience Awareness
- Presentation Plan
- Visual Aid
- Forms of Layout
- Styles of Presentation.

UNIT V

Interview Preparation:

- Types of Interview
- Preparing for the Interviews

- Attending the Interview
- Interview Process
- Employers Expectations
- General Etiquette
- Dressing Sense
- Postures & Gestures

UNIT VI

Group Discussion & Presentation:

- Definition
- Process
- Guidelines
- Helpful Expressions
- Evaluation

(Note: Every student shall be given 15 minutes. of presentation time & 45 minutes of discussion on his/ her presentation.)

The student will be evaluated on the basis of :

- His / her presentation style
- Feedback of Faculty & Students
- General Etiquette
- Proficiency in Letter Drafting / Interview Preparation
- The paper is internal and at least 3 tests will be taken. Best 2 of 3 shall account for final grades (70% Test & 30% Presentation)

REFERENCE BOOKS:

1. Business Communication – K.K.Sinha.
2. Business Communication – Pal & Korlahalli.
3. Basic Grammar – Wren & Martin
4. Better Business Communication - Denish Murphy
5. Written Executive Communication - Shurter
6. Model Business Letters - Gartside.
7. Business Communication - Lesikar - Pettit - Flattery.
8. MLA's Handbook.
9. Business Research Methods- Cooper and Schneider
10. Business Research Methods - Zikmund

MBA-HM _ 107

COMPUTER APPLICATIONS IN HOSPITAL MANAGEMENT- LAB

UNIT I

- Introducing to computing - Fundamental of computers - Generation of computers - Anatomy of computers
- Classification of computers - Input and out put devices - Memory and operating system - Programming languages - Data processing.
- Introduction to Windows - Application in windows - word processing (MS; Word) - Spreadsheet (MS Excel) - Presentation (MS PowerPoint) - Relational databases (MS Access).

UNIT II

- History of Internet - How the web works -Web server and clients - Connection at ISP - ISDN - Dialup or Leased - Domain naming system-Registering our own domain name - Intranet.
- Introduction to Medical Languages: Body parts - Classifications and divisions - Cavities, planes and positions - Basic word structure, prefixes and suffixes - Word analysis - History and physical examination of terminologies.

UNIT III

- Non Medical Terminologies - Medical writing - Grammar and punctuation in medical phrases - Medical report forms - Transcribing techniques and procedures.
- Hospital Information System: Overview and structure - objectives -Approaches - patients and facilities.

REFERENCE BOOKS:

1. Lonnie Moseley and David Boodey: Mastering MS Office 97, B BookCentre
2. Raja Raman V. Fundamentals of Computers, PHI, 1996.
3. Introduction to computers, TMH.
4. Fundamentals of computers - V.Rajaraman.
5. Word 97 Fast and easy - Nancy Stevenson, Galgotia.
6. Internet: An Introduction - CIS Series/Tata McGraw Hill.
7. The language of Medicine-Davi-Ellen Chabner.
8. Stedmah's Medical Dictionary - Williams and Wilkins.
9. Medical Transcription Guide: Do's & Dont's Fordney and Diehi.

MBA-HM _108
HOSPITAL VISITS

UNIT I

- Introduction to Hospitals and Health care facilities – Government Sector, Trust Hospital, Corporate sector – Nursing Homes
- Visit to various hospitals (5 Hospitals) guided by a faculty:
 1. A brief introduction is given by the host hospital on the medical and administrative functions of the hospital.
 2. Students tour the hospital visiting various departments where they will observe the physical layout, working conditions.
 3. The students write notes on the salient features.

UNIT II

- A structured report is prepared by the student on the each hospital visit.
- Compilation of the reports into one major report

UNIT III

- Analysis
- Presentation of the report by the students.

MBA-HM_ 201

HUMAN RESOURCE MANAGEMENT

UNIT I

- Introduction: Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles.
- Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India.
- HR audit
- Human Resource Planning: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

UNIT II

- Personnel Development Program: Employee training, executive development and career planning & development, performance appraisal.
- Job Compensation: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.
- Promotions, demotions, transfers, separation, absenteeism & turnover.

UNIT III

- Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare
- Counseling for effective Human Resource Development.
- Human Relations: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

REFERENCE BOOKS:

1. Human Resource Management - Satyadian S. Mirza
2. Designing and Managing Human Resource Systems - Pareek, Udai and Rao T.V.
3. Recent Experience in Human Resource Development - Rao T.V. and Pereira, D.H.
4. Performance Appraisal - Theory and Practice - Rao T.V.
5. Effective Human Resource Development - Neal E. Chalofsky, Carlene Reinhart.
6. TQM in managing Human Resources - Joseph A Petric & Diana S. Furr
7. Organization Development - Franch and Bell; Organization Behaviour - Fred Luthans
8. Human Behaviour at Work - Keith Davis; Organizational Design for Excellence - Khandawalla
9. Training in Organization - Irwin L. Goldstein, J. Kevin Ford.
10. Effective Training: System Strategies & Practices - P Nick Blanchard James W Thacker.
11. Training For Organizational Transformation - Rolf P Lynton Udai Pareek.
12. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
13. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management,

Third edition, PHI/Pearson.

14. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books,
New Delhi - 2000.
15. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare,
Adithya Publications, CBE, 2001.
16. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and
Guidance,
VI edition, PHI, 2005.

MBA 202

SERVICES MARKETING

UNIT I

- Growth of service sector economy, Service Characteristics, Service Classification, Service Marketing Triangle, Service Marketing Mix, Quality Gaps Model.
- Consumer Behaviour in Services, Customer Expectation of Service, Customer Perception of Service. Understanding Customer expectation and Perception through Marketing Research.
- Relationship Marketing - Concept, Benefits and Strategies.
- Market Segmentation and Targeting.

UNIT II

- Service recovery.
- Service Development and Design: New Service Types, Supplementary Services, Developing Positioning Strategy, Positioning Maps
- Servicescape Types, Servicescape effects on behavior.
- Importance and Strategies for effective delivery through Employees, Intermediaries and Customer Participation.

UNIT III

- Managing Demand, Managing Capacity, Waiting Line Strategies
- Services Marketing Communication Mix, Communication Strategies
- Factors related to Pricing, Pricing approaches, Pricing Strategies
- Service Quality and Productivity, Quality Gaps, Prescriptions for closing Quality Gaps, Customer Service Function.
- Services Management Trinity, Interfunctional Conflicts, Internal Marketing

MBA-HM_203
HOSPITAL SUPPORT SERVICES

UNIT I

- Principles and methods of Organizing – Clinical and support services for hospitals – role of Support Services / departments in hospital management.
- Nursing Services – Meaning - Objectives – nursing administration – duty and Responsibilities of nursing officers – Nursing and support staff in ward – nursing by laws , rules ,policies and procedures .
- Documentation and Records- nursing audit – determining nursing complement in hospital – Health Education

UNIT II

- Emergency Services : Ambulance Services – Meaning – Importance – Methods - Safety, Fire, security and Disaster Plan - Policies and procedures for general safety- fire safety, procedure for evacuation - disaster plan or medical initiative plan and preparedness - crisis management
- Laboratories for Investigation – Laboratory Rules – Conduct - Clinical laboratories - billing, staffing - house keeping – General Rules of safety – Safety in Lab- Blood Bank Management

UNIT III

- Linen and Laundry - Meaning – Importance – Types of service – Laundry arrangements – Washing Materials – Washing arrangements
- Dietary services and Hospital Diets – Importance – Functions – Equipment – Store – Day Store – General Kitchen – Special Diet Kitchen – Food Distribution

MBA-HM_204

HOSPITAL COST ACCOUNTING

UNIT I

- Introduction to Cost Accounting - Fundamentals of cost accounting - its relevance in organization function, structure,
- Cost concepts, cost classification, and cost flow - cost centers and profit centers, normal loss and abnormal loss.

UNIT II

- Costing of Service Departments and other related areas - Estimation of cost of service departments and allocation of costs to various other departments - Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, house keeping.
- Introduction to Job Costing, Batch Costing and Process Costing - Introduction to Target Costing – Activity Based Costing (ABC) in a Corporate Hospital.

UNIT III

- Cost planning and Control Tools for decision making in Hospitals
- Marginal costing - CVP analysis - Standards Costing, and Variance Analysis.
- Costing of multi divisions with multi activities - Costing of operations theatre - costing as a basis for equipment buy or make decisions
- Costing as a basis for buy or lease / hire purchasing - special features of hospital as multi division with multi product in each division.

UNIT IV

- Responsibility accounting applied to hospitals - behavioral implications of budgetary control and responsibility accounting .
- Cost reduction in a competitive environment - Benchmarking and other good practices.

REFERENCE BOOKS:

1. Steven A Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Health Care Organizations, Aspen Publishers, Inc.; ISBN: 0834210118; 2nd edition, March 15, 1999.
2. Robert S. Kaplan, Robin Cooper, Cost & Effect: Using Inegrated Cost Systems to Drive Profitability and Performance, Harvard Business School Pr; ISBN: 0875847889; November 1997.
3. Charles, T.H., G Goster and M.S. Dater, Cost accounting, Prentice Hall India, New Delhi, 1996.

4. Jain, S.P. and Narang, Advanced cost and management accounting, Kalyan Publishers, Ludhiana, 1995.
5. Kulkarnin G.R., Hospital Management Accounting – Planning and control, National Health Management Institute, Mumbai, 1995.

MBA-HM_205

HOSPITAL OPERATIONS MANAGEMENT

UNIT I

- Overview of Hospital operations management - role and decisions - application of computer and advanced operations technology - productive systems in a hospital - concept of front office and back office.
- Operations Strategy as a competitive tool, elements, technology selection and process development .
- Developing operations strategy - Facility Location and Layout - Importance of location, factors, general steps in location and selection decision process - types of layouts – product, process, service facility layout

UNIT II

- Hospital Stores Organization - Objectives - function - relevance and importance of store keeping - functions and responsibilities of stores, duties and responsibilities of store keeper
- Elements of good stores organization - stores organization in hospitals: centralized and decentralized stores – Store accounting and Records - Stock Verification. Storage of special drugs & medicines.
- Maintenance Management : Objectives, types of maintenance systems, equipment maintenance, quality and reliability - Concept of failure - Equipment history and documents –
- Maintenance Planning, maintenance information system - replacement policy - Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

UNIT III

- Inventory - Definition - Need for control - objectives of inventory control - scope and importance - impact on profitability of the organization.
- Different types of hospital inventories categories of materials in hospital as un-expendable and expendable,- classification of un-expandable items.
- Hospital maintenance items, spare parts stocking policies for capital items - Techniques

REFERENCE BOOKS:

1. Srinivasan A.V. (ed), Managing a modern hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2000.
2. Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi, 1997.

3. Gopalakrishna, P., Purchasing and Materials Management, Tata Mc.Graw Hill, New Delhi, 1995.
4. Raghuram, G. and Rang raj, N., Logistics and Supply Chain Management, Concepts and Cases.
5. Sahay, B.S., Supply Chain Management for Global Competitiveness, Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Addison Wesley Longman, New Delhi, 2000.
6. John. T. Mentzer, Supply Chain Management, Response Books, New Delhi, 2001.

PERIODICALS:

- Indian Institute of Materials Management Journal,
- Hospital decisions,
- Technology Management or Decision-Makers,
- Industrial Engineering Journal,
- E-Commerce Magazine.

MBA-HM_ 206

MATERIAL MANAGEMENT

UNIT I

- Materials management - Overview, the modern concept, scope and objective - Importance – Material Planning - - Integrated approach to material planning and Control – Import of Equipment and Medicines for Hospitals – Documents and Procedures
- Material Handling – Importance – principles – Benefits- Material handling equipments – Selection of Material Handling Equipments - Relevance of material management to hospitals

UNIT II

- Purchase Management - Purchasing – Types
- Significance of Purchasing Policy – Principles of Scientific Purchasing – Factors of Purchasing – Essence of Sound Purchasing policy
- Purchasing Methods – Purchasing Procedure - Hospital Formulary

UNIT III

- Receipt of items – Inspection, Quality assurance, Accounting, Storage
- Distribution – Basket System, Topping up, Unit Dose System, Transportation of Stores
- Types & Security of Stores – Medical Stores, Kitchen Stores, General Stores

UNIT IV

- Condemnation & Disposal
- Centralized & Decentralized Stocking
- Newer Concepts – Supply Chain Management, ERP, Outsourcing, Just in time

MBA-HM_ 301
APPLIED OPERATIONS RESEARCH

UNIT I

- Introduction to OR Managerial Decision Making and OR.
- OR Models: Principles and Types.
- Linear Programming: Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis

UNIT II

- Transportation Models, Transshipment Problem, Traveling Salesman Problem, Assignment Models.
- Replacement Models.
- Dynamic Programming

UNIT III

- Queuing Theory : Models $(M/M/1) : (FcFs/_)$; $(M/M/1) : (FcFs/N)$; $(M/E_k/1) : (FcFs/_)$ and $(M/M/C/) : ((FcFs/N)$
- Inventory control (deterministic Models only)
- Game Theory.
- PERT-CPM

MBA-HM_ 302
FINANCIAL MANAGEMENT

UNIT I

- Evolution of financial-management, scope and objectives of financial management.
- Capital budgeting: Capital Budgeting Process, Project formulation & Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR, Benefit-Cost Ratio, Capital Rationing.
- Sources of Long term funds: Equity shares, Preference shares, Debentures, Public deposits, factors affecting long term funds requirements.

UNIT II

- Lease financing: Concept, types. Advantages and disadvantages of leasing.
- Capital Structure: Determinants of Capital Structure, Capital Structure Theories, Cost of Capital, Operating and Financial Leverage.
- Working Capital: Concepts, factors affecting working capital requirements, Determining working capital requirements, Sources of working capital.

UNIT III

- Management of Retained Earnings: Retained earnings & Dividend Policy, Consideration in dividend policy, Forms of Dividends, Dividend Theories, and Bonus Shares.
- Corporate Restructuring: Reasons and factors affecting Mergers, Acquisitions, Takeovers and sell-offs'.
- Recent developments - Introduction to concepts of EVA, MVA, and CAPM.

MBA-HM_303

RESEARCH METHODS FOR HOSPITALS

UNIT I

- Meaning , Types and Process of Research – Purpose – Types of Research – Significance of Research in Social Sciences – Process of Research – Meaning – Scientific Methods – Induction and Deduction
- Planning Of Research : Research Problem – Identification , selection and formulation of Research Problem – Review of Literature – Metaanalysis – Hypothesis – Meaning and Formulation of Hypothesis – Sources and Types of Hypothesis – Testing of Hypothesis – Research Design – Types and Methods of Evaluation

UNIT II

- Measurement and scaling - Nature, structure and types of measurement Scales: nominal, ordinal, interval, ratio; levels of measurement - techniques for scaling, validity and reliability in scaling- limitations
- Concept of sampling – Types - techniques - selection methods- size of sample - sampling distribution
- Data Collection and Presentation - Sources of Information - Primary and secondary data - methods of collecting primary data - Designing a questionnaire- Pre testing the questionnaire, editing primary data - Sources of secondary data and its uses - census and sample; experiments - panels and simulation.
- Data Presentation - Classification of data, - objectives and types of classification- construction of discrete and continuous frequency distribution, guidelines for class selection, commutative and relative frequencies- charting of data – Bar Chart, Histogram, one dimensional and two dimensional graphs.

UNIT III

- Processing and Analysis of Data : Meaning – importance – Process of Data analysis – Report Writing : Role and Types of Report – Contents of research Report – Steps involved in drafting reports – principles of Good Report Writing.
- Health and hospital statistics - Introduction, utilization of the basic data - sources of health statistics - problems in collection of sickness data - measurement of sickness - vital statistics.

REFERENCE BOOKS:

1. Luck.J. David, Hugh G.Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.
2. G.C. Beri, Marketing Research, Tata McGraw Hill, New Delhi, 1996.
3. Green E. Paul. Donald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, 1996.
4. Adrian Payne, The essence of services Marketing, Prentice Hall, New Delhi, 1996.

6. Luck.J.David. Ronald S.Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.

MBA-HM_304

PATIENT CARE SERVICES

UNIT I

- Patient Care - Introduction, importance of improving the quality care of patients - role of natural and human resources in patient care management .
- Patient counseling – Meaning – Need – Types – Techniques – Models of Counselling - for surgical procedures, for treatment, grief counseling; protocols, Medicare standards – Qualities of Counsellor
- Administration - Role of medical superintendent, hospital administrator, resident medical officer, night duty executive - Public and guest relation:
- Importance in patient care - information regarding patients - code of press relations, medical information, patient informative booklets - attendants' management

UNIT II

- Hospital Records Management – History and Significance of Medical Records – Meaning – Purpose – Uses and Importance – Medical Record Department – Functions – Medical Forms and Registers – Standardization .
- Computerization and Quality Control in Medical Records – Qualitative Analysis – Medical Audit – Standards – Responsibility – Records in Infection Control – General Instructions

UNIT III

- Legal Responsibilities – Legal Aspects of Medical Records – Introduction – Personal – Impersonal - General policies and procedures of the hospitals for patients and personnel.
- Consumer Protection act – Tools – Medico – legal Cases – Custody – Disposal – Consent – Release of Information – Code of Ethics – Purpose of Confidential Relationship - Law of Evidence – Responsibility.

REFERENCE BOOKS:

1. Llewellyne Davis and H.M. McCauley, Hospital Administration and Planning, J.P.Brothers, New Delhi, 2001.
2. S.G.Kabra, Medical Audit.
3. Arun Kumar, (ed) Encyclopedia of Hospital Administration and development, Anmol publications, New Delhi, 2000.
4. Srinivasan A.V.(ed) Managing a Modern Hospital, Response Books, New Delhi, 2000.
5. Environment Management Systems, ISO 14000 Documents.
6. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice, Oxford Publishers, New Delhi, 2001.

MBA-HM_305
HOSPITAL HAZARDS MANAGEMENT

UNIT I

- Hospital Hazard – Meaning – Types – Physical – Biological – Mechanical – Psychological – Its impact on employees – Preventive Measures
- Hospital Hazard Management : Meaning – Needs – Principles – Purpose
- Hospital Related Infections – Common Nosocomial Infections and their Causative Agents – Prevention of Hospital acquired Infection .
- Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control of Cross Infection – Staff Health .

UNIT II

- Biomedical waste Management – Meaning – Categories of Bio-Medical wastes – Disposal Of Bio-medical waste Products – Incineration and Its Importance .
- TNPCB – Rules and Schedules – Standards for Waste Autoclaving , Microwaving and Deep Burial – Segregation , Packaging – Transportation and Storage.
- Human Waste Disposal and Sewage Disposal : Diseases carried from Excreta – Sanitation Barrier – Methods of Excreta Disposal .
- Sewage Wastes: Meaning – Composition – aims of Sewage Disposal – Decomposition of Organic matter – Modern Sewage Treatment – Drawbacks of Improper Disposal Of wastes – Solid and Liquid.

REFERENCE BOOKS:

1. Park K , preventive and Social Medicine
2. Park K, Textbook on Hygiene and Preventive Medicine

MBA-HM_306

COMMUNICATION FOR HOSPITAL MANAGEMENT

UNIT I

- Definition – Meaning - Process of Communication - Signs and symbols - process - principles of communication
- The concept of “IMPRESS”, barriers to communication and strategies to overcome barriers - listening as an effective tool for communication - Business Communication.
- Business Correspondence – Concept – Principles - structure and methods of written communication
- Instruments of written communication - letters, memoranda, reports, proposals, noting of minutes, manuals, brochures, house journals, professional papers and MOUs - Tips for better writing.

UNIT II

- Transmission – Concept – Principles - Using the right medium for internal and external communication: audio-visual, written - personal direct presentation; communication capability, counseling - qualities of an effective communicator
- Other tools in business communication - Advertising, promotion, public relations – areas of practice: HRM, marketing communications, public affairs, crisis management, managing relationships: customers and suppliers, investor, community, pressure and interest groups.

UNIT III

- Information technology - Impact of Information Technology on communication – Methods.
- Impact of multimedia and internet: information highway - Contexts of communications - Business meetings, board communications, executive speech, paper presentations, welcome address, felicitation and concluding remarks - Presentations - Group Discussions and Interviews.
- Entrepreneurship Development - Introduction - Project management – Tools - Methods
- Preparation and presentation of project report for the grant of financial aid - technical approval from various government departments, creativity, risk management.

REFERENCE BOOKS:

1. Sushil Bahl, Business communication today, Response books, New Delhi, 1996.
2. Jon White and Laura Mazur, Strategic communications management, Universities Press (India) Limited, 1999.

3. Robinson, D., Business etiquette, Kogan, 1996.
4. Asha Kaul, Business communication, Prentice Hall of India, New Delhi, 2001.
5. Narayan, B., Communication management, A.P.H. publishing corporation, 1999.
6. Ravi Prakash, Research and counseling in health education, Sarup and sons, 1998.

MBA-HM_ 401
STRATEGIC MANAGEMENT

UNIT I

- Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.
- Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.
- Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT II

- Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).
- Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.
- Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

UNIT III

- Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters' five forces model. Qualitative factors in strategic choice.
- Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.
- Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation.

MBA-HM_ 402
MANAGEMENT INFORMATION SYSTEMS

UNIT I

- Introduction: Definition & Significance, Evolution
- MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.
- Structure of MIS: Based on Management Activity & Organizational Function.
- Conceptual & Physical Structure of MIS.

UNIT II

MIS Concepts

- Systems Concept: Definition of a System, Types of Systems, Sub-System, and Systems Concepts & Organization.
- Information Concept: Definition of Information, Information Presentation, Quality of Information.

UNIT III

- Decision Support Systems: Characteristics of DSS, Decision Support & Structure of Decision Making. Decision Support & Repetitiveness of Decisions. Classes of DSS, DSS Users, GDSS, Characteristics of GDSS.

UNIT IV

- Types of information systems, TPS, MIS, DSS, ESS, OA
- Organization & Information Systems: Relationship, Salient Feature of Organization, Effect of organization on Information Systems and Vice Versa.
- Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, and Expert Systems Artificial intelligence.
- Introduction to ERP.

UNIT V

Information Technology

- Introduction - New Developments, Information Systems, Software and data.
- Application of IT in Hospitality Business & Hotels, Education & Training and Entertainment
- Communication - The Electronic Web, Network Applications, Fax, Information Services, Person to person Communication, Group Communication
- LAN: Architecture, System; Introduction to WAN; Link between Networks: Devices & Media, Protocol and dial up access.

UNIT VI

MS Access

- Creating database, adding, editing and moving records
- Querying: Creating, Saving and Editing; Creating and Using forms

- Creating and Printing Reports; Managing Data and Files.
- World Wide Web: Introduction, Web access through on-line services, Using Web Browser, Weaning a better Web.
- Internet and Intranet: Meaning of Internet; Difference between the Internet and Intranet: Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails. Use of search engines.

REFERENCE BOOKS:

1. Fundamental of Computers, Prentice Hall India
2. 2. Mastering Microsoft Office, Lonnie.E.Moseley, BPB Publication
3. MIS - Kennett G. Laudon and Jane P. Laudon
4. MIS - James A. O'Brien
5. Computer Today - S.K. Basudev
6. ERP Concepts - V.K. Garg s

MBA-HM_403

HOSPITAL MANAGEMENT AND LAW

UNIT I

- Law and Ethics : Meaning - Concepts – Principles
- Laws Pertaining to Health: Central Births and Death Registration act, 1969 – MTP act, 1971 – Infant Milk substitutes, feeding bottles and Infant food Act, 1992.
- Laws Pertaining to Establishment, Registration and Regulation of Health care Organization – Hospitals.

UNIT II

- Transplantation of Human Organs Act ,1994 – *PNDT Act ,1994* – *Medical Negligence – Medico –legal Case* – Dying Declaration - Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment services – Anesthesia, Surgery and sale of drugs
- Laws pertaining to manufacture and sales of Drugs – Drugs and Cosmetics Act , 1940 – Pharmacy act ,1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act , 1954 – Poison act , 1919 – Legislation for Tobacco Control.

UNIT III

- Hospitals and Labour enactments - Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism – Arbitrates, conciliations and adjudication of disputes
- Hospitals and Labour enactments - Hospital as an industry – unrest in hospitals – Dispute Settlement mechanism – Arbitrates, conciliations and adjudication of disputes
- Industrial Employment Act , 1946 – Shops and Establishment act , 1954 – ESI act , 1948 – Employees provident Fund Act , 1952 – Payment of Gratuity Act , 1972 – Maternity Benefit act , 1961 – Minimum Wages act , 1948 – Payment of Wages act , 1936 – Payment of Bonus act , 1965 , Industrial disputes act - 1947
- Liability of Hospitals - Contractual liability - Award of damages and principles relating thereto, criminal liability - Defenses available to hospitals and medical staff - Tortious liability and vicarious liability.
- Legal remedies available to patients – Remedies under Contract law, for criminal law and consumer protection Act, 1986.

REFERENCE BOOKS:

1. Consumer Protection Act 1986
2. Francis D., Government and Business, Himalaya Publishing House, 1988.
3. Gupta D and Gupta, s.Government and business, Vikas Publishing House 1987.
4. Varma, D.P.S Monopolies, Trade Regulations and Consumer Protection, Tata McGraw Hill, New Delhi, 1985.
5. R.K. Chaube, Consumer Protection and the Medical Profession, Jaypee Publishing, New Delhi, 2000.
6. Steven D. Edwards, Nursing Ethics, A Principle Based Approach, Macmillan Press Ltd., London, 1996.
7. Indian Penal code, Indian Evidence Act, Criminal Procedure Code.
8. Industrial Disputes Act, Indian Companies Act
9. Indian Medical Council Act.

10. Delhi and NCR Private Medical Care (Establishment, registration and regulation Act. 2002.

MBA-HM _404

HOSPITAL MANAGEMENT PRACTICE AND PROLOGUE

UNIT I

- Objectives of the Activity Cluster
- Hierarchy and structure of the Activity Cluster
- Identifying major and critical activities of the Activity Cluster

UNIT II

- Studying the processes of the Activity cluster from systems point of view: input-process-output
- Preparation of LOG Frame
- Identification of areas in need improvement - Each team will be assigned one major process of the department and they will be asked to present the details of the particular process through systems framework.
- The students will be detailed for night duties along with the night duty executive which is intended to acclimatize students to the night environment of the hospital, so that they would appreciate special demands and understand various protocols, etc.

UNIT III

- Preparation of Report
- Critical Evaluation
- Levels and Scope of Improvement

Evaluation

Total marks of 200 will be distributed as:

150 marks to be evaluated by an external expert & 50 by the LC faculty (as per the following break-up):

- 50% for the content of reports
- 30% for the presentation on the assigned department
- 20% for attendance and submission of night duty report.

The evaluation will be done by a panel of three members including head of the concerned department of the hospital.

MBA-HM_405

DISSERTATION AND VIVA VOCE

Contents

Every student will do a detailed study on the topic selected for the dissertation, and is expected to prepare two or three proposals which he/she intends to take up for the dissertation. Faculty will examine this and decide on the topic of dissertation. The various process involved are:

1. Formulation of objectives and hypothesis
2. Review of Literature
3. Designing the tool for data collection
4. Data Collection
5. Coding, classifying and analysis of data
6. Inferences, conclusions and recommendations
7. Preparing a bibliography
8. Writing the dissertation and submission

Evaluation

A three-member panel consisting of University approved experts, the Hospital and the Institute will conduct the viva voice examination.