



JSS UNIVERSITY

Accredited 'A' Grade by NAAC

Deemed to be University under section 3 of UGC Act, 1956
Sri Shivarathreeshwaranagar, Mysore – 570 015, Karnataka, India

DEPARTMENT OF HEALTH SYSTEM MANAGEMENT STUDIES

Phone No.0821-2548392 Fax No. 0821-2548394 Email: registrar@jssuni.edu.in

Web: www.jssuni.edu.in

MBA Hospital Administration

Syllabus

COURSE OBJECTIVES

- 1) To provide an environment that enables students to benefit and learn nuances of Hospital Management from their collective learning experiences.
- 2) To offer opportunities to develop the ability to think analytically and build capacity for independent learning.
- 3) To develop capabilities to complete a challenging extended piece of independent study in a learning environment where project work choices are supported by faculty research.

LEARNING OUTCOMES

- 1) Demonstrate adequate knowledge and mastery of techniques relevant to hospital management and/or to demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management discipline
- 2) Develop awareness of the responsibilities of senior hospital management, including understanding the role and functions of hospitals and their health care context and prepare to handle the management and development issues faced by a hospital manager, including structure and organization; planning and managing resources; and reviewing and evaluating services.
- 3) Recognize how operational problems and situations are handled in practice by undertaking and reporting at a hospital attachment
- 4) Formulate ideas and develop and participate in implementation of plans
- 5) Take a proactive and self-reflective role in working and to develop professional relationship

MBA HA I Semester

1. Management Principles and Practice
2. Marketing Management and Public Relations
3. Basic Accountancy
4. Managerial and Health Economics
5. Managerial Communication
6. Organizational Behaviour

MANAGEMENT PRINCIPLES AND PRACTICE

COURSE OBJECTIVES

The objectives of this course are to help the students understand the knowledge of basic concepts, principles of management and its practical applications in the organization.

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To develop knowledge and understanding of key theories, concepts and models and also to critically analyze the situations in the organizational setup.
- It also helps in ensuring that the organizational goals and targets are met using minimum cost and waste.
- Understanding the importance of looking after health , welfare and safety of staff
- Apply and evaluate best practices for protecting the machinery and resources of the organization.

LEARNING OUTCOMES:

On completion of this course, they will be able to:

- Describe key concepts, theories and techniques for analyzing different organizational situations.
- Identify and demonstrate the dynamic nature of the environment in which planning, organizing, controlling, staffing, decisions making skills are demonstrated and help the organization in implementation of its vision and mission.
- Apply the introduced conceptual frameworks, theory and techniques to lead the organization in achieving its goals

Management Principles and Practice

MODULE 1:

(8 hours)

The concept of Management: Development of Management Thought: Schools of Management Thought: The Process of Management; The Process of Decision making.

Planning: The Nature and Purpose of Planning, Objective of Planning, Planning Premises, Hospital planning – building, staff and brand.

Policies Procedures and Methods; Forecasting and Planning, planning process.

Case Study: Study of planning of a hospital.

MODULE 2:

(8 hours)

Organizing: Nature and Purpose of Internal Organization of Business Enterprise; Principles of Organizing; Span of Management; Departmentation; Line and Staff Authority relationship; Service departments managerial hierarchy; Centralization vs. Decentralization of authority; Delegation of Authority; Committees Modern trends in Management; Management by Objectives, Participative Management

MODULE 3:

(8 hours)

Staffing; Managerial Job; Selection of Personnel; Development and Training of Personnel; Hospital human resource requirement staffing procedures and training techniques. Appraisal of Personnel; Promotion. Salary structures recommendation from medical councils on salary scales for different levels

MODULE 4:

(8 hours)

Directing - Nature of Directing; Leadership; Motivation; Theories of motivation Supervision; Communication, Morale, Discipline.

Co-ordination; Need for Co-ordination Principles; Techniques of Co-ordination.

MODULE 5:

(8 hours)

Decision Making & Control;

- Nature and content , human judgment in decision making , rationality principle , decision making styles , decision making process ,Decision making styles of medical professionals and hospital administrators Hospital Process of Control; Techniques and Tools; Control of over-all performances in hospitals.
- Hospital as an organization, role of hospital administrators managers, Hospital environment and functioning of a hospital. Ethics in hospitals. Contemporary

hospitals and their changing roles in globalised world. Social responsibilities of Hospitals.

Case study.

Text Book:

1. Koontz and O'Donnel/Principles of Management, New York; Mc. GrawHill Book Company (All Chapters), 5th Edn.

Reference Books:

1. Joseph I., Massie, Essentials of Management, New Delhi; Prentice Hall of India. Edn.
2. Peter F. Drucker, The Practice of Management, Madras; Allied Publishers Pvt. Limited.,
3. Louis Allen, Management of Tomorrow, New York; McGraw Hill Co.,
4. Dale, Management Theory and Practice, New York; McGraw Hill Book Company.
5. Rustom S. Davar, The Management Process Bombay, Progressive Corporation 1973.
6. Principles and Practice of Management- L.M.Prasad
7. Principles and Practice of Management - P Subba Rao.

MARKETING MANAGEMENT & PUBLIC RELATIONS

COURSE OBJECTIVE:

The objective of this course is to provide students with a better understanding of the underlying concepts, strategies and the issues involved in the exchange, understanding needs, wants, demands and promotion of products and services, as managers and administrators.

SPECIFIC OBJECTIVES:

- To develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies.
- To develop the skills to critically analyse marketing situations facing organisations.

LEARNING OUTCOMES:

- State the role and functions of marketing within a range of organisations.
- Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations.
- Identify and demonstrate the dynamic nature of the environment in which marketing Decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.
- Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation.

Marketing Management and Public Relations

MODULE 1

(8 hours)

Introduction - Introduction to Marketing Management: Nature of marketing management, Types of products/ services. Marketing orientations, marketing mix, marketing Environment – Assessing the impact of micro and macro environment.

MODULE 2

(8 hours)

Consumer Behaviour –

Market Segmentation and Targeting: Consumer and buyer behaviour process, models of consumer behaviour Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process

Concept of Market Segmentation (S),Benefits of Market Segmentation ,Requisites of Effective Segmentation ,The process of Market Segmentation ,Bases for Segmenting Consumer Markets and Business markets, Targeting (T) ,Market Positioning (P)

MODULE 3

(8 hours)

Product and Pricing Strategy

Product strategy: Meaning and concept of products – Product classification – Product mix and Product mix pricing decisions - Product life cycle strategies , Brand - types of brand, choosing brand elements, measuring and managing brand equity - New product development strategy.

Pricing Strategy - Importance of pricing decisions in marketing –Factors affecting pricing decision, Price determination, pricing methods, new product pricing strategies.

MODULE 4

(8 hours)

Promotion and Distribution strategy

Promotion Strategy: Advertising: Meaning, Objectives, AIDA model, Forms of promotion Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling, Direct Marketing: Meaning, Features, Functions, Basic concepts of ecommerce

Distribution Strategy: Meaning, Nature and importance, Alternative channels of distribution – Factors to be considered for selecting channel. Channel conflicts and Functions of distribution channels.

MODULE 5

(8 hours)

Public Relations - Definition, Need, Essentials of good public relations, public relations towards global professionalism and major areas of public relations activity. Public Relations in Healthcare, Marketing Strategies in Healthcare Organizations, Trends, Ethics and Issues of Healthcare Marketing. Healthcare Marketing and Promotional Tools, Medical Tourism - Role and Activities

Reference Books:

1. Marketing Management by Philip Kotler, Kevin Lane, Abraham Koshy and Mithileshwar Jha - Latest edition
2. Ravi Shankar, Service Marketing, Excel Books, New Delhi
3. Chabra T.N, Marketing Management, Tata McGraw Hill
4. Ranjan Saxena, Marketing Management, McGraw Hill
5. Christopher Lovelock, Ivehen Wirtz and Jayanta Chatterjee, Service Marketing– People,
6. Sherlekar S.A.: Marketing Management.
7. Marketing Management – Tapan Panda, 2/e, Excel Publication 2007
8. Marketing Management – Ramaswamy V.S & Namakumar S, 4/e Macmillan Publishers, 2011.
9. Marketing In India: Text and Cases- Neelamegham S, 4/e, Vikas.

***Latest editions of the books are recommended.**

BASIC ACCOUNTING

COURSE OBJECTIVES:

The objective of this course is to provide students an insight into core concepts, theories and accounting practises which are adapted and practised on day to day basis in the organisation. It also helps to develop analytical and problem solving skills which are required by administrators.

SPECIFIC OBJECTIVES:

- 1 The course emphasizes on theoretical foundations of accounting and analytical skills needed by business and accounting students.
- 2 It advocates concepts of financial record-keeping responsibilities which are essential in their current employment
- 3 The understanding of accounting is necessary to examine the performance and financial health of business.
- 4 This course is recommended for students interested in business administration generally, and for those planning a career in accounting

LEARNING OUTCOMES:

Upon completion of the course students will be able to:

- Use debit and credit accounting to record and adjust basic business transactions.
- Prepare multi-step income statements, classified balance sheets, and statements of retained earnings.
- Use basic financial statement ratio analysis to evaluate financial performance.
- Demonstrate knowledge of each step in the accounting cycle.
- Know and apply organizational internal control components.
- Use Generally Accepted Accounting Principles (GAAP) to record common business transactions involving merchandise inventory, cash, and accounts receivable transactions.

Basic Accountancy

MODULE 1

(8 hours)

Introduction to Accounting-Accounting Principles & Conventions, Accounting Equations, Users of Accounting and reference to important accounting standards

MODULE 2 (simple problems)

(8 hours)

Problems on Journal Entry, Ledger and Trial Balance, Company Accounts- Simple Problems on Trading, Profit and Loss Accounts and Balance sheet and Theoretical aspects on company accounts, Reporting Systems in Hospital, Different Reports Required for Hospital Management

MODULE 3 (Simple problems)

(8 hours)

Working Capital Management- Meaning, Definition, Types and Determinants of Working Capital, Simple Problems on Working Capital Requirements, Theoretical Aspects on Financial Management, Financial Planning, Theoretical aspects of leverages

MODULE 4

(8 hours)

Ratio Analysis- Simple problems on Ratio Analysis Pertaining to P & L account, Types of Ratios,

MODULE 5

(8 hours)

Basic Costing-Introduction to Cost accounting, Simple problems on Cost Sheet, Theoretical aspects of standard costing and ABC analysis

Text and Reference Books:

1. Fundamentals of FM: Brigham and Houston
2. Fundamentals of FM: James C Horne
3. Principles of Managerial Finance: Gitman
4. Financial Management: I.M.Pandey
5. Financial Management: Khan and Jain.
6. Financial Management: Prassanna Chandra
7. Costing for Managers: Hoven and others
8. Cases in FM: I.M.Pandey and Ramesh Bhat
9. Cases in FM: Bhasin
10. Accounts for managers- B.S.Raman.

MANAGERIAL AND HEALTH ECONOMICS-

COURSE OBJECTIVES:

The rationale behind economics is to demonstrate the application of the economic principles and methodologies to key management decisions within organizations. The course also emphasises and provides principles to foster the goals of the organization, as well as a better understanding of the external business environment in which an organization operates.

SPECIFIC OBJECTIVES:

- 1 The primary objective of the course is to develop tools and techniques of economics which forms the foundation and basics for the teaching of finance, marketing, business strategy and the understanding of the environment in which the organization functions.
- 2 Managerial Economics is fundamentally a unique way of thinking about problems, issues and decisions that managers face in each of the functional areas of the organization as well as the strategic ones faced by general managers.
- 3 It introduces basic economic theories and models of regulation which are applied to health care providers as GPs, hospitals and long-term care organizations

LEARNING OUTCOME

After the completion of the course, students will be able to

- 1) Understand the roles of managers and administrators in firms and health care set up, and also analyse the internal and external decisions to be made by managers
- 2) Analyze the demand and supply conditions and assess the position of an organisation. It helps in designing the competitive strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- 3) Analyze real-world business problems with a systematic theoretical framework and make optimal business decisions by integrating the concepts of economics, health care, with the application of mathematics and statistics.

Managerial and Health Economics

MODULE 1

(8 hours)

- Overview, Definition, Nature and Scope of Macro Economics - Introduction to managerial economics and health economics, Usefulness of the study of economics. Economics and its relationship with other field of management.
- Four basic questions and their implications – analysis in terms of production and possibility curve.
- Economic models: circular flow of economic activities. A model of market equilibrium, positive and normative analysis of health, relationships between economic development, welfare and health.

MODULE 2

(8 hours)

- Demand and analysis, Laws of demand. Market equilibrium Determinants of demand with special emphasis on health care and health services. Production and cost functions.
- Case study with reference to health services. Tools for decision making – Cost Benefit analysis, cost effectiveness analysis.
- Market Structure – Price and output determination. Perfect competition, Monopoly - Oligopoly Price determination. The role of government in health sector

MODULE 3

(8 hours)

Macroeconomic Policies in India - Monetary and Credit Policy, Fiscal policy, Budget (union budget) Direct and indirect taxes, revenue and expenditure of union government, Exim policy, LPG policy.

MODULE 4

(8 hours)

Supply analysis - Law of Supply, Demand –supply relationship. Market behavior with reference to supply and demand

MODULE 5

(8 hours)

Health Insurance -Basics of health insurance – Types, Role of IRDA. Scope and growth of health insurance sector.

Text Book and reference books:

1. Charles L.Schyltze : National Income Analysis.
2. Misra and Puri – Economic Environment of Business.
3. Health Economics-WHO Public Paper
4. Health Economics-NA Cooper & AJ Cuyler.

MANAGERIAL COMMUNICATION

COURSE OBJECTIVES:

This course enables students to understand the nature and scope of communication in a business environment and the use of effective communication skills to advance their business processes.

SPECIFIC OBJECTIVES:

1. To enable students to become aware of their communication skills and to train them to their potential to become successful managers
2. To introduce them to different types of communication and how to use them for effective communication
3. To train them to handle routine communication in their managerial responsibilities- both formal and informal and provide opportunities for enhancing their communication skills through case studies, role plays and group discussions.
4. To train them in presentation skills, group activities and processes, writing letters, memos, minutes, reports and advertising with good etiquette.

LEARNING OUTCOMES:

On completion of this course, they will be able to:

1. Understand the scope and importance of communication
2. Enhance their oral and written communication skills and use different forms of written communication techniques to make effective internal and external business correspondence.
3. Understand the importance of listening and speaking.
4. Produce different types of reports with appropriate format, organization and language
5. Use of technology for improving the communication process.

Managerial Communication

MODULE 1

(8 hours)

- Language Fundamentals, Eradication of errors in written English and the proper construction of a sentence.
- Written Communication, 3P Process, Essay writing, informal and formal communication: various letters, memos, reports, press-releases, both classic and E-mail.

MODULE 2

(8 hours)

- Theories of Communication, Models and Communication Theories, Classification of Communication, Barriers to Communication.
- Oral Communication, Group discussion, speech-making, debate, extempore speaking.

MODULE3:

(8 hours)

- Presentation Skills, creating a PowerPoint presentation, slide design, controlling information flow, presenting a slideshow.
- Non-verbal Communication, Body Language, etiquette, manners and behaviour in public.

MODULE 4 :

(8 hours)

Listening, Persuasion, Interview and Negotiating Skills, Listening skills, persuasion skills, dealing with an interview, conducting a negotiation.

MODULE 5

(8 hours)

Meetings, Calling for arranging, conducting meetings and taking minutes. meeting etiquette.

Text Books:

1. 'Contemporary Business Communication' 5th Edition by Scott Ober-Biztatra
2. 'Basic Business Communication' 10th Edition by Lesikar & Flatley TMH Publication.
3. 'Business Communication' 3rd Edition by Mary Ellen Guffey Thomson Publication.
4. 'Foundation of the Business Communication' by Dona. J. young-Tata McGraw Hill TMH Publication.
5. 'Business Communication' by Meenakshi, Raman Prakash Singh.
6. Reference: Business Communication today by Bovee thill schatzmans Pearson Education.

ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVE:

The major objective of this course is to provide students with a better understanding of behavioural processes and thereby enable them to function more effectively in their roles as managers and administrators.

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To provide basic knowledge and key theories relating to organizational behavior
- To develop skills in diagnosis and problem solving by applying the learned material to given situations
- To develop an interest to appreciate and develop a positive attitude toward the many aspects of the course content

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability

- To identify the impact of individual behaviour on groups and on the organization as whole
- To analyze and compare various theories of personality and learning theories
- To identify the role and importance of communication and resolving conflicts
- To explain group dynamics and demonstrate skills required for working in groups (team building)
- To identify the various leadership styles and the role of leaders in a decision making process.
- To analyze and compare different models used to explain individual behaviour related to motivation and rewards

Organizational Behaviour

MODULE 1

(8 hours)

Organizational Behaviour

- Definition, Meaning, Importance, Nature, Scope, Multidisciplinary Nature of OB and OB Model.
- Personality – Introduction, Features, Determinants of Personality, Theories of Personality: Type, Trait, Psychoanalytical, Social Learning and Self Theory.

MODULE 2

(8 hours)

Learning

- Meaning, learning theories – Classical conditioning, Operant conditioning, Cognitive Theory and Social learning theory.
- Teams and Team Work – Introduction, Differences between Groups and Teams, Types of Teams, Team building
- Group – Meaning, Types of Group, Stages of Group Development

MODULE 3

(8 hours)

- Team Building and Group Dynamics, Working Teams and team effectiveness. Intra Team Dynamics, Influence of the group on individual, group decision making, Inter group relations, Collaboration and Conflict. Conflict Management.
- Leadership – Meaning, Importance, Functions, Leadership styles, Theories of Leadership - The Managerial Grid, Trait theory. Transactional vs. Transformational Leaders, Likert's system 4 Management

MODULE 4

(8 hours)

- Power and Politics – Introduction, Sources of Power, Organizational politics, Reasons and Managing Political Behaviour.
- Conflict – Meaning, Types (Individual, Group and Organisation), Conflict resolution styles and Conflict management strategies. Attitudes and Values.

MODULE 5

(8 hours)

- Motivation – Nature, Importance, Theories of Motivation – Maslow's Hierarchy of Needs theory, Douglas McGregor Theory X and Theory Y, Ouchie's Theory Z, Herzberg's Two Factor Theory, Vrooms expectancy Theory. Job Satisfaction patterns.

Reference Books

1. Organisational Behaviour - Text, Cases & Games by K. Aswathappa

2. Organisational Behaviour – VSP Rao

3. Organizational Behaviour – Stephen P.Robbins, Timothy A. Judge, Neharika Vohra

4. Organizational Behavior- Fred Luthans, Stephen P Robbins

5. Organizational Behavior – Supreet Ahluwalia and Kogent Learning Solutions Inc.

6. Organizational Behavior -Stephen .P. Robbins, Prentice Hall of India

7. Organizational Behaviour-Steven L Mc Shane.

Latest edition books recommended.

II Semester

1. Human Resource Management
2. Total Quality Management and Materials Management
3. Cost and Financial Accounting
4. Strategic Management
5. Business Statistics
6. Management Information System & Health Informatics

HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

This course intends to teach students about human resource management and equip them with knowledge, skills and competencies to effectively manage people in an organization.

SPECIFIC OBJECTIVES:

This course intends to teach students-

1. The importance of and effective management of human resource in an organization
2. Understand the role of human resource in strategic planning
3. Understand the legal implications in human resource management
4. Current trends in recruitment and selection of employees
5. Understand compensation, appraisal, rewards, and employee benefits
6. Training and development methods and need for HR audit

LEARNING OUTCOMES:

At the end of the course the students should be able to:

1. Understand the importance of human resource management
2. Use the different methods of recruitment in procuring human resource
3. Design relevant appraisal methods for employee compensation, rewards and benefits
4. Have basic knowledge about labour laws
5. Organize training and development activities to enhance the knowledge, skill and abilities of their workforce.
6. Apply modern trends in human resource management

Human Resource Management

MODULE 1

(8 hours)

- Nature, Scope, objectives, Importance, Strategic HRM, Personnel Management, Functions of HRM, Principles of HRM, Differences between HRM and Personnel Management, Trends in Workforce, Managing diversity, challenges in Managing a diverse workforce. Objectives of HRM in Healthcare, HRM in Hospitals.
- Opportunities, challenges and Strategies in Healthcare HRM. Importance of HRM in Healthcare Organizations (Handling healthcare employees, Strategic role of HRM in Healthcare), Human Relations in Healthcare Services (ways and means of maintaining cordial relations and importance of human relations in healthcare services).

MODULE 2

(8 hours)

Job Analysis- Uses, Process, Methods of collecting Job Analysis data.

Job Description, Job Specification, Human Resource Planning- Features, Objectives, Importance, the process of HRP.

Recruitment –Sources and methods of recruitment. New approaches to recruitment. Recruitment policies and procedures.

Selection – Meaning, Process.

MODULE 3

(8 hours)

- Placement, Induction, Internal mobility and separations – Placement, Induction/orientation, Transfer, Promotion, Demotion, Employee separations.
- Training and Development - Training vs. Development, Types of Training, Training methods, Evaluation of Training methods.

MODULE 4

(8 hours)

Performance and Potential Appraisal – The Performance Appraisal Process, Methods of Performance Appraisal and 360 Degree feedback system, Job evaluation – Meaning, Methods

Labour laws – The Industrial dispute act 1947, Industrial Employment(Standing orders) Act 1946, Employees Provident funds Act 1952, Payment of wages Act 1936, Minimum wages act 1948, ESI Act 1948, Workmen Compensation Act 1923, The Trade Union Act 1926.

MODULE 5

(8 hours)

- Incentives and Employee Benefits- Pay for performance systems, Methods of wage payment,
- Team and Team work – Types of Teams, Team work , Team building, Team development,
- Employee Grievances and Discipline,
- Collective bargaining-Types of Bargaining, The process of collective bargaining, Collective bargaining in India, Job stress, counselling and Mentoring.
- HR Audit in Healthcare services.

References:

1. Human Resource Management – text and cases VSP Rao 3rd edition
2. Human Resource Management – Aswathappa.K
3. Dessler, Human Resource Management
4. Human Resource Management-V .S Subba Rao

***Latest editions of the books are recommend**

TOTAL QUALITY MANAGEMENT AND MATERIALS MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to provide an overview of various quality and materials management utility services required for the better functioning of the concerned organisation, which inturn would also expose the students in providing services efficiently and effectively.

SPECIFIC OBJECTIVES:

- Understand the philosophy and core values of Total Quality Management (TQM);
- Determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization
- Apply and evaluate best practices for the attainment of total quality.

LEARNING OUTCOMES:

- Know the principles of total quality management and peculiarities of their implementation
- Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.
- Be able to use quality management methods analyzing and solving problems of organization;
- Choose a framework to evaluate the performance excellence of an organization, and determine the set of performance indicators that will align people with the objectives of the organization.

Total Quality Management and Materials Management

MODULE 1

(8 hours)

Introduction: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis of Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation, Quality Awards.

MODULE 2

(8 hours)

Quality: Customer Perception and Satisfaction ,Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Business Process Reengineering (BPR). Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System– Elements, Implementation of Quality System, Documentation, Quality Auditing; ISO 14000 – Concept, Requirements and Benefits.

MODULE 3:

(8 hours)

Statistical Process Control (SPC): The seven tools of quality (Basic and New), Statistical, Control Charts for variables and attributes, Process capability, Concept of six sigma, Quality Gurus and their Principles.

MODULE4

(8 hours)

Benchmarking – Reasons to Benchmark, Benchmarking Process,

Quality Function Deployment (QFD) – House of Quality, Benefits, Taguchi Quality Loss Function

Total Productive Maintenance (TPM) – Concept, Improvement Needs, Latest Challenges of Quality, **Six Sigma Concepts:** application.

MODULE 5

(8 hours)

Inventory Control: Concept, various costs of inventory, EOQ models, buffer stock, lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time and Kanban System of Inventory management.

Warehousing: Meaning and need for warehousing, Types of warehouse, Characteristics of an ideal warehouse, Functions of warehousing, Advantages of warehousing.

Storage: Importance and functions of storage. Location and layout of stores. management of receipts and issue of materials from stores, Warehousing costs, Stock verification.

Text Books:

1. Feigenbaum .A.V., Total Quality Management, McGraw-Hill, 1991.
2. Oakland.J.S., Total Quality Management, Butterworth – Heinemann Ltd., Oxford1989.
3. Total Quality -James Evans

Reference Books:

1. Narayana V. & Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996.
2. Zeiri, Total Quality Management for Engineers, Wood Head Publishers
3. TQM in Health Care-Huch. CH Koch

COST AND FINANCIAL ACCOUNTING

COURSE OBJECTIVES:

This course helps the students with an understanding of the tools, techniques, and frameworks commonly used as part of market and industry assessments and engagements involving the substantial operational and organisational analysis. It also highlights the principles of financial analytical tools used to conduct strategic analysis and indicates the link between corporate strategy and performance through measurement frameworks used frequently to provide decision making information to management when required.

SPECIFIC OBJECTIVES:

1. The management tools and techniques used to design and manage successful organizations
2. core financial accounting and control principles
3. the work of management accounting, incorporating budget preparation and budget appraisal
4. ethical principles and principles of priorities

COURSE OUTCOMES:

1. Acquire knowledge about general aspects of business operations.
2. Describe the role of accounting information system and its limitations.
3. Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.
4. Identify the basic economic events most common in business operations and be able to report the events in a generally accepted manner, including the impacts of alternative accounting methods on financial statements.
5. Tabulate the income tax slabs and understand the dynamic income tax discipline guidelines.
6. Locate and analyze financial data from annual reports of corporation
7. Communicate financial findings and results in an unbiased manner to a non-technical audience such as decision makers, stakeholders and the general public.

Cost and Financial Accounting

MODULE 1

(8 hours)

Introduction of Cost Accounting: Meaning, objectives and functions of cost accounting, Role of Costing in decision making, Types of cost; cost concepts; Elements of cost;-Overheads and their Allocation and Apportionment.

MODULE 2

(10 hours)

Preparation of Cost Sheet: Methods of Costing, Reconciliation of Cost and Financial Accounting. Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume Profit Analysis and Break-even analysis, Margin of Safety, simple problems on BEP analysis.

MODULE 3

(8 hours)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budgets and their preparation and Advantages and Limitations of Budgetary Control. (problems on flexible budget)

MODULE 4

(8 hours)

Basic taxation - History, Direct and indirect taxes, importance. Assessment year, Previous year. Different heads- salary, house property, business/profession, capital gains, income from other sources. Deductions u/s 80(c), Income Tax rates for individuals only (Simple problems on Calculation of Taxable Income/ Total income from different heads)

MODULE 5

(8 hours)

Financial Management- Introduction to finance, objectives and functions of financial management

Investment Decisions- Payback period, accounting rate of return, Net present value, Internal rate of return, profitability Index (problems)

References:

1. Cost and Financial Accounting: Khan and Jain
2. Cost and Financial Accounting: I.M.Pandey
3. Cost Accounting-Ravi Kishore, Taxman Publications
4. Management Accounting-IM Pandey

STRATEGIC MANAGEMENT

COURSE OBJECTIVES

The objectives of this course is to help the students understand and explore the concepts of strategies in the form of identification, prioritization, and exploration of opportunities, in the environment

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- 1) It helps in identifying the problems in the surrounding environment.
- 2) It helps in identifying the various factors within the organization in terms of strength and challenges.
- 3) It helps the organization to carry out the matter of greatest importance first, by seizing the opportunity that lie in the environment.
- 4) It helps in adequate decision making in the organization and also in the demonstrating the responsibility towards the society.

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to:

- 1) Preparation for challenges faced by the organization with the understanding of the environment and the internal factors that regulate the organization.
- 2) It helps to understand the various resources in the organization and also helps them to improve the resource allocation towards the necessary activities
- 3) Identify various critical components for better programming of the services in the organizations.
- 4) Articulate the functional requirements of the hospital and also helps in identifying and securing more funds for the organizational growth.

Strategic Management

MODULE 1

(8 hours)

Introduction: Strategic Planning and Strategic Management, The Strategic Management Process, Vision, Mission and Objectives.

Environment Analysis: External and Internal environment components.

Industry Analysis: Michael Porter's Analysis

Competitive Analysis: Forces shaping Competition in an industry and Interpreting the Five forces model and Competitor analysis.

Internal Analysis: SWOT Analysis - Steps, Value Chain Analysis (VCA)

MODULE 2

(10 hours)

Strategy Formulation

Corporate Level strategy: Grand strategies (Growth/Expansion strategy, Diversification strategy, Stability strategy, Retrenchment strategy and Combination strategy) **Global Strategy:** Global expansion strategies.

Strategic Analysis: Portfolio analysis – BCG Portfolio Matrix, GE Multifactor Portfolio Matrix, Ansoff's Product/market Grid

Business Level strategy: Porter's competitive strategies, features of competitive advantage, ways to build or acquire competitive advantage (Innovation, Benchmarking, Integration, Alliances, Mergers and Acquisitions, R&D, Benchmarking, Value chain Approach and SBU structure), Low cost strategies, Differentiation strategies, Focus strategies. Strategic alliances in health care industry. Healthcare industry and competitive analysis.

MODULE 3

(8 hours)

Strategy Implementation

Strategy Implementation- Introduction, Nature, Importance, Mc Kinsey's 7-s Model/Framework (merits and limitations), Major and Behavioural issues in Strategy implementation, Managing resistance to change.

Strategic leadership – Analysing leadership, Role of strategic leader, leaders tasks, leadership approaches and Competitive advantage.

Resource Allocation- Importance, Approaches, Techniques, Criteria, Factors, Difficulties and caution regarding the Resource Allocation

MODULE 4

(8 hours)

Strategy Evaluation and Control: Introduction, Importance, Barriers, Evaluation Criteria, Strategic Control, Operational control, Evaluation Techniques for operational control, The control process. Evaluation process for operational control in hospital environment; evaluation techniques for strategic and operational control in hospital.

MODULE 5

(6 hours)

Corporate Social Responsibilities – Two opposing views, Need for CSR, Benefits of CSR, CSR in India, Popular strategies for Non-Profit Organisations.

Social Audit – Definition, Need, Approaches, Scope and Objectives, Types and Difficulties, **Corporate Governance** – Importance, Benefits, Need, Pillars of Good Governance.

Business Ethics, Challenges in Strategic Management, Recent trends in Strategic management

Cases in strategic management. A minimum of 10 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended

1. Business Policy, 2nd Ed. - Azhar Kazmi

2. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and

A.J.Strickland

3. Management Policy and Strategic Management (Concepts, Skills and Practices) -

R.M.Shrivastava

4. Business Policy and Strategic Management - P.Subba Rao

5. Strategic Management – Pearce

6. Strategy & Business Landscape - Pankaj Ghemawat

7. Strategic Planning Formulation

BUSINESS STATISTICS

COURSE OBJECTIVES:

The objective of this course is to provide an understanding to the students on the statistical concepts on basic statistics, data management, measurements of location and dispersion, distributions, sampling, estimation, regression, and correlation analysis, multiple regression and business/economic forecasting. It also introduces to the students the area of project management enabling them to prepare project report, also over view of health statistics which are used immensely in the health care sector.

SPECIFIC OBJECTIVES:

1. Explains basic statistical concepts such as statistical collection, species characteristics, statistical series, tabular and graphical representation of data, measures of central tendency, dispersion and asymmetry, correlation and regression analysis, time series analysis
2. Apply knowledge to solve simple tasks using computer (MS Excel)
3. Independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes)
4. Based on the acquired knowledge to interpret the meaning of the calculated statistical indicators
5. Choose a statistical method for solving practical problems

COURSE OUTCOMES:

- 1) Explain the concepts and statistical techniques used to analyze business data.
- 2) Use the essential tools of applied statistics, including data analysis, basic probability, probability models (distributions), sampling theory, confidence interval estimation, hypothesis testing, analysis of variance, regression and correlation.
- 3) Apply statistical methodology properly.
- 4) Use statistical analysis as decision support in business.
- 5) Understand the complex, dynamic, and multidimensional issues and perspectives involved in statistical analyses of business situations.
- 6) Employ critical thinking and independent problem-solving skills to business problems.
- 7) Communicate clearly the results of a statistical analysis.

Business Statistics

MODULE 1

(8 hours)

Introduction to Statistics and its role in managerial decision making. Collection and Presentation of Data -Bar Diagram, Histogram, Frequency Polygon, pie chart, Ogives. Quantitative data interpretation in managerial decision making, collection of data, classification, tabulation, frequency distribution.

MODULE 2

(8 hours)

Measures of central tendency, mean, median and mode. Measures of dispersion, Quartile deviation, Mean Deviation and Standard deviation. Simple problems.

MODULE 3

(8 hours)

Correlation - Types of correlation problems on correlation. Multiple Correlation. Simple problems.

Regression Analysis – Karl Pearson’s Coefficient, Rank Correlation, Spearman’s Correlation. Regression Equation, Regression Coefficient. Uses and application in managerial decision making. Simple problems.

MODULE 4

(8 hours)

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.

MODULE 5

(8 hours)

Health and Hospital Statistics- Introduction, utilization of the basic data, sources of health statistics, problems in collection of disease data, measurement of health, vital statistics.

References:

1. Introduction to Statistics – Author – Levin – Prentice hall
2. Elementary Statistical methods – SP Gupta – Sultan chand and sons, latest edition
3. Methods in Bio statistics by Dr. B.K. Mahajan
4. Statistics for Management- Levine, Krehbiel, Bernson, Kender, Stair, Hanna
5. Business Statistics-SP Gupta & MP Gupta
6. Statistics for Management-Richard I Levin, Prentice Hall

MANAGEMENT INFORMATION SYSTEMS & HEALTH INFORMATICS

COURSE OBJECTIVE:

The objective of this course is to introduce the students to the Management Information Systems and its application in organizations. The course would expose the students to various classifications of information systems and help them identify their unique role various business solutions

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To provide knowledge on classification of information systems and health informatics
- To develop skills in identifying the information system according to business needs
- To develop an interest to appreciate and develop a positive attitude toward the many aspects of the course content

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to

- Describe the role of information technology and information systems in business
- Basic knowledge of concepts and terminology related to information technology
- Interpret how to use information technology to solve business problems
- Articulate the fundamental principles of information systems, analysis and design
- Identify various applications of Hospital Information System (HIS) and their functionality

Management Information System & Health Informatics

MODULE 1

(7 hours)

Meaning and Role of Information system - Types of information systems: operations support systems, management support systems, expert systems and knowledge management systems. Information systems for strategic management: competitive strategy concepts, strategic role of information systems.

MODULE 2

(8 hours)

Health Informatics - Introduction, Healthcare information literacy, database management system, application of health information system. Electronic medical records: overview, legal aspects of electronic medical records, advantages and disadvantages.

MODULE 3

(5 hours)

Decision Support Systems - MIS support for decision making; decision support systems. Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimization analysis. Emerging concepts in information system design and application.

MODULE 4

(5 hours)

Hospital Information System - Hospital Information System Management and software applications in registration, billing, investigations, reporting, ward management and bed distribution, medical records management, materials management and inventory control, pharmacy management, dietary services ,management, information processing. Executive information system; expert support systems; security and ethical challenges.

MODULE 5

(12 hours)

1. MS Access: creating database, adding, editing and moving records. Practical sessions
2. Querying: creating, saving and editing; creating and using forms
3. Creating and printing reports, managing data and files
4. World Wide Web: introduction, web access through on-line services, using web browser
5. Internet and Intranet: meaning of internet; difference between the internet and intranet

Recommended books:

1. Kenneth, Laudon and Jane Laudon MIS: Managing the Digital Firm, Pearson Education.
2. James, A. O'Brien Introduction to Information Systems, Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J., Information Technology for Management: Making
4. Jawadekar, W. S., Management Information Systems. Tata McGraw Hill.

III Semester

1. Hospital Planning and Designing
2. Hospital Support Services And Hospital Utility Services
3. Hospital Operations Management
4. Epidemiology In Medical And Health Systems Management
5. Entrepreneurship Development and Innovation
6. Operations Research And Research Methodology
7. Human Body: Structure and function (additional)

HOSPITAL PLANNING AND DESIGNING

COURSE OBJECTIVE:

The objectives of this course are to provide an overview of the planning aspects of the hospital with an understanding the planning of the patient care areas of the hospital. It would also enhance the understanding of the students on the role of hospitals in providing adequate patient care needs and the environment of the hospital.

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To provide adequate understanding on the factors that are to be considered for the construction and functioning of hospital
- Better understanding of the environment that influences patient care in critical areas
- To learn about various specifications to be considered while planning for hospital services
- Role of administrators in the smooth delivery of patient care.

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to

- Identify various critical components in planning of the hospital
- Describe the role of hospital environment in delivering quality patient care
- Identify planning and designing considerations while planning for services
- Articulate the functional requirements of the hospital in delivery of patient care
- Role of administrators in the smooth functioning of the hospital.

Hospital Planning and Designing

MODULE 1

(8 hours)

Classification of hospitals, Planning for site selection, Planning for architecture, interiors and graphics. Construction and commissioning of electrical safety. Factors influencing hospital utilization.

MODULE 2

(8 hours)

Hospital Planning - Hospital Organisation –Governing Board –Hospital Administration –role and future architects role and future planning, architects brief, choosing a site, site survey, Process of Hospital Planning, Hospital Design –Guiding Principles in Planning and Designing –Long range plans and facility master plan – circulation pattern planning of different types of hospitals –Operations and future planning –Equipment planning –Operations Planning- Hospital Building - Space requirements –Hospital project management. Hospitals for tomorrow.

MODULE 3

(8 hours)

Medical Gases, Heating Ventilation and Air Conditioning, Lighting in Hospitals, Sinages.

MODULE 4

(8 hours)

Medical Records, OPD (Out Patient Department), OT(Operation Theatre), IP (In – Patient Department), Emergency services: Meaning, Importance, Methods, Day Care Services

MODULE 5

(8 hours)

Critical Care Services, Intensive Care Unit, Marketing of PR (Public Relations), Finance and Administration Department , Out sourcing of services, Tele-Medicine, Nursing services and administrations, Facilities for disabled.

Recommended books:

1. Kataram, G.D. Kunders and S. Gopinath , Hospital Planning, Design and Management, Tata McGraw Hill
2. Sakharkar, Principal of Hospital Administration and Planning, Jaypee Brothers Medical Publisher
3. Lewellyn Davis L., Hospital Planning and Administration, R. Macaualy HMC
4. Sreenivasan S., Management Process in Health Care, Jaypee Brothers
5. Principles of Hospital Administration and Planning-B.M.Sakharkar, Jaypee

***Latest editions of the books are recommended**

HOSPITAL SUPPORT SERVICES & UTILITY SERVICES

COURSE OBJECTIVE:

The objective of this course is to provide an overview of various support services and utility services of the hospital. The course would also expose the students on the role of hospital support and utility services in providing quality patient care

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To provide knowledge on various support and utility services of hospital
- To learn how hospital support and utility services influence patient care
- To learn about various planning considerations and engineering specifications to be considered while planning for hospital services

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to

- Identify various support and utility services of the hospital
- Describe the role of support and utility services in delivering quality patient care
- Identify planning and designing considerations while planning for services
- Articulate the functional requirements of individual departments

Hospital Support Services and Hospital Utility Services

MODULE 1

(8 hours)

Principles and methods of organizing, clinical and support services for hospitals, role of support services in hospital functioning.

Nursing services: meaning, objectives, nursing administration, duties and responsibilities of nursing officers, nursing and support staff in wards, nursing by-laws, rules, policies and procedures, Planning and designing, functional goals

Documentation and records, determination of department-wise functional nursing component in a hospital.

MODULE 2

(8 hours)

Dietary Services and Hospital Diet: importance, functions, equipments, storage, day store, general kitchen layout, special diet kitchen, food distribution methods

CSSD (Central Sterile Supply department), NICU (Neonatal Intensive Care Unit) , Laboratory services

MODULE 3

(8 hours)

Radiology Services, Blood Bank & transfusion services, Pharmacy, Physical Medicine and Rehabilitation and Physiotherapy , Mortuary

MODULE 4

(8 hours)

Linen Laundry: Linen and laundry: meaning, importance, types of linen and laundry services, General laundry services, Laundry layout arrangement, washing materials, washing arrangements

House Keeping: Housekeeping services – importance and functions Pest control measures adopted in hospitals Cleaning methods and different types of equipments used in cleaning, Outsourcing of housekeeping, services in hospitals – advantages and disadvantages

Stores and Purchase, Bio-medical Department, Ambulance Service

MODULE 5

(8 hours)

Pediatrics , Ob. and Gyn, ENT, Ophthalmology, Orthopaedics, Cardiology, Nephrology, Neurology, Dental, Dialysis Unit, Geriatric Unit, Medical tourism.

TextBooks:

1. Srinivasan A.V. (ed), Managing a modern hospital, Response Books, New Delhi.

2. Anand K.K., Hospital management, Vikas Publishing, New Delhi,
3. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi.
4. Park K, Textbook on Hygiene and Preventive Medicine.
5. Essentials for Hospital Support Services-Sharma and Madhuri
6. Hospital Supportive Services-.L Goel and R Kumar, Deep & Deep Publications PVT.Ltd

***Latest editions of the books are recommended.**

HOSPITAL OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The objectives of this course are to provide students with a better understanding of the concepts, strategies and the issues involved in the day to day functioning of the hospital as managers and administrators.

SPECIFIC OBJECTIVES:

- To develop knowledge and understanding of key theories, concepts and models in the routine operations of the hospital
- To develop the skills to critically analyze the requirements of the hospital in terms of equipments, inventories as well as personnel in the various areas of the hospital.

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to

- Understand the role and functions of operations within the organisation.
- Analyzing the key concepts, theories and techniques for the adequate functioning of the hospital.
- Identify and demonstrate the dynamic nature of the environment in which the organization is functioning and the implications of it the competitive market.
- Applying the conceptual frameworks, theory and techniques to various inventory management aspects in the hospital.
- Evaluate the relevance of the equipments and the inventories in the critical functioning of the hospital.

Hospital Operations Management

MODULE 1

(10 hours)

Overview and definition of operations management, classification of operations, responsibilities of operations manager, service design.

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.

Maintenance of Management: Objectives, types of maintenance system, Maintenance Planning, Maintenance information System

MODULE 2

(10 hours)

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.

MODULE 3

(8 hours)

Hospital Equipment Planning and Selection –Purchasing capital Equipment – feasibility study –Import of goods and equipments documentation and clearance – letter of credit- hospital equipment repair and maintenance –recent trends in hospital stores management

Facilities engineering - Introduction, different divisions of facilities engineering, need for biomedical engineering department. types of manpower required for maintenance activities: types of maintenance, job orders, equipment maintenance log books, AMCS, outsourcing of maintenance services. equipment maintenance, quality and reliability, concept of failure, equipment history and documents, replacement policy, biomedical technology, application in hospital environment, calibration tests, maintenance features, Hospital maintenance items, spare parts stocking techniques and polices.

MODULE 4

(8 hours)

Inventory - Definition, need, scope, objective and importance of for inventory control, impact of inventory control on profitability of the organization Different items in hospital inventory and their categories.

MODULE 5

(4 hours)

Productivity and work study: method study, work measurement, work sampling and their applications.

Recommended books:

1. Srinivasan A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi.
2. Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi.
3. Gopalakrishna, P., Purchasing and Materials Management, Tata McGraw Hill, New Delhi.
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,
6. Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Addison Wesley Longman, New Delhi

EPIDEMIOLOGY IN HEALTH AND MEDICAL SYSTEM MANAGEMENT

COURSE OBJECTIVES:

To help students understand epidemiologic terminology, basic concepts, measurements of health and disease, demographics, health programmes and health policy and the use of this knowledge in healthcare administration.

SPECIFIC OBJECTIVES:

This course intends to teach students-

1. The basic terminologies in epidemiology, health and disease
2. Basic concepts of health and disease, factors affecting health and disease.
3. Different types of epidemiological studies
4. Knowledge about population, its significance in healthcare administration
5. Knowledge about national health programmes, population policy and role of health care administrators in implementation of these policies.

LEARNING OUTCOMES:

At the end of the course the student is expected to-

1. To apply the knowledge of epidemiology in understanding the healthcare scenario in a population
2. To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare
3. To be able to handle various data related to healthcare and help make and implement policies in an organization
4. To recognize and train the workforce to meet the challenges of changing dynamics in healthcare.

Epidemiology in Medical and Health Systems Management

MODULE 1

(8 hours)

Concept of Health and disease principles

Concepts of Health, Definition and Dimensions of Health, spectrum of Health, Determinants of Health, Indicators of Health , Concepts of disease, Concept of disease causation, Natural history of disease, Concepts of disease control, Levels of prevention, Modes of disease intervention, International Classification of disease. Definition and basic concepts of Epidemiology including epidemiological triad, Basic measurement in Epidemiology including measures of mortality and morbidity, Methods of Epidemiology, infectious disease epidemiology, Investigation of an epidemic Outbreak.

MODULE 2

(8 hours)

Communicable and Non –Communicable Disease - Nosocomial infections and other common communicable disease: Measles, Chickenpox, Tuberculosis, Viral Hepatitis, HIV/AIDS, Tetanus, Common Non Communicable Disease-Coronary Heart Disease, Hypertension, Diabetes, Cancer.

MODULE 3

(8 hours)

Demographic Cycle, Demographic trend in India, Family Planning/Welfare Concepts, Contraceptive methods, National Family Planning Programme. Vital Statistics, Role of health care institutions, Notifiable Disease, Death certificates

MODULE 4

(8 hours)

National Health Programmes - Health education, Methods, materials, communication for health education, mass media, mass communication, health planning and management. **National Health Policy**-Definition, different health policies, National Population Policy.

MODULE 5

(8 hours)

Occupational Health, Medico Social Work, Health committees, Environmental health, Community health, allocations of Resources in 5 year Plans, Geriatric health, Nutrition health, Mental Health, International health.

Recommended Textbooks:

1. Textbook of Preventive and Social Medicine, -J.E. Park
2. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
3. Control of Hospital infection-A Practical handbook –GAJ Ayliffe, E.J.L. Lawbury, AN Geddes, JD Williams, Chapman and Hall Medical Chennai.
4. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publicat

ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION:

COURSE OBJECTIVE:

This course enables students to understand the nature and scope of entrepreneurship, Innovation and its role in the current scenario.

SPECIFIC OBJECTIVES:

- 1) To impart basic managerial knowledge and understanding the business environment.
- 2) To develop necessary knowledge and skills to be an entrepreneur.
- 3) To develop, strengthen the entrepreneurial quality and motivation.
- 4) To analyze the environmental issues related to the proposed project and deliver the best in the circumstances.

LEARNING OUTCOMES:

On completion of this course, they will be able to:

- Demonstrate a fundamental comprehension of business opportunity evaluation from the perspective of a prospective interest.
- Identify the most recognized source of potential funding & financing for business start ups and also for expansion of the existing business

Entrepreneurship Development and Innovation

MODULE 1

(8 hours)

Entrepreneur and Entrepreneurship - Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurs. Difference between Entrepreneur and Entrepreneurship, Characteristics of Entrepreneur.

MODULE 2

(8 hours)

Idea Generation and Project Formulation - Idea Generation, Screening and Project Identification, Feasibility Analysis; Project Planning, Evaluation, Monitoring and Control, Project Report Preparation, Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.

MODULE 3

(8 hours)

Supportive Agencies for Entrepreneurship - Institutional support for new ventures; Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SMEs. Role of SIDBI & NSIC

MODULE 4

(4 hours)

Entrepreneur Development Programmes (EDP'S) - Types, 3S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur.

MODULE 5

(8 hours)

Industrial Sickness - Sick industries, Reasons for sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications. Micro financing for SME Sector and other aspects.

Dynamics of Technology Innovation - Introduction and Overview of Technology Management, Sources and Types of Technological Innovation, Market Entry: Standards and Timing Technology Strategy, Corporate and Technology Strategies, External Innovation: Collaboration and Intellectual Property, Implementation Structures and Processes for Innovation

Text books:

1. Couger C, Creativity and Innovation, IPP, 1999.
2. Jacob Nina, Creativity in Organisations, Wheeler, 1998.
3. Velasquez, Business Ethics- Concepts and Cases, Prentice-Hall, 5th edition, 2002.
4. Kittson Alan, Ethical Organisation, Palgrave, 2001.

OPERATIONS RESEARCH AND RESEARCH METHODOLOGY

COURSE OBJECTIVE:

The objective of this course is to introduce the students to the Operations research techniques and the importance of research for an Organisations' growth and its application in organizations.

SPECIFIC OBJECTIVES:

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems.
- Research component summarize what is to be achieved by the study and the relation of the objectives to the research problem, in order to help the mangers in facilitation of decision making.

LEARNING OUTCOMES:

- Students will have the skills to build their own formulations, to expand existing formulations, to critically evaluate the impact of model assumptions and to choose an appropriate solution technique for a given formulation.
- Students will know why organizational research is undertaken, and the audiences that profit from research studies.
- Students should be able to identify the overall process of designing a research study from its inception to its report.

Operations Research and Research Methodology

MODULE 1

(8 hours)

Research Methodology – Meaning, objectives, Motivation, Types of Research, Steps involved in a Research Design, Types of Errors affecting Research Design, Analytical Research, Research approaches, Significance of Research, Research methods versus Methodology, Research Process and Criteria of good Research.

MODULE 2

(8 hours)

Sources of Data Collection – Primary and Secondary sources-Advantages and Disadvantages. Data Collection Methods - Observation Method, Interview Method, Collection of data through Questionnaires and Schedules. Differences between Questionnaires and Schedules. Types of different methods for collecting data.

MODULE 3

(8 hours)

Importance and Scope of Operations Research, Decision making through Operations research, Linear Programming – Model formulation, Graphic solution method , Advantages and disadvantages. Simulation, process of simulation, types of simulation and its applications for Managers - simple problems

MODULE 4

(8 hours)

Transportation Problem- finding IBFS by North West Corner Rule, Vogel's Approximation Method, MODI method and application of transportation in business models.

MODULE 5

(8 hours)

Assignment Problem –

Finding optimal solution by Hungarian Method (Maximization and Minimisation problems), Job Sequencing (Processing 'n' jobs through 2 machines and processing 'n' jobs through 3 machines) problem solving using Johnson method.

Decision Theory (Decision making under uncertainty- Maximax, Minimax, Laplace, Hurwicz and Savage criterion) and Decision tree Analysis (simple problems)

Recommended Books

1. Operations Research - S. Kalavathy
2. Operations Research – J.K. Sharma
3. Operations Research - S.D. Sharma
4. Operations Research – Hamdy A.Taha

**HUMAN ANATOMY (ADDITIONAL SUBJECT WITHOUT
THEORY PAPER)**

COURSE OBJECTIVES:

This course intends to develop students' understanding of basic terms, concepts and systems of human body and the use the knowledge of the same to understand the medical terminologies and process of the various departments within the hospital.

SPECIFIC OBJECTIVES:

This course intends to teach students-

1. The basic terminologies in anatomy
2. Different systems of the human body.
3. Basic concepts of different systems, importance and factors affecting health and diseases of those particular systems.
4. Knowledge about medical terminologies , the prefixes , suffixes and the root words leading to terminology formation of the different words in medical field.

LEARNING OUTCOMES:

At the end of the course the student is expected to-

1. To apply the knowledge of basic terminologies in understanding the healthcare scenario and the diseases affecting the different systems.
2. To be able to demonstrate the necessary knowledge, skill and competencies required managing the related areas within the hospital.
3. To be able to handle various issues related to different diseases and help make and implement policies in an organization.

Human Anatomy (additional subject without theory paper)

Module 1

(4 hours)

1. Introduction to anatomy.
2. Terms used in anatomy.
3. The systems of the body.
4. Cell Structure

Module 2

(10 hours)

1. Musculoskeletal System - basic anatomy of important muscles and bones.
2. Respiratory System - basic anatomy of tongue, trachea, nose.
3. Digestive System – basic anatomy of oesophagus, stomach, small intestine, large intestine, liver, gall bladder, pancreas.

Module 3

(8 hours)

1. Cardiovascular system - basic anatomy of heart and important blood vessels.
2. Lymphatic System

MODULE 4

(12 hours)

1. Uro-genital system - basic anatomy of kidney and associated organs, male reproductive organs, female reproductive organs.
2. Endocrine system - brief anatomy of Thyroid, parathyroid, pituitary, Adrenal.
3. Nervous system – basic anatomy of brain and spinal cord.
4. Basic anatomy of ear and eye.
5. Basic anatomy of skin.

Module 5

(6 hours)

1. Medical Terminology: Introduction, objectives and importance.
2. Prefixes: Definition, study of various prefixes with examples.
3. Suffixes: Definition, study of various suffixes with examples.
4. Root or Stem words: Definition, study of various suffixes with examples

Recommended books:

1. Chaurasia B.D, *General Anatomy*, CBC publication.
2. Standing Susan, *Gray's Anatomy: The Anatomical Basis of Clinical Practice*, Publisher: C.V. Mosby.
3. Netter H. Frank and John T. Hansen, *Atlas of Human Anatomy*, Publisher: ICON Learning Systems.

*Latest editions of the books are recommended

IV Semester

1. Safety and Risk Management
2. Medical Ethics and Law
3. Medical Insurance Management
4. Services Marketing Management

SAFETY AND RISK MANAGEMENT

COURSE OBJECTIVE:

The objectives of this course are to provide students with an overview of various hazards within the hospital and how to manage them for the better functioning of the organisation. This would also expose the students in providing a safe environment for the employees as well patients and also ensure that the services of the organisation are delivered efficiently and effectively.

SPECIFIC OBJECTIVES:

- Understanding the concepts and the issues that cause the hazards within the organization.
- Determining the practices in various situations of hazards and disaster in the organization and also its impact on the quality of performance of the employees and long-term successful practice of an organization.
- Apply and evaluate best practices for the attainment of quality services in the various areas of the hospital.

LEARNING OUTCOMES:

- Know the principles of hazards management and peculiarities of their implementation
- Know prerequisites of the safety principles in management of modern organizations.
- Be able to use these principles and methods in analyzing and solving problems of organization;
- Choose a framework to evaluate the performance excellence of an organization, and determine the set of performance indicators that will align people with the objectives of the organization.

Safety and Risk Management

MODULE 1

(8 hours)

Hospital Related Infections - Introduction, Control and Prevention: Mode of transmission, Interruption of transmission, Role of Housekeeping Dietary, Linen and Laundry, Nursing care, Common Hospital acquired infections and their causative agents, Prevention of hospital acquired infection, Role of central sterile supply department, Infection control committees, Monitoring and control of cross infections. Hospital infection control committee: Composition, role and function, Surveillance, Processing of information collected. High Risk progress, training and education, Universal precautions.

MODULE 2

(8 hours)

Biomedical Waste Management –

Meaning, Categories of Biomedical Wastes, Disposal of biomedical wastes, Incineration and its importance. Standards for waste autoclaving, microwaving and deep burial, Segregation, Packaging, Transportation and Storage. Sewage wastes: Meaning, Composition, Objectives of sewage disposal, Decomposition of organic matter, Modern sewage treatment methods, Solid and Liquid wastes and their treatment.

Waste disposal, State and Government Regulations, Colour code practices , Waste segregation, Agencies appointment for waste disposal, Environmental safety, ISO for Environmental, Quality accreditations in hospitals for different department .

MODULE 3

(8 hours)

Disaster Plan - Objectives, Basic concepts, Disaster classification, Process, Spectrum of disaster management, Special characteristics, Disaster Management in India - National level, State level. Principles of disaster planning, Disaster of Health Problems, Organisation of Medical Relief, Principles of mass casualty management, Objectives of Hospital disaster plan.

Need for Hospital Disaster Plan – Objectives and Purpose, Planning process and development of plan - Disaster committee - Organisation role and responsibilities - Organising disaster facilities - Disaster responses - Response - Alert and Recall - Deployment - Disaster Administration-Disaster manual - Disaster drill - Policies and Procedures for general safety;

MODULE 4

(8 hours)

Types of Hospital Hazards - Physical, Biological, Mechanical, and Psychological Hazards.

Hospital Hazards Management - Meaning, Needs, Principles, Purpose, Impact on employees, Patients and Visitors; Preventive measures.

Fire Hazards - Elements of Fire-Fire Hazard Triangle-Causes of Hospital Fires-Fire Protection-Structure Planning and Design Consideration –Buildings: Hazards 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.

Radiation Hazards - Introduction –Biological Effects of Radiation Hazards-Diagnostic Imaging-Radiation 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

MODULE 5

(8 hours)

Security Organisation and Management - Security Threats and Vulnerabilities of Hospitals-Threats and Vulnerabilities of Hospitals-Threats Groups-Security Sensitive Areas/Function of Hospitals-Strategic Security System-Role of Hospitals Security-Functions of Hospitals Security Department –Non traditional “Service “Functions-Security Organisation and Physical Security Measures –Security Organisation –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 Department Security Staff/Contract Security Agency and Security Training-System Choice-Selection of Contract Security Agency-Verification of Security Personnel-Personnel –Security Staff Discipline –Security Training

Text books:

- 1.Hospital Waste Management: A Guide for Self Assessment and Review-Baserkar Shishir
- 2.Hospital Infection Control Guidelines: Principles and Practice: Singh Sanjeev, Gupta Shakti Kumar, Kant Sunil

MEDICAL ETHICS AND LAW

COURSE OBJECTIVES:

To help students understand the ethical aspects of health care delivery and the legal issues concerning the setting up and the adequate functioning of the hospital, and the judicious use of this knowledge in the day to day administration of care.

SPECIFIC OBJECTIVES:

This course intends to teach students-

- The basic terminologies and concepts in ethics and law
- The practice of ethical principles in the hospital and day to day delivery of care for the patients.
- The impact of legal issues in healthcare.
- To understand the pharmacy sector regulations for the establishment of the pharmacy and also the current legal issues regulating the hospitals.
- To understand the concepts regulating the human resource management in the hospital.

LEARNING OUTCOMES:

At the end of the course the student is expected to:

- To apply the knowledge of ethics in the functioning of the hospital.
- To be able to handle various issues related to healthcare setup and also manage the hospital with the various issues that can arise from the legal perspective.
- To recognize and train the workforce to meet the challenges of changing dynamics in healthcare scenario in terms of the regulations that govern the operational aspects of the hospital
- To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare

Medical Ethics and Law

MODULE 1

(8 hours)

ETHICS: Introduction, Ethics and Values, Work Culture, Code of Conduct in Hospitals and Medical Services, Fairness and Justices Administration, Social Responsibilities, Hippocrates oath, Declaration of Geneva, MCI (Professional conduct etiquette and ethics) Doctor Patient Relationship, Confidentiality, Autonomy, True Telling, Research Ethics issue in contemporary health care, Bio Medical Research (ethical issue relevance of ICMR guidelines) HIV, AIDS, Human Experiments, Clinical Trials, Life Support, Dying Declaration, Death Certificate, Post mortems

MODULE 2

(8 hours)

Medico –Legal Case -Duties and Obligation of Doctors Pre-requisite of Medical Practices consent(Relevance of consent, Necessity of consent, Refusal of consent, Consent –vulnerable group, Validity of consent, Consent in an emergency) Professional Secrets ,Privilege Communication, Understanding of patient rights, Universal Accessibility, Equity and Social Justice, Care of terminal ill, Euthanasia distribute Justice in health care, Alternate Medicine, Spiritual dimensions of health care, Holistic approaches to health care

MODULE 3

(8 hours)

1. a) Introduction to law of Medical Negligence

Negligence –Definition , Essentials/Components of negligence ,Duty of Care , Standard of Care ,What is not negligence ,Defenses to the law of negligence

b) Liability of Medical professionals under various laws

Negligence as a tort , Negligence under contract ,Negligence as a crime, Negligence under the consumer law

c) Determination of liability and compensation

Liability under the general law, Individual liability, vicarious liability

2. Liability under the consumer Law

Professional service, Professional service free of cost, Contract of personal service , Deficiency in service.

3. Consumer Dispute Redressal Agencies

District Forum, State Commission, National Commission

MODULE 4

(8 hours)

Law- Meaning, Concepts, Principles. Laws pertaining to establishment, Registration and regulations of hospital, Transplantation of Human Organs Act, 1994, Laws pertaining to health: Central Births and Death Registration Act, 1969, MTP Act, 1971, Legal Implications Related to Establishment and Maintenance of Blood Bank - Legal implications related to ultra-sonography; PCPNDT Act, Legal implications related to radio-diagnostic installations, Atomic Energy Regulations, CPA and its implications in the hospital.

Laws pertaining to manufacture and sales of drugs: Drugs and Cosmetics Act, 1940
Relevance of Schedule Y guidelines (Drug and Cosmetics Act) Pharmacy Act, 1948;
Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954; Poison Act,
1919.

Pharmaceutical legislation in India – Historical development of pharmaceutical
education in India and its present status

MODULE 5

(8 hours)

Hospitals and labour enactments; Hospital as an industry; Unrest in hospitals; Dispute
settlement mechanism; Arbitrations, Conciliations and adjudication of disputes,
Industrial Employment Act, 1946; ESI act, 1948; Employees Provident Fund Act,
1952; Payment of Gratuity Act, 1972; Minimum Wages Act, 1948; Payment of
Wages Act, 1936; Industrial Disputes Act, 1947.

Text Books

1. Medical Ethics-CM Francis, Jaypee
2. Medical Ethics and CPA-SK Singhal, Jaypee
3. Medical Ethics, Health Legislation and Patient care in India-PC Chaubey, Suresh
Publishers
4. Medical Law and Ethics in India –Metha
5. Law of Medical Negligence and Compensation-R.K. Bag, Second Edition, Eastern
Law House
6. Medical Negligence and Compensation -Dr. Jagadish Singh, 3rd edition Bharat
Publications

Medical Insurance Management

COURSE OBJECTIVE:

The objective of this course is to provide an overview on fundamentals of insurance and classification of insurance services. The course would also expose the students to health insurance concepts and various quality control activities in healthcare.

SPECIFIC OBJECTIVES:

Specific learning objectives for this course are as follows:

- To provide knowledge on various life and non-life insurance services
- To learn various public and private insurance schemes available
- To learn about claim settlement mechanisms in insurance services
- To gain knowledge on various quality control mechanisms and hospital accreditation process

LEARNING OUTCOMES:

After the completion of the course, students will demonstrate the ability to

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

Medical Insurance Management

MODULE 1

(8 hours)

Introduction to insurance, risk identification, and evaluation, risk management techniques, principles of insurance, insurance act, Government Regulation of Insurance - History of regulation –IRDA, role and responsibilities, functions. Tax Benefits for medical insurance coverage.

MODULE 2

(8 hours)

Medical Insurance (Cashless Benefit) - CGHS, ECHS, TPA, ESI. Health Administration in India. Health Care Delivery System. National Health Policy. National health policy – Salient features – Population policy 2000.

MODULE 3

(8 hours)

Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators. Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities

MODULE 4

(8 hours)

Audits in Health Care - Defining audit Protocol, Audit team-duties and responsibilities , **Audits:** Medical, Clinical, Nursing, Pharmacy, Anti-biotic, Tissue, Integration of health care services, Different Committees in hospitals

MODULE 5

(8 hours)

Accreditation

- Understanding the process of getting started on the road to accreditation National and International Accreditation bodies, overview of standards, Raising the quality of care for the Patient
- Quality improvement and Patient safety

Text books:

- Understanding Health Insurance: A Guide to Billing and Reimbursement - Michelle A. Green, Jo Ann Rowell
- Theory and Practice of Insurance -Jean Francois Outreville

SERVICES MARKETING MANAGEMENT

COURSE OBJECTIVE:

The objectives of this course are to develop the ability to evaluate, implement and lead effective marketing programs in service companies and organizations. This course centres on providing students with the knowledge of how marketing plays a key role in the success or failure of these organizations.

SPECIFIC OBJECTIVES:

- Analyze marketing and leadership problems of service driven organizations and how they may or may not differ from product driven organizations.
- Develop plans to implement marketing programs in service companies that provide a supreme customer experience and extreme customer loyalty.
- Understand the importance of segment and target research to service companies and how to find customers who value or need the service.

LEARNING OUTCOMES:

- Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner;
- Provide a theoretical and practical basis for assessing service performance using company examples and report on this in a professional, logical and coherent way;
- Identify and discuss characteristics and challenges of managing service firms in the modern world.
- Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.
- Work effectively and efficiently in a team addressing services marketing topics.

Services Marketing Management

MODULE 1 (8 hours)

Introduction to Services Marketing: Definition of services, Reasons for emergence of services marketing, Differences in goods and service in marketing, Characteristic of services, Service marketing mix, Level of tangibility, Recent trends in services marketing, Marketing challenges in service industry.

MODULE 2 (8 hours)

The Servuction Model: The SOR Model, Servicescape, Managing service employees and consumers, Concept of service marketing triangle, Services Consumer Behaviour - Consumer decision process model, Molecular Model

MODULE 3 (8 hours)

Service Quality – Definition, The GAPS Model, Measuring by the SERVQUAL Measurement scale. Factors that influence customer perception of service, Strategies for influencing customer perception.

MODULE 4 (8 hours)

Pricing of services – Pricing as an indicator of service quality, approaches to pricing services, Service pricing strategies
Managing Relationships and Building Loyalty- Customer Relationship Management, Complaint Handling and Service Recovery

MODULE 5 (8 hours)

Marketing Hospital and Healthcare Services – The concept of Hospital and Healthcare Services, Segmentation of Hospital and Healthcare Market, Profile of Medical and Healthcare Consumer Behaviour, Managing Marketing strategy and Marketing mix for Hospital and Healthcare Services. Hospital Marketing: The Perception – Rationale behind practicing Marketing Hospitals

Recommended Books:

1. Services Marketing - Hoffman & Bateson, 4/e, Cenage Learning, 2007.
2. Services Marketing-Valarie A. Zeithaml & Mary Jo Bitner, 5/e, TMH, 2011.
3. Services Marketing: Concepts and Practices – Ramneek Kapoor, Justin Paul, Biplab Halder.
4. Service Marketing – Jha S. M, HPH.
5. Zeithaml Valerie A, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2008), Services Marketing, 4th edition. New Delhi: Tata McGraw-Hill.
6. Services Marketing People, Technology, Strategy by Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee

PROJECT WORK

COURSE OBJECTIVE:

The objectives of this course are to provide students with an overview of various departments within the hospital and how to manage them for the better functioning of the organisation. This would also expose the students in understanding the functioning of the department, the process and also providing a safe environment for the employees as well patients and also ensure that the services of the organisation are delivered efficiently and effectively.

SPECIFIC OBJECTIVES:

- Understanding the concepts and the issues that are there within the department and are responsible for its functioning.
- Determining the practices in various areas of the departments and also its impact on the quality of performance of the employees and successful functioning of the department.
- Apply and evaluate best practices for the attainment of quality services in the various areas of the hospital.

LEARNING OUTCOMES:

- Know the principles of functioning and peculiarities of the particular area, analyzing the requirements of the processes within the department.
- Know prerequisites of the areas and the bottlenecks that are faced by the staff, patients and the visitors and the management of the department
- Be able to use different management methods in analyzing and solving problems of the particular department.
- Selections of the framework to evaluate the performance of the department, and determine the set of indicators that will help people within the department meet the objectives of the organization.