

Syllabus : MBA(Health Care Administration)

1st Semester

Sr.No.	NAME OF THE MODULE	CREDITS
1	Management principles, Process and organisational Behavior	4
2	Financial Management & Management Accounting	4
3	Marketing Management	4
4	Human Resource Management	4
5	Computer Basics & Management Information System	4
6	Business Communication	4
TOTAL CREDITS		24

2nd Semester

Sr.No.	NAME OF THE MODULE	CREDITS
7	Economics in HealthCare	4
8	Epidemiology & Research Methodology	4
9	Ethics & Legal aspects of Health Care	4
10	Industrial Relation and Labour Law	4
11	Consumer Behaviour & Customer Relationship Management	4
12	Project Management and Strategic Management	4
TOTAL CREDITS		24
Summer Training – A two months training would be conducted for each student in affiliated institutes		

3rd Semester

Sr.No.	NAME OF THE MODULE	CREDITS
13	Hospital Organization and Structural & Business Plan	4
14	Hospital Support Services	4
15	Medical Records & Database Management	2
16	Materials management	4
17	Clinical Services Organisation & Management	2
18	Superspeciality Services Management	2
19	Operation Management	4
20	Summer Training Project Report Submission	4
TOTAL CREDITS		26

4th Semester

Sr. No.	NAME OF THE MODULE	CREDITS
21	Hospital Infection Control & Biomedical Waste Management	2
22	Emergency Preparedness & Disaster Management	2
23	Quality Management & Accreditation	4
24	International Marketing & Medical Tourism	4
25	Clinical Research Management	2
26	Health Insurance Management	2
27	Non-Governmental Organisation & Public Health Management	2
28	Health Informatics & Telemedicine Management	2
29	Pharmaceutical Management	2
30	Field Project	4
TOTAL CREDITS		26

TOTAL COURSE CREDITS -100

1 Credit = 12 hours of teaching

A paper with full(4) credit =48 teaching hours/term & a paper with half(2) credits=24teaching hrs/term

Detailed Syllabus—

1. Management Principles, Process and Organizational Behaviour

Section I Management Principles, Process

- Introduction- Meaning & Nature of Management, overview of Management Process, roles and responsibilities of professional manager, managerial levels, managerial skills. Managerial functions: planning, organizing, directing, controlling. (6)
- Evolution of Management Theory- History and growth of various management approaches, contribution of management thinkers: F.W.Taylor, Henry Fayol, Elton Mayo, traditional management vs. modern healthcare management, healthcare management as a profession, modern management concept and its implication in health sector. (5)
- Organization Structure & process- organizational climate, culture and managerial ethos, organizational structure and design, centralization and decentralization, delegation and interdepartmental coordination, managerial communication. (4)
- Decision Making- organizational decision context of decisions, decision making environments, decision making models, process, and techniques,MBO (4)
- Management Engineering & Productivity improvement (1)

Section II Organizational Behaviour

- Introduction to OB- Definition, importance, scope of OB, Fundamental concepts of OB, models of OB (4)
- Behavioural Dynamics- Individual determinants of OB: perceptions, learning, personality, attitudes and values, motivation, job anxiety and stress (11)
- Interactive aspects of OB- analyzing inter-personal relations, Group & team dynamics, management of conflicts, management of change, leadership styles and influence process. (13)
- Cases- all topics in organizational behaviour should be covered with the help of case studies.

Books:

1. S. P. Robbins : Organizational Behaviour, Prentice Hall,
2. Fred Luthans : Organizational Behaviour, McGraw Hill
3. J. W. Newstrom & K. Davis : Organizational Behaviour, McGraw Hill.
4. Archana Tyagi : Organizational Behaviour, Excell Books.
5. Madhukar Shukla : Understanding Organizations – Organizational Theory & Practice in India,Prentice Hall
- 6.Borkowski-Organisational Behaviour in Health Care,2005

2. Financial Management

(Credits:4,Hours:48)

- Introduction to Management Accounting- meaning definition of accounting, parties, users interested in accounting, branches of accounting, meaning and definition of management accounting, understanding basic accounting terminologies, rules of accounting. (4)
- Meaning of journal, writing journal entries, posting ledger, trial balance, preparation of trading and profit and loss account and Balance Sheet. (8)
- Elements of cost, break-even analysis, types of budget and flexible budget vs. fixed budget, operating and financial budgets. (10)
- Concept of finance: long term, short term finance, term loans, other sources of finance, working capital management, Inventory management and account receivables management, cash management (12)
- Capital and Profit Management: structure, cost, measurement, dividend policy, capital market ,investment analysis (8)
- Understand various concepts: time value of money, money market, currency market, corporate restructuring. (6)

Books : -

1. Van Horne and Wachowicz : Fundamentals of Financial Management, Prentice Hall/ Pearson Education.
2. Brealey and Myers : Principles of Corporate Finance, Tata McGraw Hill.
3. McMenamin, Financial Management , OUP
4. Brigham,Financial Mgmt, 10th Ed, Thomson Learning
5. Ramachandran, Accounting & Financial Mgmt for MCA & MBA Students, Scitech
6. Prasanna Chandra : Financial Management - Theory & Practice, Tata McGraw Hill.
7. Lasher, Practical Financial Mgmt.,4th Ed, Thomson Learning
8. I.M. Pandey : Financial Management, Vikas.
- 9.A.P Rao, Cases & problemson Financial Management,EPH
10. A Damodaran : Corporate Finance , Wiley.
- 11.Finkler – Accounting Fundamentals for Health Care Management,2006

3. Marketing Management

(Credits:4,Hours:48)

- **Introduction to Marketing:** Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organization Buyer Behaviour; Market, Measurement; Market Segmentation, Targeting and Positioning. (12)
- **Product Planning and Pricing:** Product Concept; Types of Products; Major Product Decisions; Brand concept; importance and role, Product Life Cycle, New Product

Development Process; Pricing Decisions; Determinants of Price; Pricing Process, Policies and Strategies. (10)

- **Promotion and Distribution decisions:** Communication Process; Promotion Tools Advertising, Personal Selling, Publicity and Sales Promotion; Distribution Channel Decisions-Types and Functions of Intermediaries, Selection and Management of Intermediaries. (10)
- **Marketing Organization and Control:** Emerging Trends and Issues in Marketing Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing. (06)
- **Introduction to Service Marketing:** Introduction, Nature , and Characteristics of Services, Introduction to 7Ps of Services Marketing. Difference between services and tangible and non-tangible products, Conceptual Framework of Service marketing. Classification of services; Consumer versus Industrial Services (10)

Books:

1. Phillip Kotler: Marketing Management: Prentice Hall/ Pearson Education
2. W.J. Stanton: Fundamentals of Marketing : McGraw Hill
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management, Jaico
6. Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
7. W. Zikmund & M.D'Amico : Marketing : John Wiley & Sons
8. Rajan Saxena : Marketing Management : Tata McGraw Hill
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
11. J C Gandhi : Marketing : Tata McGraw Hill
12. S.V Patankar : Services Marketing : Himalaya
13. W D Perreault & E J McCarthy : Basic Marketing : Tata McGraw Hill
14. Zikmund, Marketing, 7th Ed, Thomson Learning
15. Berkowitz- Essentials of health care marketing
16. Zeithaml, Bitner , Gremler & Pzndit, -Service Marketing, TMGH 4th Ed.
17. Ramapal & Gupta. -Essence of Service Marketing.

4. Human Resource Management

(Credits:4,Hours:48)

- Overview of HR practices: Introduction, Importance, Evolution, difference between Personnel Management and HRM, difference between HRM & HRD, Strategic HRM, role of a HR Manager, functions of HRM, international HRM. (4)
- Human Resource Planning: meaning, objectives, ERP process, methods of forecasting, defining organizational units, jobs, positions and tasks. (4)
- Recruitment and selection: creating vacancies, creating advertisements, data maintenance of applicants, monitoring status of applicants, working out requirement profiles, profile matching, selection of employees, transfer of applicant data to employee data. (5)
- Personnel administration: creating master data, data maintenance of employees in info types, creating actions, creating info groups, executing actions. (4)
- Time management: creating public holiday calendars, work break schedules, daily work schedules, periodic work schedules, work schedule rule, defining expectations, configuring leave, absences, attendance, defining substitutions, availability, time types, processing types, time recording, processing(line data), time evaluation. (3)
- Payroll administration: defining payroll area, pay scale area, pay scale types, pay scale structures, setting up pay scales and levels, wage types, configuring basic pay, recurring pay allowances and allowances, additional payments, running payroll (5)
- Benefits: creating benefit areas and configuring benefit plans, eligibility, costs and credits, maintaining benefit infotypes. (4)
- Human Resource Development: performance management, career planning and development, organizational development. (8)
- Training and development: concept of training & development models & succession models, creating & marketing training, seminar and convention management, creating business event groups, business event types, creating resources, cost elements, marketing business events, integration with components. (8)
- HRIS: creating master data, personnel events, wiring, relocation, maintaining infotypes, reports, optical archiving. (3)

Book

- 1.. W.B. Werther & Keith Devis : Human Resource Management, McGraw Hill
2. V.S.P. Rao : Human Resource Management, Excel Books
3. Pattanayek, Human Resource Management, PHI
4. E.A. Ramaswamy : Managing Human Resources, OUP
5. Bohlander, Managing Human Resources, 13th ed, Thomson Learning
6. Weightman, Managing Human Resources,Jaico
7. Mathis, Human Resource Management, 10th ed, Thomson Learning
8. S. Venkataratnam & B.K. Srivastava : Personnel Management and Human Resources, Tata McGraw Hill
- 9.Dessler, Human Resource Management, Pearson Education/PHI

10. Ghosh, Human Resource Development & Management, Vikas
11. K.K. Chaudhuri : Personnel Management for Executives, Himalaya Publishing
12. Dr. Anjali Ghanekar, Human Resource Management, EPH
13. M.S Saiyadain : Human Resource Management : Tata McGraw Hill
14. P.C Tripathy : Human Resource Development : Sultan Chand
15. D.K Bhattacharyya, Human Resource Management, Excel Books
16. Goyal, R.C. Hospital Administration And Human Resource Management, Prentice Hall of India, 2005
17. McConnell – Managing the Health Care Professional, 2004

5 Computer Basics and Management Information System

(Credits:4,Hours:48)

- Understanding Information Technology Infrastructure: Hardware & Software understanding, Managing Data resources, Telecommunications & Networks, Internet & the New IT Infrastructure, electronic Business & electronic Commerce, M-commerce. (8)
- The students will also learn theory and management applications of the following
Major commands for windows operating system
Word processing (MS Word)
Spread Sheet (MS Excel)
Presentation Tool (MS- Power Point)
DBMS (MS-Access) (8)
- Organizational foundations of IS: managing the digital firm, Information Systems in the enterprise, information systems- organisations, management and strategy, ethical and social issues in the digital firm (8)
- Building IS: contemporary approaches, designing the organisation with IS, alternative systems building methods, ensuring quality with IS, systems success & failure: implementation (8)
- Organizational support systems: information & knowledge work systems, enhancing management decision making, and artificial intelligence. (6)
- Managing contemporary IS, controlling IS, managing international IS (6)
- Hospital Management Is & health Management IS. (4)

Books:

1. V. Rajaraman : Fundamentals of Computers, Prentice-Hall.
2. S. K. Basandra :Computers Today, Galgotia Books.
3. J. Shelly & R. Hunt : Computer Studies, Wheeler Publishing.
4. Peter Norton : An Introduction to Computers, Tata McGraw- Hill.
5. C. Xavier : Introduction to Computers, New Age Publishers.
6. Gordon B Davis & Margrethe H Olson : Management Information Systems – Conceptual Foundations, Structure and Development , Tata McGraw-Hill
7. Kelkar, Management Information System, PHI
8. Arora & Bhatia, Management Information System, Excel Books
9. Stair, Principles of Information System, 6th ed, Thomson Learning

10. K. C. Loudon & J. P. Loudon : Management Information Systems, Prentice Hall/ Pearson Education
11. OZ, Management Information System, Vikas
12. Murphy, Electronic Commerce, Jaico
13. Jeffrey A Hopper, Mary B Prescott & Fred R Mcfadden : Modern Database Management, Pearson Education
14. Silberschalz, Korth & Sudarshan : Database System Concepts, McGraw Hill.
15. Kalkota & Winston : frontiers of Electronic Commerce, Addison – Werley.
16. C J Date : An Introduction to Database System : Pearson Education
17. Healthcare Information Management Systems: Cases, Strategies, and Solutions, 3rd Edition Marion J. Ball, Charlotte Weaver, Joan Kiel ,ISBN 1441923500,978-1441923509, Springer-Verlag NY / Health Informatics, February 2010

6. Business Communication

(Credits:4,Hours:48)

- Introduction: Importance, Nature and Role of Business Communication (6)
- Perceptions and realities: Different forms of communication and their importance including body language communication; with colleagues including brain storming facing Interviews, group discussions (8)
- Verbal communication: with colleagues and clients & telephonic conversation (8)
- Written communication: Individual communication- letters and memos, Group communication- circulars & notifications, report writing and presentation; writing curriculum vitae; Mass communication – news letters, publicity handouts, instructions and manuals; electronic communication- fax, e-mail, internet and multimedia. (8)
- Non verbal communication (8)
- Oral Communication: Legal communication, Proposals, Agreements, MOU's & Negotiations; public speaking; handling the press; business etiquette (10)

Books:

1. Asha Kaul : Effective Business Communication, Prentice Hall.
2. S. Bahl : Business Communication Today, Response Books.
3. J. V. Vilanilam : More Effective Communication, Response Books.
4. J. A. Blundell & N. M. G. Middle: Career – English for the Business and Commercial World, Oxford University Press.
- 5 Alan Pease : Body Language, Sudha Publication.
6. Lloyd- Communication skills for Medicine
7. Better Communication for Better Care: Mastering Physician-Administrator Collaboration Kenneth H. Cohn, MD, FACS ,Softbound: 80 pages ,ISBN: 156793238X, Health Administration Press ,March 2005
8. Beyond Persuasion: The Healthcare Manager's Guide to Strategic Communication Patricia J. Parsons ,Softcover, 201 pp, ISBN 1567931529 ,Health Administration Press, June 2001

7. Economics in Health Care

(Credits:4,Hours:48)

- **Brief Introduction about the fundamentals of economics with reference to Healthcare** (6)
DALY- QALY- Externalities- Concept of Micro Economics- Concept of Macro Economics- Equilibrium-Population Coverage.
- **Introduction** (4)
Health- Economics- Health Economics- Role of Economics in Healthcare- Key Terms in Healthcare Economics
- **Demand Side Considerations in Healthcare** (8)
Law of Demand- Demand for Health- Demand for Medical Care- Determinants of Demand
- **Supply side considerations in Healthcare** (8)
Law of Supply- Determinants of Supply- Managed Care- Production Function and Cost Minimization-Competitive Behavior- Market Performance- Production of Health Care- Pricing of Health Care ,Theory & Pricing of a Firm
- **Concept of Cost** (10)
Concept of Cost analysis- Price elasticity- Determinants of cost and utilization- Policies to contain cost- Cost of health care- Process of costing in healthcare- Types of cost in healthcare- Cost benefit analysis- Costing for decision making- Cost effective analysis
- **Role of Government** (4)
Government Intervention in health care- Market imperfections- Market Failure- Redistribution used in kind subsidies.
- **Insurance** (4)
The market for health insurance- Health insurance in India- Health insurance worldwide- Public Insurance-Private Insurance- Social Insurance- Community health care insurance in India- Life insurance.
- **Technology in Healthcare and Its Economics** (4)
The economics of Technology Change- The levels of technology change- Role of insurance in diffusion of technology- Brief outline about the pharmaceutical industry

Books:

- 1.The Business of Healthcare Kenneth H. Cohn, MD, Douglas E. Hough,Three Volumes, Hardbound, 736 pages,ISBN 0275992357,978-0275992354,Greenwood Publishing,January 2008
- 2.Kiley-Medical information on the internet
- 3.Penner-Intro. to Health Care Economics & Financial Management
- 4.Jacobs – The Economics of Health and Medical Care

Section I : Epidemiology

- Concept of Health (1)
- Concept of Disease: - Natural History, Level of Prevention, Rehabilitation (1)
- Concept of Epidemiology: -Definition & Concept, Types of uses, Incidence & Prevalence (2)
- Epidemiology of Communicable & Non communicable Diseases:Communicable Diseases: Influenza, Filaria, TB, Plague, Titenus, Diptheria , Malaria (7)
- Non-communicable Diseases: Diabetes, Stroke,CHD,Cancers (3)
- Epidemiological Studies: -Epidemic, Endemic, Pandemic, Sporadic-Investigation of an epidemic (1)
- Preventive measures for Disease outbreak: - Vaccination, Immunization, Surveillance, Monitoring (2)
- School Health Programmes:-objective, organization & functioning (1)
- Occupational Health & Diseases: (2)
- Management of Handicapped Persons: Handicapped Children, Geriatric age group. (1)
- Health Services Research -Concept of Community Health (2)
- Evolution of the concept, history of public health and public health administration (1)
- IEC and community health in Health Care Delivery System (1)
- Health organization structure: center, state, and periphery (1)
- Medical Sociology: Social and cultural factors relating to disease prevention, changing social condition and needs for health care facilities, Urbanization, change in life style, change in values (1)

Section II :Research Methodology:

- Foundations : Variables, Hypothesis, Types of Data, Unit of analysis, Components of a study, Problem Formulation, Concept mapping, Literature Review. (2)
- Methods of Data Collection : (1)
- Sampling : Terminology, Sampling methods, use, advantages and disadvantages, Sampling types and errors Methods of Data collections and limitations: Questionnaire, Interviewing, Case study, Observation, Measurement, Survey research, Scaling. (2)
- Data Analysis and Interpretation : Methods – Qualitative and Quantitative (2)

- Data Presentation, Hypothesis Testing (1)
- Statistical Tools in Data Analysis : (2)
- Bivariate Data Analysis : Regression, ANOVA (2)
- Multivariate Data Analysis : (1)
- PCA, Factor Analysis : Purpose, concept, difference between component analysis and factor analysis, concept of rotation of factors, determining number of factors, naming a factor, factor scores and limitations of factor analysis techniques (1)
- Cluster Analysis : Purpose, concept, application (1)
- Classification and Discriminant Analysis (1)
- Use of Statistical Software (SPSS/STATISTICA/AMOS/SYSTAT ETC.) (3)
- Report Writing : Contents and Coverage, Objectives (What to do), Methodology (How to do), Findings (data & interpretation), Rationale of the study and Application, Conclusion and Recommendation, Preparation of a Pilot Project based on assignment. (1)
- Presentation of a Report : Use of Powerpoints and Overhead Projector, Model Presentation, Presentation – Practicals. (1)

Books:

1. W. M. K. Trochim : Research Methods, Biztantra.
2. D. K. Bhattacharya : Research Methodology, Excel Books.
3. Cooper, Business Research Method, TMH
4. Greentull, research for Marketing, PHI
5. Saunder, Research Methods for Business Students, Pearson Education
6. Zikmund, Business Research Methods, 7th Ed, Thomson Learning
7. C. R. Kothari : Research Methodology – Methods and Techniques, Wiley Eastern.
8. A. N. Sadhu & A. Singh : Research Methodology for Social Sciences, Sterling.
9. D. J. Luck & R. S. Rubin : Marketing Research, Prentice – Hall
10. McBurney, Research Methods, Thomson Learning
11. Hair, Anderson, Tatham, Black : Multivariate Data analysis, Pearson Education
12. Principles and Concepts of Epidemiology, Springer Publications.
13. Text book of Community Medicine, Kulkarni A.P. and Baride J.P.
14. Park's Textbook of Preventive and Social Medicine, Park
15. Principles of Preventive and Social Medicine, K. Mahajan
16. Textbook of Community Medicine, B. Shridhar Rao.
17. Essentials of Community Medicine, Suresh Chandra.
18. Textbook of Biostatistics, B. K. Mahajan
19. Review in Community Medicine, V.R. Sheshu Babu.
20. Dever – Managerial Epidemiology Practice, Methods & Concept, 2004
21. Hall- How to write paper, 2004
22. Satariano – Epidemiology of Aging An Ecological Approach, 2005

Section I : Legal Aspects of Healthcare

- **Introduction to law –** (8)

Sources of law – Contract and antitrust – Purpose of contract – Types of contracts – Legality of object – Conditions – Remedies – Contracts of Adhesion – Employment contracts – Restraint of trade – Civil procedure and trial practice – Discovery and examination before trial – Memorandum of law – Evidence – Jury deliberation and determination – Damages – Appeals – Execution of judgments – Corporate liability – Authority of health care corporation – Duties of health care corporations – Laws in Healthcare

- **Personnel -** (10)

Medical staff – Organization – Privileges – Bylaws – Reappointments – Physician-patient relationship – Nursing and law – Practice of nursing – Nurse licensure – Nurse practice roles – Liability by departments and health care professionals – Ambulatory care centers – Emergency departments – Certification of Health care professionals – Licensing Health care professionals.

- **Information-Management-** (10)

Introduction – Managing information – Patient consent – Consent definition – Patient self-determination act – Proof of consent – Refusal of treatment – Statutory consent – Consent and judicial intervention – Defence and failure to inform – Legal reporting requirements – Child abuse – Communicable diseases – Births and deaths – Risk management and incident reporting.

- **Protection-** (10)

Issues of Procreation – Circuit and district court decisions – Wrongful birth, life, and conception – Patient rights and responsibilities – Patient rights – Admission – Discharge – Transfer – Patient bill of rights – Patient responsibilities – Patient Advocacy – Acquired immune deficiency syndrome – AIDS and health care workers – AIDS and the right to know – The right to treatment – News media and confidentiality – Negligence – Occupational safety and health act.

- **Section II :Ethics-** (10)

Health care ethics – Ethics committee – End of life issues – Organ donations – Malpractice insurance – Insurance policy – Liability of professional – Medical Liability Insurance – Self insurance – Medical staff insurance coverage – Labour relations – Unions and health care organization – Labour rights – Patients rights during labour disputes – Employment discipline and discharge – Public policy issues – Interference with employment activities – Fairness

Book:

1. MORRISON/ETHICS IN HEALTH ADMINISTRATION 2006
2. Ethical Challenges in the Management of Health Information, 2nd Edition Laurinda Harman, RHIA, 2nd Edition, ISBN 0763747327, 9780763747329, Jones & Bartlett, 2006

3. Law of Contract – Avtar Singh
4. Company Law – Avtar Singh
5. Special Contracts – Avtar Singh
6. Negotiable Instruments Act – Avtar Singh
7. Business Law – K.R.Bulchandani
8. Partnership Act – Avtar Singh.
9. Law of Consumer - Universal Publications
10. Law and Medical Profession - Eastern Law Book Co.
11. Related Acts - Kamal Law Book House

10. Industrial Relations and Labour Laws

(Credits: 4, Hours: 48)

Section I: Industrial Relations

- Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR (4)
- Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) (3)
- Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionism, Employers' Organisations in India, Managerial Associations (3)
- Industrial Relations in India: Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions. (3)
- Industrial Disputes: Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery. (2)
- Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement –content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. (2)
- Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. (2)
- Labour Welfare and Industrial Relations: Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India. (2)
- Employee Discipline: Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling (2)
- Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes

Section II Labour Laws

- Legal Framework & Evolution of Labour Laws in India. (1)
- Laws Regulating Establishment: Factories Act, 1948 , Mines Act, 1952, Plantations Labour Act, 1951. (6)
- Laws Relating to Remuneration: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976. (6)
- Laws Relating to Industrial Relations: Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926. (6)
- Laws Relating to Social Security: Workmen's Compensation Act, 1923, Employees' State Insurance Act. 1948, Employees' Provident Funds & Misc. Provisions Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act, 1972 (6)

Book:

1. Dynamics of Industrial Relations - *C.B.Mamoria, Satish Mamoria,*
2. Industrial Relations – *Arun Monappa,* Tata Mc Graw Hill
3. Industrial & Labour Law – *S.P Jain,* Dhanpat Rai and Sons, New Delhi
4. Labour Law for Managers – *B D. Singh,* Excel Books
5. Bare Acts

11. Consumer Behavior & Customer Relationship Management (Credits: 4, Hours: 48)

Section I: Consumer Behavior

- **Consumer Behavior:** concept, diversity of consumer behaviour, role of consumer behaviour in marketing strategy, characteristics of Indian consumers. (6)
- **Individual Aspects of Consumer Behavior:** Perception, learning, & Information processing, motivation and involvement, attitudes and personality. (4)
- **External Influences:** Group behavior social class, Opinion leaders, Reference groups, culture and sub cultures, family (4)
- **Consumer Decision Process:** problem recognition, search and evaluation of alternatives , purchase process , post purchase behaviour. (6)
- **Organizational Buying:** Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities (6)

Section II: Customer Relationship Management

- **Introduction to CRM-** Introduction to CRM, Consider CRM in your business strategy, Initial CRM Considerations, Preparing for Technical Implementation. (4)

- **The Customer Service/Sales Profile:** Why call it the customer Service /Sales Profile; three levels of Sales and Services, Importance of the Organization and Business Process of the Organization, Shape of your customer Services and Sales Profile, CRM and your profile Tool for Capturing Customer Information. (6)
- **Pre-Order Customer-Support Issues:** Online Visibility via Search Engines, Real time Access to Product Information, Inventory Integration, International Business, Shipping, Order Tracking. (4)
- **Point of Order Customer- Support Issues:** Understanding Point of Order issues, ensuring a Smooth Ordering Process, Providing an Intuitive Site Navigation Scheme. (4)
- **Post Order Customer- Support Issue:** Tracking Order, Managing Relationship Through Conflict. (4)

Books:

1. Consumer-Driven Health Care: Implications for Providers, Players, and Policy-Makers edited by Regina E. Herzlinger, ISBN: 0787952583, 9780787952587, Jossey-Bass,2004
2. Consumer Behaviour-Hawking,Best,Coney,Spl Indian Edition
3. Conceptual Issues in Consumer Behaviour,Indian Context-S Ramesh Kumar,Pearson
4. Industrial Marketing-P.K Ghosh
5. Industrial Marketing-Hill,Alexender,Cross
6. Relationship Marketing-Shajahan,Tata McGraw Hill,1st Edition,2006,Reprint
7. Customer Relationship Management-Seth,Parvatiyar,Shailesh
8. Consumer behavior – Schiffman & Kanuk 6th edition Prentice Hall India
9. Consumer Behavior- Loudon & Della Bitta 4th edition Tata McGraw Hill
10. Consumer Behavior a strategic approach – Hendry Assael- Biztantra.
11. Consumer Behavior in marketing strategy- Howard Prentice – Hall international

12 Project Management and Strategic Management

(Credits: 4, Hours: 48)

- **Project Management Concepts:** concepts of project management, characteristics of project. Importance of project management , types of project, role of consultants in project management , Project Asset – issues & problems, legal aspects of project management , Project planning , scheduling techniques , use and limitation of PERT/CPM, Resource monitoring & control. (10)
- **Contract Management :** principles of Project Contracts, compilation of Project Contracts, practical aspects of Contract, legal aspects of Project Management, global tender, negotiations for Projects, insurance for Projects. (2)
- **Investment Feasibility Studies:** managing Project Resources Flow, Project Feasibility studies, Project Cost – Capital & Operating, Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process. (8)
- **Issues in Project Management:** Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles. (4)

STRATEGIC MANAGEMENT

- **Strategic Management:** objectives, policies, tools, strategic management process. (2)
- **Environmental Scanning :** External Environment analysis, Organizational Environment analysis, (2)
- **Strategic Planning:** corporate goal setting, functional goal setting, managerial goal setting, positioning organization. (4)
- **Formulating Strategies :** Corporate level, administrative / executive level & operating level, developing functional strategies - production / operations, finance, marketing, HR, materials, R & D, BCG Matrix, Portfolio Analysis. (6)
- **Implementation of Strategies:** Role of managers, Leadership, strategic control system & measurement. (4)
- **Strategic Actions:** Mergers, Acquisitions, Diversification. (6)

Books:

1. P Chandra : Projects : Planning Analysis : Selection Implementation & Review, Tata McGraw Hill.
2. P Gopalkrishnan & V E Ramamoorthy : Text Book of Project Management, McMillan .
3. N Singh : Project Management & Control, Himalaya
4. V Desai : Project Management :
5. B M Patel : Project Management, Vikas.
6. Suhani, Computer Aided Project Mgmt, OUP
7. Michael E. Porter : Competitive Strategy, The Free Press.
8. A Kazmi : Business Policy & Strategic Management, Tata McGraw Hill.
9. V S P Rao & V. Hari Krishna : Strategic Management , Excel Books.
10. Lomash, Business Policy & Strategic Mgmt, Vikas
11. Macmillan, Strategic Management,OUP
12. Bani P Banerjee : Corporate Strategies, OUP
13. Ranjan Das : Crafting the Strategy, Tata McGraw Hill.
14. P.K.Gupta, Corporate Strategic Management,EPH.
15. Pitts, Strategic Mgmt., Vikas
16. Marcinko-Financial Planning Handbook for Physicians and Advisors,2006
- 17.PMP- Project Management Professional –Study Guide –Kimi Heldman.
- 18.Project Management –S.Choudhary.

13. Hospital Organization and Structural & Business Plan

(Credits:4,Hours:48)

Section I: Hospital Organization

- Operative Planning-Characteristics, Objective goal, strategic and long term planning. Hospital Utilization & its evaluation (2)
- Managerial style, Importance of strategic leadership and organizational environment in Health Care. (2)

- The function, responsibility and role of Governing body, Chief Executive (Administrator) and Medical Staff and relationship among them. (2)
- Medical staff organization. (2)
- Co-ordination, Communication, and Decision making in Health Care .Organizational productivity-input and evaluation of productivity. (2)
- System policy, Procedure. (2)
- Use of modern tools and techniques for improvement of operational efficiency. Emerging Trend in Health Care. (2)
- Organizational Performance, Assessment of strengths and weakness, strategic thinking and preparation of long term plan. (2)
- Analysis of organization structure, role analysis, role clarity, system of accountability, Organizational dynamics. (2)
- Operational and management control in health care, Management By Objective (2)
- Continuous quality improvement, defining standards, use of advanced quality management techniques (2)
- Review and Evaluation – continuous review of system, policy, procedure, process of updating, working out indexes and indexes for evaluation of various services. (2)
- Productivity study, development of productivity standards, work standards, utilization standards and indices (2)
- Latest changes and development in Health Management. (1)
- Managed Care / Health Maintenance Organization (H.M.O) (1)

Section II :Hospital Planning

- To understand all aspects of planning and commissioning of different types of hospital including specialty hospitals and project management (2)
- Changing health care concept in planning / designing. (2)
- Site surveys for planning a hospital (Techno-Commercial) (1)
- Hospital building, architectural patterns, landscaping,Internal arrangements, sanitation, lighting, ventilation and traffic control, radiological health; accidental injury prevention programme; occupational health; solid waste management;hospital safety programmes; bomb threat; alarm system;code blue procedures. (3)
- Planning of 30,100,250 bedded hospital(general/specialty) (1)

- Planning of 500, 750 and above bedded hospital(teaching/super-specialty/non-teaching specialty hospitals) (1)
- Project cost and total budget : Feasibility and viability study of Hospital (1)
- Project conceptualization, functional requirements. Implementation. (2)
- Electrical system; water supply and sanitary system; air-conditioning and fresh air systems (HVAC); fire protection systems; centralised medical gas system; telecommunication system; transportation system; illumination. (2)
- Environmental Control and Safety: General environmental control; infection control (1)
- Addition/alteration of existing hospitals (1)
- Equipment Management: Hospital equipment control system; selection and maintenance of equipment; instrumentation evaluation; instrument control; preventive maintenance programmes. (2)

Books:

- 1.Principles of Hospital Administration.Owen J.K.
- 2.Modern Concept of Hospital Administration.Rowland, H.S. & Rowland B.L.
- 3.Hospitals & Nursing names planning, organisations & Mangt.Tabish,2003
- 4.The Architecture of Hospitals Abram de Swaan, Charles Jencks, Stephen Verderber, Aaron Betsky, Cor Wagenaar,Softbound, Turtleback,ISBN 9056624644,9789056624644, NAI Publishers,March 2006
- 5.The Architecture of Medical Imaging: Designing Healthcare Facilities for Advanced Radiological Diagnostic and Therapeutic Techniques Bill Rostenberg, AIA ,ISBN 0471716618,9780471716617,John Wiley & Sons,June 2006

14. Hospital Support Services

(Credits:4,Hours:48)

Support Services

- CSSD (4)
- Nosocomial infection and hospital acquired infection control committee (3)
- Nursing Services (4)
- Department of transfusion medicine (4)
- Technology management (4)
- Laundry services (2)
- Security Services (General & Others like fire, gas etc.) (4)
- Transportation Services (External & Internal) (3)
- Mortuary (Preservation, transportation & religious formalities) (2)
- Kitchen services & food safety (6)
- House Keeping (4)
- Contracts Administration-Model contract for different services i.e. Laundry, Dietary, Dispensary, Security and Ambulance Services. (4)
- Logistics Management in Healthcare Units and Storage & Distribution (4)

Books:

- 1.Kunders Hospital Facilities Planning & Management,2004
- 2.Hodges – Assessment and Planning in Health Programs

15. Medical Records & Database Management:**(Credits:2,Hours:24)****Section I:Medical Records****(12)**

- Introduction and Importance of medical records (2)
- HIPAA, the Patient Chart and the Release of Patient Information (1)
- Health Insurance Carriers and Claims (1)
- Electronic Medical Record Systems (2)
- Time Management Guide (1)
- The Health Information Management Department (2)
- Filing Methods and Medical Record Processing (2)
- The Assembly and Contents of the Medical Record (1)
- Medical Record Analysis and the Physician Incomplete Area (2)
- Protecting Patient Confidentiality and Other Functions of the Medical Records Clerk (1)

Section II :Database Management:**(12)**

- Basic Concepts : Database & Database Users, Database Concepts & Architecture , Data Modeling Using the Entity- Relationship Approach , Record Storage & Primary File Organizations , Index Structures for Files. (2)
- The Relational Model, Language & Systems : The Relational Data Model & Relational Algebra.- Oracle 8 or above. (2)
- Conventional Data Models & Systems : The Network Data Model & the IDMS System, The Hierarchical Data Model & the IMS System. (2)
- Database Design : Functional Dependencies & Normalization for Relational Databases(1)
- System Implementation Techniques : Query Processing & Optimization, Transaction Processing Concepts, (2)
- Concurrency Control & Techniques , Recovery Techniques, Database Security & Authorization. (2)
- Advanced Data Models & Emerging Trends : Advanced Data Modeling Concepts, Object – Oriented Databases ,Distributed Databases & Client Server Architecture, XML. (2)

Books:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Pratt, concept of data base management, Vikas
4. Date : An Introduction to Database System, Pearson Education.
5. Leon & Leon, Data Base Management System, Vikas
6. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
7. Molina, Ullman, Widom : Database System , Pearson Education.
8. Schaum's Outline Series : Fundamentals of Relational Databases, Tata McGraw Hill.
9. Medical Records Manual: A Guide for Developing Countries, WHO Library Cataloguing in Publication Data, Revised and updated 2006, ISBN 92 9061 005 0
10. Electronic medical records: a guide for clinicians and administrators, Jerome H. Carter, American College of Physicians--American Society of Internal Medicine, ACP Press,
11. Electronic health records: a practical guide for professionals and organizations, Margaret K. Amatayakul, American Health Information Management Association,
12. Electronic health records: a guide for clinicians and administrators By Jerome H. Carter, ACP Press, 2008

16. Materials Management**(Credits:4,Hours:48)**

- **Introduction to Material Management:** Introduction, importance, objectives, principles of material management. Special features of materials management applied to hospitals. Determination and Description of material quality, Materials planning in push and pull system, MRP and JIT. (6)
- **Material Logistics** – Inventory fundamentals, Physical inventory and warehouse Management, Physical distribution, Just in time inventory, Total Quality Management.(4)
- **Material requirements planning:** Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP .(Numericals expected on BOM Explosion, estimating Net requirements), Material procurement, External services management. (8)
- **Production Planning System** –Capacity Management, Production activity control, Master scheduling. (2)
- **Overview of Materials Management (SAP) Module:**

Purchasing: Material master creation, maintenance of different views, Vendor master creation Purchase info record creation, Source list, creation and maintenance, Quota arrangement maintenance and its importance, Purchase requisition creation, RFQ/Quotation creation, Purchase order creation and maintenance through different method. External service management (creation & maintenance of PR/PC) Outline agreement -contract, scheduling agreement, creation of special master (6)

- **Inventory Management:** Overview and significance of inventory management, Selective Inventory control, Creation of GR with and without P.O., Goods issue with different methods, Transfer posting & Stock transfer Reservations, Consignment stock, Pipeline material -creation, handling, GI etc. Returnable transport packaging (RTP), Maintenance of different type of stocks like Quality, blocked etc. (6)
- **Maintenance of batch management concept** (2)
- **Invoice Verification:** Entering invoice & credit memo, Releasing invoice, Canceling Invoice and credit memo, Invoices in the taxes, cash discount, Logistic invoice. Verification, Setting pipeline and consignment liabilities, Subsequent debit/credit. (4)
- **Warehouse Management** (2)
- **Consumption Based Planning:** MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file. (2)
- **Vendor evaluation** (2)
- **Enterprise structure creation-**Organization structure for Material Management and Integration with other Module like PP, SD and FI. (2)
- **Basics of material valuations:** Basic of material valuation, Split valuation. (2)

Books :

1. P.Gopalakrishnan & M. Sundaresan : Materials Management - An Integrated Approach, TMH
2. A.K. Dutta : Materials Management, Prentice Hall of India.
3. G.W. Plossl : Material Requirements Planning, McGraw Hill.
4. N.K.Nair : Purchase & Materials Management, Vikas
5. A.K. Dutta, Materials Management, Jaico
6. Bagade, Production & Material Mgmt., Himalaya
7. B.K. Roy Chowdhury : Management of Materials, Sultan Chand.
8. Govt. of India : Guidelines for Materials management in Public Enterprises, Indian Bureau of Public Enterprises.
9. L.C. Jhumb, Modernization of Materials Management, EPH
10. N.K.Nair : Materials Management, Asia Publishing.

17. Clinical Services Organisation & Management

(Credits:2,Hours:24)

- **Organisation of Clinical Services** (6)

Role of clinical services in the hospital services system.

Approaches to organising clinical services for hospitals of different sizes, scope and ownership.

Composition and role of clinical committees — Infection Control Committee, Ethics Committee, Death Review Committee, Committee on Re-use of Consumables, Clinical Performance Committee Contracting of clinical services.

- **Planning and Management of Clinical Service Departments** (12)

Day care, Out patient department, Accident & Emergency department

Diagnostic Services: Clinical laboratories.

Blood bank. ,Diagnostic radiology ,Radiation therapy ,Nuclear medicine ,Diagnostic endoscopy ,Neuro Lab,

Therapeutic Services: Surgical facilities — Operation Theatre ,Labour and delivery suites , Non-invasive cardiology ,Cardiac catheterisation laboratory ,DSA ,Endoscopy , Pulmonary medicine.

General speciality services — obstetrics and gynaecology, paediatrics ,orthopaedics ,Dental services ,Psychiatry services.

ICU,NICU,PICU

Nursing Services: General and special nursing units ,Ward management ,Isolation facilities ,Intensive care units ,Nurseries ,Rehabilitative Services: Physical medicine and rehabilitation ,Physical therapy ,long term care

Occupational therapy ,Speech and hearing therapy ,Recreational therapy.

- **Professional Staff Management** (6)

Selection of consultants, Delineation of clinical privileges,Management of junior doctors, Management of paramedical staff, Nursing service administration, Evaluation of clinical performance — peer group reviews.

Books:

- 1.Goel- Hospital Core Services
- 2.Goel- Hospital Preventive & Promotive Services,2004
- 3.Barnson, J.C and Lennox. M. Hostel and Hospital Housekeeping .Gerig Thomas

18.Super Speciality Services Management (Credits:2,Hours:24)

- **Introduction:** Classification of super-speciality services and sub-speciality services; special requirements of super-speciality departments; general factors to be considered in planning super-speciality services; organisation and management of various super-speciality departments within a multispeciality hospital. (12)
- **Planning of Super-Speciality Facilities:** Planning and management of the following categories of super-speciality hospitals/medical centres — Cardiac, Neurology and Neurosurgery, Orthopaedics, Oncology,Rehabilitation, Teaching hospitals. (12)

Books:

- 1.Risk management in health care institutions.Kavaler,2003
- 2.Surgical care at the district hospital.WHO,2003
- 3.Goel- Hospital Preventive & Promotive Services,2004

4.Savage- Advances Health Care Management 3 volumes,2006

5.Walsh/Palliative Medicine Expert Consultant, 1/2009

19..Operations Management

(Credits:4,Hours:48)

- **An Overview of Operations Management:** Facilities planning; Production selection; Process selection; Facilities location; Facilities layout and materials handling; capacity planning. (4)
- **Operation Planning and Control:** Work design; Productivity and work style; Job design; Planning and control for mass production; Planning and control for batch production; Planning and control for shop production; Planning and control of purchase . (10)
- **Maintenance management and Reliability;** Value Engineering; Quality assurance; Quality control; Total Quality Management and World Class Systems Management(WCSM) (10)
- **Globalization of Services;** Service Strategy and Competitiveness (2)
- **Process Technology & Information Technology;** Technology in Services; Information Systems, ERP Systems; Technology & Their Service Delivery Systems; HRM in Services. (6)
- **Linear Programming Techniques:** Graphical and Simplex solution for maximizing and minimizing problems – A case of degeneracy in Simplex method – Post optimality analysis, Sensitivity Analysis, Parametric programming – Revised Simplex problem – primal / dual relationship – Goal programming. (8)
- **Decision Theory:** Decision under risk, Decision trees, Decision under uncertainty. Use of Simulation technique for decision making. Case studies for the use of Simulation techniques for decision making. Optimal Simulation run. (8)

Books:

1. .Operations Management: Theory And Practice,B Mahadevan
2. .Operations Management: Quality And Competitiveness In A Global Environment, 5th Ed,Russel & Taylor
3. . Taha, H.A. : Operations Research - An Introduction, Prentice Hall/ Pearson Education
4. . Hillier, F.S. and Lieberman, G.J. : Operations Research, TMH
5. . Panneerselvam, Operations research, PHI
6. . Anderson, Quantitative Methods for Business, 8th ed, Thomson learning
7. . Prabha, Random Processes & Queuing Theory, Scitech
8. . Kothari, Operations Research,Vikas
9. . Anderson, Introduction to Management Science, 10th ed, Thomson learning.
L.C.Jhamb, Quantitative Techniques (Vol.1 & 2), EPH

20. Summer Training:

Each student would undergo a 2 months training divided over, in various departments in affiliated institutes and would submit a report of the same at the end of the training.

At the end of III semester, the student would be assessed through viva-voce, based on case study reports.

This training would be in following departments as mentioned under:

E D P / I T Department ,Laboratory Services,Reception,Imaging Services,Registration,Personnel / H R Dept.,Admission, Laundry & Linen Services,Billing & Discharge ,Kitchen & Dietary Services,OPD Services,Marketing,Public Relation Office, Computerized Medical Record , Pharmacy Services,Security Services,Stores,Transportation Services,House Keeping,Wards, Central Sterile Supply-Dept.Maintenance Department, Library in Hospital-Bio-Medical Department, Emergency Diagnostic Imaging, Critical Care Unit, Dental Service, Medical Record, Dialysis Unit,Operation Theatre, Burn Units, Blood Bank ,Mortuary Public health departments,NGOs,Pharmaceutical ,Clinical Research, Health Informatics, Telemedicine, Medical transcription ,Health Insurance companies.

21. Hospital Infection Control & Biomedical Waste Management (Credits:2,Hours:24)

Hospital Infection Control:

- Microbiology and host defense mechanisms (2)
- Transmission and prevention of infection (1)
- Standard precautions and blood borne viruses (1)
- Antibiotic resistance (1)
- Surveillance and quality systems (2)
- Wound management (1)
- Storage and handling of sterile stock (1)
- Sourcing information for infection control (1)
- Food handling and hygiene (1)
- Environmental cleaning (1)
- Disinfectant (2)

Biomedical Waste Management:

- To understand the significance of nosocomial infections, biomedical waste and its proper disposal. (2)
- BMW – Segregation, collection, transportation, disposal (3)
- Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste (2)

BMW Management & methods of disinfection

- Modern technology for handling BMW (1)
- Monitoring & controlling of cross infection (Protective devices) (1)
- BMW from Administrative point (Budget, Health check-up, Insurance) (1)

Books:

1. Prevention of hospital acquired infection. WHO, 2003
2. Ayliff- Control of hospital infection, 2004
3. Friedman- Infection Control in Ambulatory Care, 2004
4. Charney - Handbook of Modern Hospitals Safety
5. Stewart – Weapons of Mass Casualties and Terrorism Response Handbook, 2005
6. Novick- Public Health issues in Disaster Preparedness, 2003
7. Muralidhar- Hospital Acquired Infections , 2006

22. Disaster Management & Emergency Preparedness (Credits:2, Hours:24)

- **Introduction – Emergency Preparedness** (5)

Common causes of natural and man-made disasters and an introduction to the current national Disaster Relief situation , C.B.R.N disasters.

Defining the roles and responsibilities of emergency rescue team medical personnel

An introduction to disaster site safety knowledge and recognition of potential hazards in the disaster environment

Rescue worker safety and an introduction to Personal Protective Equipment (PPE)

Fundamental procedures of Disaster site Search and Rescue

- **Emergency Rescue Team Disaster Site Work–Search and Rescue** (4)

Study of commonly used search techniques and disaster site simulation zone skills practice (Overcoming a hazardous environment; Rope skills; Climbing skills; Stretchers; Casualty transportation; etc.)

Information management, fundamental navigation and map reading skills

Treatment of multiple casualties – the START triage system

- **Emergency Rescue Team Disaster Site Work – Medical Skills** (6)

Establishing Patient Priority Principles

Basic Life Support skills

Advanced Life Support skills

Treatment of shock

Treatment of burns and frostbite

Treatment of multiple types of trauma (Head, chest and abdominal trauma, spinal injury management, fractures, soft tissue injuries, etc.)

The medical transportation process

- **Disaster Site Public Health Management** (5)

Hydration and Nutritional requirements

Encampment site set-up

Water purification, medical and non-medical waste disposal

Management of the dead

Psychological support for survivors

- **Disaster Site Field Exercises and Assessment** (4)

Rapid deployment training

Night-time search exercise

Multiple disaster site daytime field scenarios

Assessment and feedback

Books:

1. Novick-Public Health issues in Disaster Preparedness,2003
2. Disaster management and preparedness, Thomas D. Schneid, Larry Collins, Lewis Publishers, 2001
3. Enhancing Disaster and Emergency Preparedness, Response, and Recovery Through Evaluation, edited by Liesel Ashley Ritchie, Wayne MacDonald,American Evaluation Association,2010
4. Principles of Disaster Mitigation in Health Facilities,Pan American Health Organization Regional Office of the World Health Organization,2000
5. Guide on disaster preparedness and response, 2001, W B Voluntary Health Association,2001

23. Quality Management & Accrediation (Credits: 4, Hours: 48)

- **Introduction to Quality Management, its Philosophies and TQM**

The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies,Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality,risk management,reengineering (6)

- **Principles and Design for Six Sigma**

Kaizen,Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification (10)

- **Statistical Process Control**

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction, Designing Control Charts Product control, acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement (10)

- **Quality Systems**

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management, Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications (10)

- Hospital Environment, Occupational Health & Safety Management - ISO 14001:2004 & OHSAS 18001:2007 (6)
- NABH, NABL, JCI (6)

Books :

- 1) D.A Garvin : Managing Quality, The Free Press.
- 2) Evan J.R., Total Quality Management, Excel Book.
- 3) K.Maitra & S K Ghosh : Total Quality Management, OPH
- 4) B.L. Hansan & P.M. Ghare : Quality Control & Application, Prentice Hall of India.
- 5) Hagan, Mgmt. of Quality, OUP
- 6) Dutta, Cost Accounting, Pearson
- 7) Mohanty & Lakhe, Hand Book of TQM, Jaico
- 8) J M Juran & Frank M Gryna , Quality Planning & Analysing ,TMH
- 9) A.V Feigenbaum : Total Quality Control, McGraw Hill
- 10) N L Enrick : Quality, Reliability & Process Improvement, Industrial Press Inc.
- 11) Bhatt, TQM, Himalaya
- 12) Robert Lloyd – Quality health care,1999
- 13) McLaughlin – Continuous Quality Improvement in Health Care,2006
- 14) Accreditation Process Guide for Hospitals Joint Commission on the Accreditation of Healthcare Organizations ,2010 Edition ,ISBN 1599403609,978-1599403601,The Joint Commission / Joint Commission Resources

24. International Marketing & Medical Tourism

(Credits:4,Hours:48)

Section I:International Marketing

- **Introduction:** Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. (4)
- **Global marketing environment** – Economic Environment, Socio-cultural Environment – Legal and Statutory Framework. Global Marketing Information System and Research(4)
- **Export Marketing:** Recent Import Export Policy and Procedures, as on 31st March. General Various Export Promotion schemes, as on 31st March of the last financial

Year, export documentation. (4)

Trade Theories and Economic Development, Trade Distortion and Market Barriers,
World Consumer Behaviour in the International Context & Business Customs (2)

- **International Context:** Market Analysis and Foreign Market Entry Strategies, Product Strategies: (4)
- **Global Marketing Decisions:** Basic, Product Planning, Branding & Packaging Decisions, Distribution Strategies & Documentation, Promotion Strategies: Personal Selling, Publicity, Sales Promotion & Advertising, Pricing Strategies, Sources Of Financing and International Money Market, Currencies And Foreign Exchange (6)

Section II:Medical Tourism (24)

- Introduction to Medical Tourism (1)
 - History of Medical Tourism (1)
 - Medical Tourism Destinations (3)
 - Travel Retailing and Logistics (3)
 - Marketing Concepts and Strategies (3)
 - Hospitality and Hotel Industry (3)
 - Spa and Wellness Tourism (2)
 - Alternative Medicine and Medical Tourism (2)
 - Impact of Medical Tourism on Public Health (1)
 - Medical Tourism-Ethical, Legal and Social Concerns (1)
 - Medical Tourism-Issues & Challenges (1)
 - Quality Standards in Medical Tourism (2)
 - Medical Tourism-The Future of Health Services (1)
-

Books:

- 1.Berkowitz- Essentials of health care marketing,2004
- 2.International Marketing – Analysis and Strategy,Sak Onkvisik and John J. Shaw (P.H.I.)
- 3.Savage- Advances Health Care Management 3 volumes,2006
- 4.Medical tourism, John Connell, Wallingford, Oxfordshire ; Cambridge, MA : CABI, ©2011
- 5.Medical Tourism: Medical Tourism, International Healthcare Accreditation, Commercial Surrogacy in India, Dental Tourism, General Books LLC, 2010
6. Handbook of Medical Tourism Development, María Todd, CRC Press,2011

25.Clinical Research Management: (Credits:2,Hours:24)

- **The Food and Drug Administration Past and Present (2)**
The Establishment of the Food and Drug Administration;
The History of the Legislation and Regulations, which Govern the Clinical Research Process;
The History of the Legislation and Regulations, which Protect the Rights, Safety, and Well-Being of Human Subjects.

- **Overview of Medicinal Product Research and Development** (4)
Drug Discovery and Pre-Clinical Research;
The Clinical Research and New Drug Application Approval Process;
The Biologics Research, Development, and Licensing Process;
Medical Device Research, Development, and Marketing.
- **Good Clinical Practice (GCP)** (4)
Investigational New Drug Application 21 CFR 312: Sponsor's Obligations;
Investigational New Drug Application 21 CFR 312: Investigator's Obligations;
Institutional Review Boards 21 CFR 56;
Protection of Human Subjects 21 CFR 50;
Financial Disclosure 21 CFR 54.
- **International Conference of Harmonization** (2)
The History of the International Conference of Harmonization;
The ICH Good Clinical Practice Consolidated Guideline (E6);
The ICH Clinical Safety Data Guideline (E2).
- **Clinical Trial Development** (4)
Protocol Design and Development;
Case Report Form Design and Development;
Principals of Data Management and the Query Resolution Process;
The Study Types Providing Expanded Access to Investigational Products.
- **Investigator Site Perspective: Coordinating a Clinical Trial at the Site** (2)
Essentials of Source Documentation;
Maintaining and Managing Essential Documents;
Recording and Reporting Non-Serious and Serious Adverse Events.
- **Sponsor's Perspective: Managing a Clinical Trial** (2)
Selecting Investigators and Monitors;
Maintaining and Managing Essential Documents (e.g. FDA Form 1572);
Case Report Form Data Transmission and Generation of the Clinical Study Report;
Reviewing and Reporting of Serious Unexpected Adverse Drug Experiences;
Implementing Monitoring Plan and Performing Quality Control.
- **Monitoring Obligations and Methods** (4)
Monitoring Role and Responsibilities According to the FDA Guideline;
Monitoring Role and Responsibilities According to ICH Good Clinical Practice Consolidated Guideline (E6);
Monitoring Responsibilities: Type of Monitoring Visits, Monitoring Activities Pre-Visit, On-Site, and Post Visit;
Monitoring Method: Implementing a Systematic Monitoring Approach to Effectively Monitor a Multi-Center Trial;
Problem Solving and Trouble Shooting GCP / ICH Issues;
Writing Strategic Monitoring Reports and Follow-Up Visit Letters.

Books:

1. 1.Clinical Research: What It Is and How It Works Lori A. Nesbitt, editor, 2004.
2. Clinical Research Coordinator Handbook, 4th edition, Deborrah Norris, 2009.
3. Clinical Research in Practice: A Guide for the Bedside Scientist ,Janet Houser and Joanna Bokovoy, 2005.
4. Clinical Research Quality System Manual,Nancy J. Stark, 2009.
5. Clinical Trials: A Practical Guide to Design, Analysis, and Reporting,Duolao Wang and Ameet Bakhai, editors, 2006.
6. Clinical Trials Audit Preparation: A Guide for Good Clinical Practice (GCP) Inspections”, Vera Mihajlovic-Madzarevic, 2010.
7. Clinical Trials Handbook,Shayne Cox Gad, 2009.
8. A Clinical Trials Manual from the Duke Clinical Research Institute:,Lessons from a Horse Named Jim, 2nd Edition Margaret B. Liu and Kate Davis,, 2010.
9. Conducting Clinical Research: A Practical Guide for Physicians, Nurses, Study Coordinators, and Investigators, 2nd edition,Judy Stone, 2010.
10. Data Monitoring Committees in Clinical Trials: A Practical Perspective,Susan S. Ellenberg, Thomas R. Fleming, and David L. DeMets, 2003
11. Designing Clinical Research, 3rd Edition,Stephen B. Hulley, Steven R. Cummings, Warren S. Browner, Deborah G. Grady, and Thomas B. Newman, 2007.
12. Economic Evaluation in Clinical Trials,Henry A. Glick, Jalpa A. Doshi, Seema S. Sonnard and Daniel Polsky, 2007.
13. Evaluating Clinical Research: All That Glitters Is Not Gold, 2nd Edition,Bengt D. Furberg and Curt D. Furberg, 2007.
14. Management of Data in Clinical Trials, Second Edition,Eleanor McFadden, 2007.

26. Health Insurance Management**(Credits:2,Hours:24)**

- Basic principles of general insurance: History and development of health insurance, Current scenario- International, Indian. (4)
- Insurance Act, 1939,Insurance Regulatory and Development Authority (IRDA),Consumer Protection Act, 1986 (2)
- Insurance Ombudsman,Intermediaries in health insurance,Evolution of TPA industry in India,Working and role of TPA, Managed health care,Regulations relating to the intermediaries,Other intermediaries (4)
- **Health insurance frauds:** Introduction,Measures to control insurance fraud and abuse,Case studies,IT and control of health insurance frauds and abuse (4)
- **Health insurance products:** International, Indian health insurance products, Interpretation of terms and conditions,Specific ailment based products- HIV and Diabetes ,Community based health insurance,Social Health Insurance- ESIS and CGHS (4)
- **Operational aspects:** Claims and utilisation management, International Classification of Diseases (ICD),Provider management, Medical underwriting (6)

Books:

1. Life and Health Insurance, 13th Edition [Paperback] Kenneth Black Jr. (Author),
Harold D. Skipper Jr. (Author) , ISBN-10: 0138912505 | ISBN-13: 978-0138912505 |
Publication Date: September 17, 1999
2. Health insurance for the poor in developing countries By Johannes Jütting,
Ashgate Publishing, Ltd.
3. Insurance in India: changing policies and emerging opportunities, P. S. Palande, R. S. Shah,
M. L. Lunawat, SAGE publications

27. Non-Governmental Organisation & Public Health Management (Credits:2,Hours:24)**Section I:Non-Governmental Organisation: (14)**

- NGO Environment (1)
- Issues in NGO management (1)
- Problem identification (1)
- Social Marketing (1)
- Information, Education and Communication (1)
- Monitoring & Evaluation (2)
- Proposal Development (2)
- Fund Raising. (1)
- Health Situational Analysis (1)
- Networking and Advocacy (1)
- Community Mobilization (1)
- Public Private Partnership in Health Sector (1)

Section II:Public Health Management (10)

- **Introduction** (2)
Brief outline of health situation in India.
Health sector in development planning in India after Independence.
Organisation network for health and family welfare services at the centre, state,
district and block level directorates and administrative ministries — their authority and
functions.
- **Health Policy in India** (2)
Health policies in India — National Health Policy, Population Policy, Drug
Policy, Medical Education Policy.
- **Primary Health Care** (2)
Primary Health Care — philosophy and approach, selective primary health care,
experience of voluntary sector organisations in the implementation of primary health
care.
- **Health programmes in India:** (4)
National Malaria Eradication Programme, Filaria Control Programme, T.B. Control
Programme, Leprosy Eradication Programme, Guinea worm Eradication Programme,
Iodine Deficiency Disorder Control Programme, Diarrhoeal Diseases Control
Programme, Blindness Control Programme, STD Control Programme, AIDS Control

Programme, Cancer Control Programme, Diabetes Control Programme, Family Planning Programme, Universal Immunisation Programme, Child Survival and Safe Motherhood Programme, Nutrition Programmes, Integrated Child Development Scheme, Water Supply and Sanitation Programme, Minimum Needs Programme.

Books:

1. Text book of Community Medicine, Kulkarni A.P. and Baride J.P.
2. Park's Textbook of Preventive and Social Medicine, Park
3. Principles of Preventive and Social Medicine, K. Mahajan
4. Textbook of Community Medicine, B. Shridhar Rao.
5. Essentials of Community Medicine, Suresh Chandra.
6. Review in Community Medicine, V.R. Sheshu Babu.
7. Dever – Managerial Epidemiology Practice, Methods & Concept, 2004
8. Hodges – Assessment and Planning in Health Programs, 2005

28. Health Informatics Telemedicine & e-Health

(Credits:2, Hours:24)

Section I: Health Informatics:

(10)

- Introduction and overview (1)
- Net searching tips (1)
- Databases and Knowledge management (1)
- Standards for health informatics (1)
- Electronic Health Records, HL7 and XML (1)
- Integrated HIS including Clinical Decision Support Systems (2)
- Imaging, including PACS and DICOM (1)
- Requirements management (1)
- Artificial intelligence (1)

Section II: Telemedicine & e-Health:

(14)

- **Introduction To Telemedicine:** (1)
Concept, Definitions, History, Organs and Forms, Evolution, Impact, Issues, Type of digital information of telemedicine
- **Telemedicine Systems:** (2)
Telemedicine as a system, Critical sub-systems of telemedicine, Regulatory sub-systems, Optional sub-systems of telemedicine, Mobile applications of telemedicine
- **Clinical And Technical Aspects Of Telemedicine:** (2)
Applications of telemedicine, Perspectives of clinicians, Telemedicine and diagnostic imaging, Telemedicine and monitoring of physiological parameters, Telemedicine and surgery
- **Data And Information Standards In Telemedicine:** (4)
Role of standards in Healthcare, Health Level Seven (HL7), Digital Imaging and Communication in Medicine (DICOM), Logical Observation Identifiers Names and Codes (LOINC); Systematized Nomenclature of Medicine-Clinical Terms (SNOMED), Adoption of Information Systems Standards in Healthcare, Ethical and legal aspects of telemedicine: confidentiality, and the law, patient rights and consent, access to

medical Records, reimbursements ,Values to the Patient, Clinician, and Health Care Organization training, cost, administration, Challenges to Successful Implementation

- **Telemedicine Implementation:** (2)
Telemedicine networks in developed countries ,Telemedicine networks in developing countries ,Mobile telemedicine (mHealth) applications ,Integration of Telemedicine with other IT applications in healthcare ,Challenges to successful implementations ,Telemedicine case study to identify the healthcare professional roles and understanding of the implications of training, cost and administration involvement.
- **Ethical And Legal Aspects Of Telemedicine:** (2)
Confidentiality of medical data ,Challenges being faced by telemedicine ,Roles of clinicians and paramedical personnel ,Ethical and legal aspects of telemedicine ,Implications of trainings and cost
- **Adoption of Telemedicine:** (1)
Concepts: Innovation, Adoption, Diffusion, Integration ,Factors influencing Adoption of Telemedicine ,Diffusion of IT Innovations in Healthcare ,Adoption & Diffusion of Telemedicine in resourceful and resource limited settings

Books:

1. "Telehealth in the Developing World" , edited by Richard Wootton, Nivritti G. Patil, Richard E. Scott, and Kendall Ho, Royal Society of Medicine Press/IDRC, 2009, ISBN: 978-1-85315-784-4; e-ISBN 978-1-55250-396-6,
2. Handbook of Research on Advances in Health Informatics and Electronic healthcare applications : global adoption and impact of information communication technologies, Khalil Khoubati, Yogesh Kumar Dwivedi, Aradhana Srivastava, Idea Group Inc (IGI),2010
3. Medical Informatics: An Exploration,Simita Mishrakailash Chandra Mishra, Simita Mishra, Kailash Chandra Mishra, ICFAI Books

29. Pharmaceutical Management:

(Credits:2,Hours:24)

- **Pharmacology** (4)
- **Pharma Sales & Marketing Management** (6)
Pharma Sales and Distribution Management
Pharmaceutical Marketing Management
- **Pharma Product Management** (3)
Brand Management
Rural Marketing
OTC Marketing
- **Pharma Production Management** (6)
- **The Ayurvedic and Herbal Market:** (5)
Overview of global Ayurvedic and Herbal industry, Ayurvedic and Herbal industry in India, Prescription vs. OTC market, Major stakeholders in domestic and global market, Major Ayurvedic Brands, Regulatory environment in Ayurvedic industry.

Books:

1. Pharmaceutical Management By Sachin Itkar ISBN 978-81-85790-39-8, Nirali Publication
2. Pharmacy Management: Essentials for All Practice Settings, Second Edition Shane Desselle, David Zgarrick, August 26, 2008, ISBN 0071494367 / 9780071494366

30. Final Project**(Credits:4)**

The student will work independently on a project in one of the areas of Health Care Administration in the final three months of II year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a Project Report.

- **Case Study: Compulsory, Relevant Cases have to be discussed in each module.**