

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046  
 SCHOOL OF DISTANCE EDUCATION (SDE)  
 for the SDE students admitted during the academic year 2011-12 & Onwards

**M.B.A - Hospital Management**  
**(Annual Pattern)**

<b><u>Paper</u></b>	<b><u>Name of the Subject</u></b>	<b><u>Marks</u></b>
<b><u>First Year</u></b>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<b><u>Second Year</u></b>		
2.1	Hospital Architecture, Planning And Design	100
2.2	Materials Management	100
2.3	Hospital Operation – I (Patient Care)	100
2.4	Hospital Operation – II (Supportive Services)	100
2.5	Bio-Sciences & Epidemiology	100
2.6	Hospital Information System	100
2.7	Health Laws & Policies	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
<b>Total</b>		<b>1800</b>

## **FIRST YEAR**

### **1.1.Principles of Management and Organizational Behaviour**

#### **UNIT I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

#### **UNIT II**

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

#### **UNIT III**

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

#### **UNIT IV**

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

#### **UNIT V**

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

#### **REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6<sup>th</sup> Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

### **1.2. Managerial Economics**

#### **UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

#### **UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.  
Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

#### **UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

#### **UNIT IV**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

#### **UNIT V**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

#### **REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

### **1.3. Accounting and Finance for Managers**

#### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

#### **UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis:  
Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund

Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

### **UNIT III**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

### **UNIT IV**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### **UNIT V**

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### **REFERENCE**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.4. Marketing Management**

### **UNIT I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

### **UNIT II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

### **UNIT III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

### **UNIT IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

### **UNIT V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

### ***REFERENCE***

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

## **1.5. Human Resource Management**

### **UNIT I: Human Resource Function**

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

### **UNIT II: Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **UNIT III: Training & Development**

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

### **UNIT IV: Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **UNIT V: Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

### **REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## **1.6. Quantitative Techniques for Management**

### **UNIT I**

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### **UNIT IV**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

### **UNIT V**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

### **REFERENCE**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.

5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

### **1.7. Research Methods for Management.**

#### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

#### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

#### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

#### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

#### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

#### **REFERENCE**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.



Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.8. CORPORATE COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

### **References:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

## **1.9. OPERATIONS MANAGEMENT**

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to

MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV** : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

**UNIT V** : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

**References :**

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

**SECOND YEAR**

**2.1. HOSPITAL ARCHITECTURE PLANNING &DESIGN**

**UNIT I**

Concept of hospitals – planning and design of hospital( building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital.

Departmentation in Hospital

Organisation – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary service departments

**UNIT II**

Concept of project management – concept of project – categories of projects – projects life cycle phase – project management concepts – tools and techniques for project management.

**UNIT III**

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

**UNIT IV**

Organising human resources and contracting – project manager – project manager's authority – The project manager – roles and responsibilities of project manager project organization – accountability in project execution – contracts and tendering ,selection of contractors – team building

**UNIT V**

Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary.

Project implementation stages direction – communication in a projects – coordination guidelines for effective implementation reporting in project management – project evaluation and its objectives types and methods.

**Reference:**

Planning & Management of Medical Care Hospital Services(Back Ground Papers)  
Conducted by Department of Medical Care and Hospital Administration NIH &FW,  
New Delhi.

Building a Hospital – A Premier for Administrator	-	John Rea,J Jaffrey J Fronmelt Malcolm D.Maccoun.
Site Selection for Health Care Facilities	-	James Lifton Owen B Hardy
Planning Health facilities for patient and visitors	-	Janet Reinstein Carpmqan Myro A Grant Deborah A.Simmons
Hospital waste management	-	John Blackman
How to evaluate equipment and service contract	-	Henry Alder
Hospital Electrical Standards	-	Mary Ann.Kelly
Hospital facilities planning and Design	-	G.D.Kuders

**2.2. MATERIAL MANAGEMENT****UNIT I**

Importance of material management -,need of integrated concept – definition and scope – advantages in integrated material management concept. Organisation – based on commodities – based on function – interdepartmental relationship – material planning and budgeting – concept of logistics management

**UNIT II**

Purchase management – negotiation – purchase system – Material requisition – Purchase order – limited tender – open tender – comparative statement – follow-up purchase orders- purchase of capital items – payback period approach – return on investment approach – Internal Rate of return – Discounted cash flow method.

**UNIT III**

Import purchase procedure – capital equipment letter of credit – Bill of lading – import substitution – public buying rate and running contracts – service contracts. Buyer seller relation and ethics.

**UNIT IV**

Stores management – store keeping – objectives – functions – locations and layout- Store keeper – duties – responsibilities – stores system and procedures – goods received notes – goods receipt voucher – bin card – stores issue voucher – discrepancy report – stores accounting and stock verification – LIFO – FIFO average price method.

Inventory control – replenishment of stock – tools –ABC, VED and FSH Analysis – EOQ – Roeder point – safety stock – lead time analysis.

**UNIT V**

Computers in materials management application – inventory control system – Material Resource planning system – list MIS reports in material management.

**Reference:**

Material Management - M.M. Varma  
 Material Management  
 An Integrated Approach Inventory Control Theory & Practice - Gopalakrishnan

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**2.3. HOSPITAL OPERATION- I (PATIENT CARE)****UNIT I**

Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.

**UNIT II**

Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services

**UNIT III**

Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine

**UNIT IV**

Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management

**UNIT V**

Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism.

**FRAME WORK FOR THE ABOVE TOPICS**

1. Definition
2. Section or types
3. Role and functions
4. Planning consideration like location, principles, shape, design, types, layout, special requirement
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

**References:**

- |                                   |   |                |
|-----------------------------------|---|----------------|
| Management process in Health care | - | S.Srinivasan   |
| Hospital Department Profiles      | - | Gold Berry A.J |
- 

**2.4. HOSPITAL OPERATION – II (SUPPORTIVE SERVICES)****UNIT I**

Nutrition and dietary services – pharmacy services – Medical records services

**UNIT II**

Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital.

**UNIT III**

Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital

**UNIT IV**

Transportation services – Mortuary services – Hospital security services

**UNIT V**

Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards

**FRAME WORK FOR THE ABOVE TOPICS**

1. Definition
2. Section or types
3. Role and functions
4. Planning consideration like location, principles, shape, design, types, layout, special requirement
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

**References:**

- |   |   |                                |
|---|---|--------------------------------|
| Hospital and facilities planning and Design   | - | G.D.Kunders                    |
| Hand Book of Bio-Medical Engineering          | - | Jacob Kline                    |
| Clinical Engineering Principles and Practices | - | Webster J.G. and Albert M.Cook |
| Maintenance Planning and Control              | - | Antony Kelly                   |
| Hospital Engineering in Developing Country    | - | Hans Pfeiff, Veera             |
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## 2.5. BIO-SCIENCES & EPIDEMIOLOGY

### UNIT I

#### INTRODUCTION TO BIOMOLECULES

- A) Classification, Function and properties of Carbohydrates, Lipids, Proteins and Nuclei acid.
- B) Enzymes – properties of enzymes – enzyme reaction – factors affecting enzyme reactions – enzymes cofactors inhibitions.

### UNIT II

#### INTRODUCTION TO HUMAN BODY

Structure and Functions of Eyes, Ear, Heart, Lungs, Kidney, Brain, Reproductive organs.

### UNIT III

#### MICROBIOLOGY & PARASITOLOGY

- A) Basic Microbiology, Culture media, Aseptic technique and methods, Staining (simple, Gram staining)
- B) Introduction to Protozoan parasites. Entamoeba histolytica, Plasmodium Vivax, Trichomonas Vaginalis, Food and water borne disease (Salmonellosis, Cholera)

### UNIT IV

#### INTRODUCTION TO EPIDEMIOLOGY

Basic concepts and methods of epidemiology, health for all and primary health care – clinical trials, immunization and isolation system, emergency epidemic management system.

### UNIT V

- A) National health programmes related to communicable diseases- Tuberculosis, AIDS, STD, Leprosy, Malaria.
- B) National health programmes related to Non-communicable diseases – Cancer, Diabetes
- C) Alcoholism & Rehabilitation, Reproductive and child health programmes.

#### References:

Biological Sciences	-	D.J. Taylor N.P.O & Green G.W. Stout
Principles of Internal Medicine	-	Harrisons Volume 2.

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## 2.6. HOSPITAL INFORMATION SYSTEM (INCLUDING MEDICAL RECORDS)

### OBJECTIVES:

To understand the importance and application of information technology industries; to learn the modern methods of promoting business through internet, to lay emphasis on current e-commerce trends; to study and understand the importance of data resources for organization; to explore the information needs of hospitals and understand the importance of computerization of medical data.

### UNIT-I

#### INTRODUCTION TO INFORMATION SYSTEMS IN BUSINESS

The need for information systems – the increasing value of information technology – the network of computing- – IT as a tool for competitive advantage. IS controls - facility control and procedural control -Risks to online operations - Denial of service, spoofing - Ethics for IS professional -Societal challenges of Information technology.

### UNIT-II

#### MANAGERIAL OVERVIEW – HARDWARE/SOFTWARE

Computer peripherals – input technology trends – voice recognition and response optical scanning – out put technologies and trends – video out put – storage trends application software for end users – word processing and desktop publishing – system software – operating systems – programming languages.

### **UNIT-III**

#### **DATA BASE MANAGEMENT SYSTEMS**

Foundation data concepts- the data base management approach – types of database – database structures – data mining – benefits and limitations of data base management.

### **UNIT-IV**

#### **THE INTERNET AND ELECTRONIC COMMERCE**

Business use of the Internet – Interactive marketing – E.Commerce application – Business to Business commerce.. Challenges of e-health-electronic medical records.

### **UNIT V**

#### **HOSPITAL INFORMATION SYSTEM AND MEDICAL RECORDS**

Management decision and related information requirement – Concept of networking hospitalinformation system – Clinical information system – Administrative information system – Support service technical information system-.picture archivel communication system-Role of medical records in health care delivery – general medical records standards and policies– legal aspects of medical records – medical audit computerization of medical recordsinformation needs in the hospital information– sources health information -uses of health and hospital data.

#### **Reference:**

Mgt Information System	-	James A.O'Brien
Managing aModern Hospital	-	A.V.Srinivasan
Mgt Information System in Hospital	_	A.K.Saini
Dynamic Hospital Information	-	Gilad J.Kuperman
Health Mgt information System	-	Smith, Jack
- A Handbok for decision makers		
Medical Records	-	GD.Mogli

## 2.7. HEALTH LAWS AND POLICIES

### **UNIT I**

Code of ethics – introduction – professional ethics – personal qualities of the medical professional.

#### **LAWS RELATED TO MEDICAL PRACTICE**

Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987 .

### **UNIT II**

#### **LAWS RELATED TO HOSPITAL ADMINISTRATION**

Companies act – law of contracts – consumer protection act

#### **LAWS RELATED TO SUPPORT SERVICES**

Biomedical waste (management and handling rules) – atomic energy act – Indian electricity act, 1956 – Indian boiler act – pollution control act.

#### **LAWS RELATED TO HOSPITAL FINANCE**

Securities and exchange board of India (SEBI) - securities contract regulation act – negotiable Instruments act – value added act (VAT) – patient bill – IRDA – service tax.



**UNIT III****OVERVIEW OF HEALTH CARE DELIVERY SYSTEM**

Overview of health care delivery system – brief history of evolution – growth of health care services after independent salient features of various committees. Health care infrastructure – National level – state level – district level –block level, primary health center level – sub center level – village level – role of private sector & voluntary organization.

**UNIT IV****HEALTH CARE AGENCIES – DEFINITION – FUNCTION**

National health care agencies – Indian red cross / society – hind kusht nivaran singh – Indian council for child welfare – tuberculosis association of India – bharat sevak samaj – central social welfare board – kashthuriba memorial fund – family planning association of India – an Indian blind relief society – all India women’s conference.

International health care agencies – UNICEF, WHO, UNDP, World Bank, CARE – Rockefeller foundation – ford foundation Colombo plan

**UNIT V****HEALTH POLICIES**

National health policy – salient features – population policy 2000. Pharmaceutical legislation in India – historical development of pharmaceutical education in India and its present status. Pharmacy act – drugs and cosmetics act – narcotics and psychotropic substances act – drug and magic remedies act – poisons act and rules.

Scope of study of the above topics to cover definition / scope / penalties / salient feature /recent amendments affecting hospital management only for the exam evaluation.

**Reference:**

Elements of mercantile law	- N.D.Kapoor
Export management	- T.A.S. Balagopal
Bare acts relating to hospital laws	- government of India publications.
Drug and pharmacy laws in India	- H.K.bharathi
Government of India publications regarding drug policy	
Planning a community health programme	- mabry C esther
Community health nursing	- StanhopLancaster
Textbook of prevention and social medicine	- B.K.mahajan M.C. Gupta

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## **2.8. BUSINESS ENVIRONMENT AND ETHICS**

**Objectives:** To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

**UNIT 1 :-** Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

**UNIT II:-** Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

**UNIT III :-** Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

**UNIT IV:-** Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

**UNIT V:-** Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

### **REFERENCES:**

Adhikari.m - Economic environment of Management  
Francis cherunnilam - Business environment  
Pruti s . economic & managerial environment in India  
Davis & keith William c . frederik - business and society  
Amarchand d - Government and business  
Mankard \_ Business Economics  
A.N Agarwal \_ Indian economy  
Steiner and Steiner – Business Ethics – Mc-Graw Hill  
Raj Agarwal – Business Environment – Excel Books.

## **2.9. STRATEGIC MANAGEMENT**

**Objectives:** To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

### **UNIT I**

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

### **UNIT II**

#### **Environmental Analysis & Internal Analysis of Firm:**

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

### **UNIT III**

#### **Strategy formulation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

**UNIT IV**

**Tools of Strategy Planning and evaluation**

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

**Unit V**

**Strategy implement & Control:**

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

**Reference**

- 1.Pearce & Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

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**QUESTION PAPER PATTERN**

**Time : 3 Hours**

**Max Marks : 100**

**Answer any Five Questions**

**(5 X 20 = 100 Marks)**

- 1.
- 2.
- 3.
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