

ACHARYA NAGARJUNA UNIVERSITY
CENTRE FOR DISTANCE EDUCATION
NAGARJUNA NAGAR, GUNTUR, ANDHRA PRADESH



PROGRAMME PROJECT REPORT
(PPR)

MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL ADMINISTRATION)

Programme Code: 197

MASTER OF BUSINESS ADMINISTRATION

(HOSPITAL ADMINISTRATION)

Programme Code: 197

MISSION :

To educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large; to develop new scholars and teachers, and to create and disseminating pathbreaking knowledge, concepts, and tools which advance the understanding and practice of management.

OBJECTIVES :

The main objective of this programme is to provide intensive theoretical and practical knowledge of management along with relevant case studies and technical knowhow. This programme is designed for leaders seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. ... In the first class, students analyze the overall role in business and basic frameworks.

RELEVANCE :

The MBA programme offered through Open and Distance Learning mode is purely relevant and aligned with the goals and mission of CDE, ANU. The Management programmes are impregnated with the concepts and practices of globalised business scenario with a focus on innovation and creativity retaining fundamentals. This programme is helpful for enhancing the employability skills with the global perspective and conforming to the vision and mission of ANU which is thriving to empower the students at every portal of the University in building of the core competence.

NATURE OF PERSPECTIVE TARGET GROUP OF LEARNERS :

Aim of open and distance education is to enhance the academic competence in those who were deprived of higher education for various socio-economic reasons. This programme is designed for candidates to provide quality education at affordable cost to larger sections of population by facilitating the reach of education to the doorsteps of people living in remote and far-flung areas. This program is also useful for candidates interested in career advancement, improving skills, upgrading the qualification, add on course, Working Professionals, Entrepreneurs, Service Personnel, Academic Faculty, Government Officials, Researchers, Home Makers etc.

SKILLS AND COMPETENCE OF THE PROGRAMME :

Inconsideration of the huge gap in education and industry and also in skill development now it is imperative on the part of every university to reach out every nook and corner of the country where the institutions with significant infrastructure are not available in order to elevate the status of the marginalised sections of the society especially living in rural areas of the country. The only solution appears to be "open and distance education" and Acharya Nagarjuna University takes initiative by reaching out those unreached by ICT enabled blended mode of distance learning programmes. MBA programme is an innovative programme. The learning outcomes of this programme are as follows:

- Professional development of teachers.
- Incorporating generic transferrable skills and competencies
- To develop critical learning, analytical skills and research skills.

INSTRUCTIONAL DESIGN: Course structure and detailed syllabi

Acharya Nagarjuna University

Centre for Distance Education

Nagarjuna Nagar, Guntur-522510

MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) Programme Code: 197

PROGRAMME STRUCTURE

Course Code	Course Name	Internal Assessment	External Assessment	Max. Marks	Credits
FIRST YEAR: Semester-1					
101HA26	Perspectives of Management	30	70	100	3
102HA26	Organizational Behaviour for Healthcare Organizations	30	70	100	3
103HA26	Health Economics	30	70	100	3
104HA26	Information Technology for Healthcare Management	30	70	100	3
105HA26	Medical Terminology, Clinical, Diagnostic and Therapeutic Services	30	70	100	3
106HA26	Healthcare Business Environment	30	70	100	3
107HA26	Medical Records Management	30	70	100	3
FIRST YEAR: Semester-2					
201HA26	Human Resource Management for Healthcare Organizations	30	70	100	3
202HA26	Accounting for Hospitals	30	70	100	3
203HA26	Purchase and Inventory Management for Hospitals	30	70	100	3
204HA26	Research Methodology and Healthcare Analytics	30	70	100	3
205HA26	Healthcare Laws, Ethics and Counselling Skills	30	70	100	3
206HA26	Hospital Administration	30	70	100	3
207HA26	Medical Tourism	30	70	100	3
SECOND YEAR: Semester-3					
301HA26	Hospitals Operations Management	30	70	100	3
302HA26	Marketing of Healthcare Services	30	70	100	3
303HA26	Management Information System for Healthcare Organizations	30	70	100	3
304HA26	Corporate Grooming & Management Skill Development for Healthcare Professional	30	70	100	3

Student Must Choose ONE Elective Group only
The same elective group must be continued in Semester IV
The change of elective group is not permitted under any circumstances

Elective Group A: Healthcare Quality Supply Chain and Governance

305HA26	Public Health System	30	70	100	3
306HA26	Total Quality Management and Hospital Accreditation	30	70	100	3
307HA26	Supply Chain Management in Hospitals	30	70	100	3
308HA26	Healthcare and Pharmaceutical Management	30	70	100	3

Elective Group B: Healthcare Finance, Insurance & Digital Health

309HA26	Financial Management for Healthcare Organizations	30	70	100	3
310HA26	Healthcare Insurance	30	70	100	3
311HA26	Project Management in Health Care	30	70	100	3
312HA26	Digital Health, Telemedicine & Health Informatics	30	70	100	3

SECOND YEAR: Semester-4

401HA26	Strategic Management in Healthcare Organizations	30	70	100	3
402HA26	Hospital Enterprise Resource Planning	30	70	100	3
403HA26	Community Healthcare Management	30	70	100	3
404HA26	Epidemiology and Healthcare Education	30	70	100	3

The same elective group chosen in Semester III must be continued in Semester IV

The change of elective group is not permitted under any circumstances

Elective Group A: Healthcare Quality Supply Chain and Governance

405HA26	Hospital Waste Management	30	70	100	3
406HA26	Ethics in Hospital Administration	30	70	100	3
407HA26	Hospital Hazards and Disaster Management	30	70	100	3
408HA26	Patient Relationship Management	30	70	100	3

Elective Group B: Healthcare Finance, Insurance & Digital Health

409HA26	Risk Management in Healthcare	30	70	100	3
410HA26	Global Healthcare Systems & Medical Tourism Strategy	30	70	100	3
411HA26	AI, Data Analytics & Decision Support in Health Care	30	70	100	3
412HA26	Sustainable & Integrative Healthcare Business Models	30	70	100	3
413HA26	Project Work	-	-	100	4
414HA26	Viva-Voce	-	-	100	4
-	Total Credits	-	-	-	98

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MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) Programme Code: 197

PROGRAMME SYLLABUS

1st YEAR – 1st SEMESTER SYLLABUS

101HA26: PERSPECTIVES OF MANAGEMENT

UNIT – I Management: Concept –Nature- Levels- Skills- Functions - Management as an Art, Science and Profession – F.W.Taylor’s Scientific Management Theory - Fayol’s Theory of Management- Human Relations Approach; Healthcare Management: Significance- Role and Responsibility of Healthcare Manager in Hospital – Corporate Social Responsibility.

UNIT – II Planning: Concept-Nature-Purpose-Process of Planning-Types of Plans – Premising; Decision Making: Concept- Decision Making Processes; Management by Objectives: Concept- Process.

UNIT – III Organizing: Nature-Purpose-Process-Formal and Informal Organizations- Departmentation- Span of Control-Delegation-Decentralization-Line and Staff - Committees.

UNIT – IV Staffing: Nature and Importance of Staffing – Recruitment - Selecting - Training and Development - Performance Appraisal; **DIRECTING:** Meaning-Nature and importance- Principles of effective Directing – Directing Process

UNIT – V Motivation: Concept – Significance - Theories of Motivation - **Leadership** - Leadership Styles-Leadership Theories; **Communication:** Concept -Importance-Process-Barriers-Principles of Effective Communication; **CONTROLLING:** Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.

Reference Books:

1. Principles and Practices of Management, LM Prasad, Sulthan Chand& Sons, New Delhi- 2019.
2. Management an Introduction, David Boddy, Pearson Education, Seventh Edition- 2018.
3. Essentials of Hospital Management & Administration, Dr.D.L. Ramachandra, Educreation Publishing-2018.
4. Principles of Management, 6th Edition, PC Tripathi and PN Reddy, McGraw Hill Education- 2017.
5. Management Principles for Health Professionals, Joan GrattoLiebler, Charles R.Mc Connell, Jones and Bartett Publishers, Inc, 7th Edition-2016.

6. Hospital Administration and Management –A Comprehensive Guide, Joydeep Das Gupta, Jaypee Brothers Medical Publishers; Second Edition-2015.
7. Hospital Management; Text & cases, Pearson Education India, First Edition-2013.
8. Healthcare Management (Text and Cases), S.K.Sarangi, Himalaya Publishing House-2011.
9. Dunn&Haimann's Healthcare Management, Rose.T.Dunn Health Administration Pr; 9th Edition-2010.
10. Hospital Management and Administration Principles and Practice Including Law, BV Subramanyam, CBS Publishers& Distribution Pvt Ltd.

102HA26: ORGANIZATIONAL BEHAVIOUR FOR HEALTHCARE ORGANIZATIONS

Unit - I Focus and Purpose of Organisational Behaviour: Definition and Meaning, nature and scope, Goals of OB – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.

Unit - II Individual Behaviour: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context

Unit - III Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills

Unit - IV Organisational change and Development: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, and change management. Organisational Development: objectives and techniques of Organisational Development.

Unit - V Organisational Conflict & Culture: Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution- **Organizational Culture** Definition and characteristics, creating and sustaining culture

Reference Books

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
2. Organisational Behaviour - Text, Cases & Games by K. Aswathappa
3. Organizational Behavior -Stephen .P. Robbins, Prentice Hall of India
4. UdaIParek, Understanding Organisational Behaviour, Oxford
5. Jai, B.P.Sinha, “Culture and Organisational Behaviour”, Sage Publications
6. K. Aswathappa, Organisational Behaviour Text, cases& games Himalaya Publishing house 8th revised edition.
7. Suja R. Nair. Organisational Behaviour Text &cases, Himalaya Publishing house
8. LM Prasad Organisational Behaviour, sulthanchand& sons
9. Dr. C B Gupta, Organisational Behaviour Text &cases. S. chand Publication
10. Avinash K. Chitale Organisational Behaviour Text &cases 2020 edition PHI publishers,

103HA26: HEALTH ECONOMICS

Unit – I: Health Economics: Need & Scope of Health Economics; Principles of Health Economics; Basic Economic Concepts – Application of Economics to Business Decisions

Unit – II: Demand Analysis: Law of Demand – Elasticity of Demand –Utility and Health; the Demand for and Supply of Medical Care- Demand Forecasting in relation to health services – Techniques of Demand Forecasting;

Unit – III: Market Structures and Price – Output Decisions: Market Structures – Price out Put determination under Perfect Competition; Monopolistic Competition

Unit – IV Healthcare Reforms in India: Healthcare Policy; Experiences of healthcare reform, Impact of reform; Economic Evaluation of National Health Program. The Impact of Economic Evaluation on Decision Making in Healthcare, Government involvement in healthcare market

Unit – V Health Policy: Health Policy Conundrum– Arrow's Impossibility Theorem, Health Policy Trilemma, Working of health insurance markets, regulation of healthcare providers, comparing National Health Policies, Bismarck Model.

Reference Books

1. Thomas and Maurice, "Managerial Economics", Tata Mc-Graw Hills.
2. Ahuja, H.L., "Managerial Economics", S-Chand.
3. Charles E. Phelps "Health Economics" Routledge Publications. 6th Edition 2017
4. David Wonderling, Reinhold Gruen, Nick Black "Introduction to Health Economics" Open University Press 2018 revised edition
5. Dutta Shuvendu Bikash "Health Economics for Hospital Management" Jaypee Brothers Medical Publishers.
6. Dr D Amutha "A Text Book of Health Economics" IBP Publisher, 2016
7. By Frank A. Sloan and Chee-Ruey Hsieh "Health Economics" The MIT Press, 2019
8. Battacharya, Jay Hyde Timothy & TU Peter (2014). Health Economics. Palgare Mac Miller Publication.

104HA26: INFORMATION TECHNOLOGY FOR HEALTH CARE MANAGEMENT

Unit - I Introduction: Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers

Unit - II Computer Networks Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet, Intranet, Extranet, MIS.

Unit - III MS Word & Excel

MS-Word: Creation of Document – Format Document – Text Editing and Saving – Organising information with tables and outlines – Mail merge – Index- Printing

MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.

Unit - IV Power Point: Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

Unit - V Data Analysis with Statistical Tools:

MS Access: Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

Overview of SPSS: Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.

Reference Books

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
3. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
4. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
5. Cox et all – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Anita Goel, “Computer Fundamentals”, Pearson.
8. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.

105HA26: MEDICAL TERMINOLOGY, CLINICAL, DIAGNOSTIC AND THERAPEUTIC SERVICES

Unit - I Introduction: Primary care, Secondary care, Tertiary care; Rural Medical care, Urban medical care; Curative care&Preventive care; General & Special Hospitals; Clinical Terms;Common Terms of Healthcare Management: Terms related to levels of healthcare, Primary, Secondary and Tertiary; Systems of Medicine: Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc

Unit - II Outpatient & Inpatient services: Medical services; Surgical services; Pediatric services; Dental services; Psychiatric services; Casualty & Emergency services; Hospital Laboratory services; Anesthesia services; Obstetrics and Gynecology services; Neuro-Surgery service; Neurology services; Intensive care unit; Coronary care unit; Burns, paraplegic & malignant disease treatment; Nursing services.

Unit – III Medical Terminology: Glossary of medical terms: Major diseases and medical specialties: Roots, Prefixes, Suffixes, Abbreviations and symbols; Common roots: element referring to, usage and definition; Common prefixes and suffixes; Common abbreviations: departments, time, general healthcare, routes of medication and laboratory; Symbols.

Unit -IV Specialty-wise terminology: Pathology terms of common use; Diagnostic and therapeutic terms; Pediatric services; ENT; Ophthalmology; Orthopedics; Dermatology: Cardiology

Unit - V Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning;

Reference Books

1. Mogli GD: Medical Records, Organization and Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
2. Francis CM, Mario C de Souza: Hospital Administration, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000.
3. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press.
4. Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984.
5. BM Sakharkar, Principles of Hospital Administration and Planning –Jaypeebrothers publications.
6. Medical records manual: A guide for Developing countries WHO regional office, stylus Publication

106HA26: HEALTHCARE BUSINESS ENVIRONMENT

Unit –I Healthcare systems in India: Types of Healthcare Services, Health Services pyramid, Issues in Healthcare Delivery. Patterns of old Healthcare and New Healthcare; Factors Influencing Change in Healthcare Delivery System. Future trends of Indian Health Care system.

Unit – II. History of Hospitals: Hospitals in India; Emergence of healthcare care Delivery System and Hospitals in Independent India; Changing Roles of Hospitals; Role of Hospitals in New Millennium: Globalization of HealthCare;

UNIT III Administration of Health Services in India: Health committees Appointed by the Government and their influence; International Health Agencies.

UNIT IV Economics of Health Care: Financial Resources for Healthcare Services; Role of Health insurance; Government and Voluntary Health Agencies in India; western Economics of Health Care -Concept of Medicare and Medicaid

UNIT V Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issue; contracting in Health care; Effective Media communication; Robotic 'surgery, Telemedicine; Medical Tourism.

References:

1. Joshi D C & Joshi, Mamta (2009). Hospital administration. Jaypee Brothers Medical Publications. New Delhi.
2. Joshi. S. K (2010). Law and practice of Medicine, Jaypee Brothers Medical Publications, New Delhi
3. Jaydeep Das Gupta, Hospital Administration and Management
4. Walshe Healthcare Management, McGraw Hill Edition.

107HA26: MEDICAL RECORDS MANAGEMENT

Unit I: Introduction to Medical Records – Definition – Characteristics of Good Medical Record – Types of Medical Records – History of Medical Records.

Unit II: Medical Record Forms and their Content - Standard Order of Arrangement of Medical Record forms - Analysis of Medical Record-Quantitative & Qualitative - Incomplete Record Control – Filing of Medical Record - Numbering and Filing Systems – Storage - Microfilming and Disk Storage – Retention - Registers & Indexes - Record movement control

Unit III: Organizational Aspects of Medical Record Department/Services – Policies – Functions - Location, Space and Layout – Equipment - Forms Designing and Control - Medical Records Flow and Processing - Centralized Admitting Services - Methods of Collection of Identification Data - Types of Central Admitting Services

Unit IV: Medical Record Department Management - Planning, Organizing, Directing and Controlling – Personnel - Principal Responsibilities and Duties of the Medical Record Administrator/ Director - Tools of Management in the Hands of the Medical Record Administrator/ Director

Unit V: Medico-Legal Aspects of the Medical Records - Medical Ethics - Hippocratic Oath and Code of Ethics for the Medical Record Professionals - Ownership of the Medical Record Privileged

References:

1. Dean F. Sittig (2014) Electronic Health Records challenges in design and implementation, Apple academic press.
2. Jem Rashbass& Heidi Tranberg Medical Records Use and Abuse, CRC press (Taylor and Francis Group)
3. Neil S. Skolnik Electronic Medical Records A Practical Guide for Primary Care, Humana Press. ISBN 978-1-60761-605-4
4. Giovanni Rinaldi New Perspectives in Medical Records Meeting the Needs of Patients and Practitioners, springer publications
5. Francis CM & Mario C de Souza, Hospital Administration, 3 rd Ed., Jaypee Brothers, N. Delhi
6. George, MA, Hospital Administrator, Jaypee Brothers, N.Delhi, 2003.

1st YEAR – 2nd SEMESTER SYLLABUS

201HA26: HUMAN RESOURCE MANAGEMENT FOR HEALTHCARE ORGANIZATIONS

Unit – I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Roleof HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit – II:Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit – III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit -IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counselling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life.

Unit – V: NABH - Human Resource Management Standards: HRM Standard 1 to HRM Standard 13 – Excellence, Core, Achievement, and Commitment.

Reference Books

1. Aswathappa.K., ***Human Resource and Personnel Management***, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, ***Personnel/ Human Resource Management***, Pearson Publications,
3. Edwin B.Flippo, ***Personnel Management***, McGraw-Hill
4. P.Subba Rao, ***Human Resource Management and Industrial Relations***, Himalaya Publishing House, New Delhi.
5. V.S.P.Rao, ***Human Resources Management***, Excel Books, New Delhi.
6. David Lepak, ***Human Resource Management***, Pearson Publications.
7. Kenneth M. York, ***Applied Human Resource Management***, Sage Publications.
8. H. John Bernardin, ***Human Resource Management***, Tata McGraw Hill.
9. T.V. Rao, “***Performance Management & Appraisal Systems***”, SAGE Publications.
10. Peter J Dowling, “***International HRM***”, CENAGE Learning.

202HA26: ACCOUNTING FOR HOSPITALS

Unit – I: Financial Accounting: Meaning and Objectives and Functions of Accounting; Principles of Accounting – GAAP –. Journals, Ledgers and Trail Balance for Hospitals; Subsidiary Books – Cash Book

Unit – II Financial Statements: Profit and Loss Account – Balance Sheet (**Problems**) – Accounts of Non-profit organizations. Depreciation Methods to be used for the Hospital Equipment

Unit – III: Costing: Fundamentals of Cost Accounting; Costing of Service Departments and Other Related Areas: Estimation of Cost-of-Service Departments – Allocation and Apportionment of costs to various departments – Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, housekeeping – Activity Based Costing (ABC) in a Corporate Hospital. (Theory Only)

Unit – IV: Management Accounting: Nature and Scope; – Management Accounting Vs Financial Accounting – Management Accounting Vs Cost Accounting – Functions and Duties of Management Accountant in Hospitals.

Unit – V Marginal Costing: Definition, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Managerial Decision-Making Areas – Make or Buy.

Reference Books

1. Michael Nowicki “Hfma’s Introduction to Hospital Accounting”, Health Administration Press, 7th Edition, 2018
2. M N Arora “A Textbook of Cost and Management Accounting” Vikas Publishing House, II/e, 2021
3. Debra C.Jeter, Paul K.Chaney “Advanced Accounting” 7th Edition, E-Book, 2019
4. A.Murthy, T.S. Reddy “Financial Accounting” Margham Publications, 2017
5. Shukla, MC and TS Gremal, “Advanced Accounts, S-Chand.
6. Arora R.K. “Financial Accounting” Wiley India Pvt. Ltd, 2/e
7. Praveen Sharma “Advanced Accounting” by Taxmann, 3rd Edition, Aug., 2021
8. Maheswari, S.N. & SK Maheswari, “An Introduction to Accountancy”, Vikas.
9. Dr. A.K. Singhal &Dr. A.K. Ahlawat “Fundamentals of Accounts” Vayu Education of India publications
10. “Beginners Guide on Goods and Services Tax” published by The Institute of Company Secretaries of India, 2017
11. Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118: 2nd edition.
12. Periasamy. P, Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.
13. Jain, S.P. and Narang, Advanced Cost and Management Accounting, Kalyani Publishers Ludhiana, Revised Edition, 2019.

203HA26: PURCHASE AND INVENTORY MANAGEMENT FOR HOSPITALS

UNIT – I Purchase Management: Objectives –scope-centralized vs. decentralized purchasing- Principles of Purchasing Management- Tendering Procedures – Procurement procedure - Letter of credit.

UNIT – II Hospital Supply Chain: significance- objectives-categories of hospital inventories- types of Inventory cost –Inventory Control Systems – Pareto’s law; Inventory techniques: ABC/VED Analysis– Lead Time Analysis – Maximum and Minimum Level - Reorder level – Economic Order Quantity (EOQ) - JIT.

UNIT – III Hospital Store Management: importance- objectives and functions- location and layout- documentation and store procedure- storekeeper-Types of stores in a hospital.

Unit – IV Hospital Equipment Planning: hospital equipments- Steps in equipment selection – replacement and buy back policy; equipment history and documents- maintenance and monitoring of biomedical equipments– Factors leading to poor utilization of equipment.

Unit – V Materials Management: scope and objectives of hospital materials management- Types of Materials used and stored in a Hospital – Standardization-Codification and Classification of materials - Recent trends in Materials management.

Reference Books:

1. Purchasing and Materials Management, K C Jain & JeetPatidar, S. Chand Publishing, 2019.
2. Introduction to Materials Management, Pearson, Pearson Education, Eighth edition, 2017.
3. Purchasing and Materials Management, P. Gopalakrishnan, McGraw Hill Education; 1st edition, 2017.
4. Purchasing and Supply Chain Management Hardcover, Robert Handfield , Larry Giunipero, James Patterson, Robert Monczka , South-Western College Publishing; 6th edition , 2015.
5. Handbook of Materials Management, Gopalkrishnan P , Prentice Hall India Learning Private Limited; Second edition, 2015.
6. Purchasing And Materials Management, PatidarJeet S Chand & Company,2011.
7. Hospital Stores Management An Integrated Approach,Sunil Kant Gupta Shakti, Jaypee Brothers Medical Publishers; First edition, 2007.
8. Purchasing And Materials Management,PatidarJeet, S Chand & Company ,2011.
9. Purchasing And Inventory Management - Revised Edition, K. S Menon , SarikaKulkarni ,Shroff Publishers; First edition, 2011
10. Inventory Management, Chandra Bose, Prentice Hall India Learning Private Limited; 1st edition, 2006.

204HA26: RESEARCH METHODOLOGY AND HEALTHCARE ANALYTICS

Unit-I: Research Methodology: An introduction- meaning of research-objectives of research- types of research- research process- Defining the Research Problem – Criteria for a good research problem.

Unit-II: Theory of Sampling: concept of sampling- probability and non-probability sampling techniques- size of the sample- sampling distribution- sampling error- criteria for selecting- sampling procedure- census and sample.

Unit-III: Measurement and Scaling: nature- types of measurement scales- nominal, ordinal, interval and ratio- validity and reliability in scaling- MDS & ranking and rating scale- Likert's Summated scale- Thurstone's Equal Appearing intervals- out line of MDS-Q sort.

Unit-IV: Data collection and Presentation: primary and secondary data- methods of data collection- questionnaire- designing questionnaire, pre testing questionnaire- **Data Presentation:** editing of primary data, classification of data, guidelines for class selection- objectives and types of classification, frequency distribution- charting of the data- bar chart, histograms and two-dimensional graphs, mean, median, S.D, Regression analysis correlations- chi-square.

Unit-V: Healthcare Analytics and Report Writing: introduction of health care analytics- data-utilization of basic data-sources of health statistics - problems in collection of sickness data- measurement of sickness- vital statistics- Report Writing.

Reference Books

1. Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.
2. G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996.
3. Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions,Prentice Hall, New Delhi, 1996.
4. Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996
5. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.
6. C.R.Kothary“ Research Methodology”New Age International Pvt Ltd Publishers; 2nd edition 2009
7. CR Kothari GauravGarg Research Methodology methods and Techniques, New Age International Publishers.
8. **Healthcare Analytics : Foundations And Frontiers 1St Edition by Ross M. Mullner Edward M. Rafalski, T&F/Routledge**
9. **Chandan K Reddy &Charu C Agarwal, Healthcare Data Analytics, CRC Press**
10. [PandianSundara P](#) , [Muthulakshmi S](#) , [Vijayakumar T](#). Research Methodology and Applications of SPSS in social science research.
11. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.

205HA26: HEALTH CARE LAWS, ETHICS & COUNSELING SKILLS

Unit - I Establishment: Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organizationunder Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council;PhysicianPatient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics&Oaths; Code of conduct.

Unit - II Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.

Unit – III Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions— Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance

Unit - IV Legal frame work: Patient right's and responsibility; Medical malpractice;Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric &mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anesthesia and Surgery.

Unit - V Counseling skills:Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes ofCounselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients'problems; Selecting counselling strategies & interventions; Changing behavior through counseling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.

Reference Books:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House.

206HA26: HOSPITAL ADMINISTRATION

Unit – I: Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.

Unit – II: Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.

Unit – III: Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport.

Unit – IV: Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical AdministrationNursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization

Unit – V: Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.

Reference Books:

1. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
3. JoshiDC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
4. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers

207HA26: MEDICAL TOURISM

Unit-1: Medical Tourism – an Introduction. Tourism- Meaning, Definition, history and growth of medical tour operation business, Motives, classification and components of tourism-medical tourism – Nature and scope- origin and growth of travel agencies.

Unit - II: Growth of Medical Tourism Industry – SWOT analysis – Medical Tourism Products – Factors and steps for designing product or tour package – Approvals and formalities – Pre-tour arrangements – Tour operators- post tour management – claiming health insurance in medical tourism- Medical tourism facilitators.

Unit III: Medical Tourism – Legal Aspects: Certification and accreditation in Medical tourism – Ethical, Legal Economic and environmental issues in medical tourism- medical malpractice.

Unit IV: Medical Tourism and Promotional strategies: Branding – Digital marketing – Public Relations- word of mouth communication- Promotion strategies adopted by various Hospitals. Public relations

Unit V: Recent Trends in Medical Tourism – present business trends and future prospects problems and issues.

References:

1. P.N. Girija Prasad, Medical Tourism New Directions, Adhyayan Publishers & Distributors
2. Amitabha Ghose **Health Tourism: A Case for India, SBS Publishers and Distributors Pvt Ltd**
3. Bezbaruah M.P. (New Delhi) Indian Tourism Beyond the Millennium
4. Dixit. Medical Tourism Geography and trends, Royal Publication.

2nd YEAR – 3rd SEMESTER SYLLABUS

301HA26: HOSPITAL OPERATIONS MANAGEMENT

Unit –I**Hospital Operations Management:** concept-role and decisions- application of computer and advanced operations technology- front office & back office-operations of supportive services in hospital.

Unit-II Operations Strategy: significance of Operations Strategy- elements-technology selection and process development- developing operations strategy; Facility Location and Layout: importance of location- factors- general steps in location and selection decision process- types of lay outs.

Unit-III Productivity And Work Measurement: Concept - factors affecting the productivity- Productivity measures; Work Study: objective and scope of work study -Techniques-Method Study; Work Measurement: different methods- work sampling.

Unit-IV Hospital Maintenance Management: Objectives – types of Maintenance – operations and maintenance of lighting, plumbing, electrical distribution, air conditioning/heating system, finishes of all hospitals buildings and preventive maintenance program- coding requirements for hospitals and NABH/ASHRAE standards on facility management and safety.

Unit-V Operations Of Utility And Auxiliary Facilities :Bio-Medical Engineering-Bio-Medical technology application in hospital environment- calibration tests, bio medical hazards-waste disposals; Role of Operations of utility and auxiliary facilities in hospital management.

Reference Books:

1. Healthcare Operations Management: A Systems Perspective, Dr.JamesLaungabeer, Jeffrey Helton, Jones&Barttett Learning, 3rd Edition-2020.
2. Operations Management, William J Stevenson, McGraw Hill, 12th Edition-2018.
3. Production and Operations Management, S.A. Chunwalla, D.R.Patel, Himalaya Publishing House, 9th Edition-2018.
4. Healthcare Operations Management, Daniel B.Mc Laughlin, John R.Olson, Third Edition-2017.
5. Production Management; Advanced Models, Tools and Applications for Pull Systems, YacobKhojasteh, 1st Edition Productive Press-2017.
6. Fundamentals of Operations Management, SandeepShrestha, Durga Prasad Chapagai, Asmita Books Publishers & Distributions (P) Ltd-2017.
7. Operations Management in Healthcare: Strategy and Practice, Corinne M. Karuppan, Nancy E. Dunalp, Michael R.Waldrum, Springer Publishing Company, 1st Edition-2016.
8. Production and Operations Management, R.B.Khanna,PHI-2013.
9. Production and Operations Management, Prof.K.C. Jain, Dr.P.L.Verma, Mr.PrabhatKartikey, Dreamtech Press-2013.
10. Hospital Operations-Principles of High Efficiency Healthcare, Wallace J. Hopp, William S. Lovejoy, Jeffery S. Desmond, Christopher R.Friese, Steven L. Kronick, Michael W.Mulholland , Jeffrey L. Myers, Pearson F T Press, 1st Edition-2012.

11. Operations Management A Quantitative Approach-PB Mahapatra, Prentice Hall India Learning Private Limited-2010.
12. Production and Operations Management,K.Aswathappa, Himalaya Pub.House-2009.
13. Healthcare Operations Management, Daniel B. McLaghlin, Julie M. Hays, Health Administration Press-2008.
14. Cases in Operations Management, K.N.Krishnaswamy, M.Mathirajan, Prentice Hall Learning Private Limited-2008.

302HA26: MARKETING OF HEALTH CARE SERVICES

UNIT – I Understanding Service Markets, Introduction – Characteristics: distinctive marketing challenges in services. Service marketing mix, Customer Behaviour in Service encounters; the models of service consumption.

UNIT – II Building the Service Model: Planning and creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services. Methods of service delivery, Delivering Services in cyberspace; the Role of Intermediaries; The challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.

UNIT – III Service Pricing and Revenue Management: Objectives for Establishing Prices; pricing Strategy- Cost-based, Value based. Competition based. Measure the Effectiveness of a Firm's Revenue Management, price Elasticity.

UNIT – IVDesigning and Managing Service Processes: Service Process- Designing and Documenting Service Processes. Developing a Service Blue Print, Service Process Redesign, Customer participation in Service processes.

UNIT– V Implementing Profitable Service Strategies: customer Loyalty, customer-Firm Relationship, the wheel of Loyalty, creating Loyalty Bonds. Strategies for reducing customer Defections. CRM in Healthcare Sector, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Improving Service Quality and Productivity.

Suggested Readings:

1. Christopher Lovelock, C., & Wiltz. J. (2016). Service marketing, people, technology strategy, a south Asian perspectives Pearson publication 2018.
2. Douglas Hoffman & John E.G. Bateson “service Marketing concepts, strategies and cases, cengage publications, 2017.

303HA26: MANAGEMENT INFORMATION SYSTEM FOR HEALTHCARE ORGANIZATIONS

Unit – IIInformation System Concept – Information Resource Management – Data and Information Management

Unit – IIManagement Information System – Evolution – MIS in Strategic Advantage – Systems Approach in Problem Solving – MIS in Decision Making – DBMS Models

Unit – IIIDecision Supporting Systems – Data Mining for Decision Support – Sensitivity Analysis – Goal Seeking Analysis – What if Analysis – Optimization Analysis

Unit – IVDeveloping MIS System –System Development Life Cycle – System Specification – System Analysis – System Design – System Implementation

Unit – VHospital Information System: Introduction to HIS – Scope of HIS – Benefits of HIS – HIS Selection Criteria – Guide for Purchasing Software – **Some Commonly Used Software:** Tele health, EHR/EMR: Clinical Decision Support System, Administrative Information System, health Information System – RFID in healthcare.

Reference Books:

1. Gordon B.Davis and M.H. Olson, *Management Information Systems* – Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.
2. EridMuford. *Effective Systems design and requirements analysis*, McGraw Hill, 1995.
3. Mahadeo Jaiswal& Monika Mital, *Management Information System*, Oxford University Press, 2005.
4. Rajesh Narang, *Data Base Management System*, Prentice-Hall India Private Limited, New Delhi, 2004.
5. Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.
6. Kenneth.C. Laudon & Jane P.Laudon, *Management Information System* Prentice-Hall India Private Limited, New Delhi, 2006.
7. Jerome Kanter, *Managing with Information*, Prentice-Hall India Private Limited, New Delhi, 2004. 4th Edition.
8. P. Weill & M. Broadbent “Leveraging the New Infrastructure: How Market Leaders Capitalize on IT”, Harvard Business School Press, May 1998

304HA26: CORPORATE GROOMING& MANAGERIAL SKILL DEVELOPMENT FOR HEALTHCARE PROFESSIONAL

UNIT-I: Personal Skills: Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.

UNIT – II: Problem Solving and Relationship Building: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

UNIT III: Effective Presentation Skills: Steps in Effective Presentation Reducing the content to suit presentation, representing content on PowerPoint Presentations, creating presentations, Practical exercises on presentations.

UNIT IV: Power Dressing and Corporate Etiquettes: Dressing for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues. Mannerisms and Etiquettes to be followed in a Corporate Environment.

UNIT V: Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ

References

1. Dr.V.K.Jain Om Prakash Biyani (2007) Business Communication S.Chand& Co
2. J.Priyadharshini(2010) Business Communication Charulatha Publications
3. P.Varsheny (2012) Managerial Skill Development Alfa Publications
4. Sarvesh Gulati (2012), Corporate grooming, Rupa publications.
5. A Handbook of Personality Development (2021) , Finger Print publishing
6. R.K.Madhukar (2018) Business Communication 3rd Edition Vikas Publishing House
7. ShikaKappor(2020) Personality Development and Soft skills Wiley Publications
Nancy R.Mitchell,(2021) Etiquette Rules A Field Guide to Modern Manners.

305HA26: PUBLIC HEALTH SYSTEMS

Unit - I Public health System: Definition and scope; Organizations and sectors that are involved in the public health system; Roles and functions, Essential Public health services; Public health system in India; Healthcare infrastructure in India – public and private; Public health Policy, History of public health in India, Bhore committee, national health committees since Independence.

Unit – II Issues, Theories and Concepts in Policy Formulation: Welfare economics and investments in human capital; Health Economics–Demand of Health and Health services; Demand elasticity and health; Economic evaluation of health care; Economics of markets and market intervention; Role and responsibility of Government in the Health Sector; Evidence Based Policy

Unit - III Financing, Resource Allocation and Health Sector Reform: Mobilizing finance & model of financing; Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option; Role of International Agencies; Health systems around the world: Reliance on the state, voluntary insurance-based system, social insurance system, parallel systems; Health sector reform – trends, country experiences, Analytical Approaches

Unit - IV Plan Implementation and Control: National Health Programmes; Tools for improving planning process; Regulation of Health services and research; Measurement of Health / medical needs and services utilization; Resource Allocation: cost benefit analysis – Eco based budgeting; System analysis and operation research in Health Care Programmes; Control mechanisms.

Unit - V Recent trends in public health systems: Emerging trends in health care; Recent Trends in Public Health; Future trends affecting public health: challenges and opportunities; Changes in health care delivery systems, Information technologies, Changing needs of public health work force, Growth in health-related partnerships, Population risk factors; Consumerism and healthcare; Social Determinants of Health

Reference Books:

1. Park K, Park's Textbook of Preventive and Social Medicine, Publisher, BanarsidasBhanot. 26th Edition, 2021
2. Srinivasan R, Health Care in India - Vision 2020 - Issues and Prospects, https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/bkpap2020/26_bg2020.pdf

306HA26: TOTAL QUALITY MANAGEMENT & HOSPITAL ACCREDITATION

Unit - I Evolution of Quality Management: Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.

Unit - II Quality Management in Hospital: Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.

Unit - III Team work and Tools in TQM: TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.

Unit - IV Organisation and Roles in Quality: Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.

Unit - V Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organisations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.

Reference Books

1. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
3. SundaraRaju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. D.D. Sharma,Text book of Quality Management
5. Sakharkar, B. M., &Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd

307HA26: SUPPLY CHAIN MANAGEMENT IN HOSPITALS

Unit I: Overview on SCM, Evolution of SCM, Key issues of SCM, Competitive strategy vis-à-vis supply chain strategy, Achieving strategic fit- Supply chain planning framework.

Unit II: Supply Chain dynamics, managing demand fluctuation, risk and uncertainty in a supply chain: Quick response/Efficient customer response (ECR) strategy, Global score card.

Unit III: Supply chain coordination: Bullwhip effect - causes and consequences, Bullwhip effect quantification, Impact of centralized information on bullwhip effect, mitigating strategies, Information sharing and incentives.

Unit IV: Selective Inventory Control in health care, Role of logistics and transportation in a health care supply chain, Modes of logistics, transportation and their performance characteristics, Trade-offs in transportation, Reverse logistics, Best practices in supply chain and logistics in health care.

Unit V: Supply chain data analytics, Data based Supply chain performance analysis and benchmarking: Challenges and opportunities in SCM, Managing sustainability and ethics in Supply Chain Management. Recent trends in Supply chain management.

References:

1. Chopra, S. and Meindl, P, 'Supply Chain Management: Strategy, Planning and Operation', 2015, 6 thedition, Pearson Education
2. Cachon, G. and Terwiesch, 'Matching supply with demand', 2013, Tata McGraw Hill, New Delhi.
3. Rangaraj, N., Raghuram, G. and Srinivasan, M.M., 'Supply Chain Management for Competitive Advantage: Cases and Concepts', Tata McGraw Hill, New Delhi, 2009.
4. Sharma, Sunil, 'Supply Chain Management: Concepts, Practices and Implementation', Oxford University Press, New Delhi, 2010
5. Webster, S. 'Principles & tools for Supply Chain Management', 2008, McGraw Hill.

308HA26: HEALTH CARE MANAGEMENT & PHARMACEUTICAL MANAGEMENT

Unit - I Introduction; Physical Environment – Water requirements, Pollution, Purification; Air, Sound, Ventilation – Pollution and control; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care.

Unit - II Evolution of health care systems – Changing concepts of health and disease; Public health; Health Committees in India; Primary Health Care approach – Principles and elements; Public & private sectors in health; Indigenous systems of medicine (AYUSH); Voluntary organizations.

Unit - III National health Policy; Population Policy; Drug Policy; Blood Policy; Medical education Policy; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defence and Railways health programmes.

Unit - IV Pharmacy Pharmacopeias, Pharmacodynamics, Economics of new drug development; Drug formulations – Powders, tablets, syrups, elixirs, suspensions, capsules, topical preparations; Slow/sustained release preparations; Medical devices; Pharmacy legislations and regulations; IND; New drug promotion and launching; Nutraceuticals.

Unit - V Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issues; Contracting in Health care; Effective Media communication; Robotic surgery, Telemedicine; Medical Tourism.

Reference Books

1. Joshi. S. K (2010). Law and practice of Medicine. Jaypee Brothers Medical publications
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. S.L.GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt. Ltd., New Delhi.
4. Joshi' D C & Joshi, Mamta. (2009). Hospital administration. Jaypee Brothers Medical Publications

309HA26 – Financial Management for Healthcare Organizations

Course Objectives

After completing this course, students will be able to:

- Understand fundamentals of financial management in healthcare
- Analyse financial statements and cost structures of hospitals
- Apply capital budgeting and financing decisions in healthcare settings
- Evaluate financial performance and control mechanisms
- Examine contemporary financial challenges and reforms in healthcare

UNIT – I : Foundations of Financial Management in Healthcare

Nature, scope, and significance of financial management in healthcare organizations – Evolution of healthcare financing globally and in India – Unique characteristics of healthcare organizations affecting financial decisions – Objectives of healthcare financial management – Role of finance in hospital administration – Structure of healthcare delivery systems and ownership patterns – Sources of healthcare funds – Ethical considerations in healthcare finance – Overview of financial decision-making in hospitals.

UNIT – II : Financial Accounting and Cost Analysis in Hospitals

Healthcare accounting principles – Hospital financial statements: income statement, balance sheet, and cash flow statement – Revenue cycle management – Cost concepts and classifications in healthcare – Cost behaviour and cost drivers – Costing methods in hospitals – Department-wise and service-line costing – Break-even analysis and cost-volume-profit analysis – Pricing of healthcare services – Role of cost information in managerial decision-making.

UNIT – III : Capital Budgeting and Financing Decisions

Capital expenditure planning in healthcare – Capital budgeting techniques: payback, NPV, IRR, and profitability index – Evaluation of healthcare projects – Financing options for hospitals: equity, debt, internal accruals, and public funding – Leasing and hire purchase – Public-private partnerships in healthcare financing – Working capital management in hospitals – Cash management and liquidity – Financial risk assessment in healthcare projects.

UNIT – IV : Financial Control, Performance Measurement, and Governance

Budgeting and budgetary control in hospitals – Types of healthcare budgets – Variance analysis – Financial performance indicators and benchmarking – Cost containment strategies – Internal controls and financial audits – Role of governing boards and finance committees – Compliance and accountability in healthcare finance – Fraud prevention and financial transparency – Integration of finance with strategic planning.

UNIT – V : Contemporary Issues and Emerging Trends

Healthcare reimbursement systems and payment reforms – Diagnosis Related Groups (DRGs) and value-based care – Impact of technology on healthcare finance – Financial implications of quality and patient safety initiatives – ESG and sustainability in healthcare finance – Financial challenges in public vs. private healthcare – Impact of health insurance expansion – Global best practices in hospital financial management – Future trends in healthcare financing.

Textbooks for Reference

1. **Gapenski, Louis C. & Pink, George H.** – *Healthcare Finance: An Introduction to Accounting and Financial Management* – Health Administration Press – 2021
2. **Nowicki, Michael** – *Introduction to the Financial Management of Healthcare Organizations* – Health Administration Press – 2020
3. **Finkler, Steven A., Ward, David M. & Baker, Jeffrey J.** – *Essentials of Cost Accounting for Health Care Organizations* – Jones & Bartlett Learning – 2019
4. **Cleverley, William O. & Cameron, Andrew E.** – *Essentials of Health Care Finance* – Jones & Bartlett Learning – 2018
5. **White, Kurt** – *Financial Management in Health Services Organizations* – Cengage Learning – 2017

Other Relevant Sources

- Ministry of Health & Family Welfare – Government of India publications
- National Health Accounts (India) – Printed reports
- World Health Organization – Health Financing Manuals (print editions)

310HA26 – Healthcare Insurance

Course Objectives

After completing this course, students will be able to:

- Understand principles and models of health insurance
- Analyse health insurance products and pricing mechanisms
- Examine regulatory and institutional frameworks
- Evaluate claims management and provider–payer relationships
- Assess emerging trends and reforms in health insurance

UNIT – I : Fundamentals of Health Insurance

Concept, nature, and scope of health insurance – Evolution of health insurance systems – Rationale for health insurance – Risk pooling and risk sharing – Types of health insurance models – Public and private health insurance – Social health insurance and community-based insurance – Role of health insurance in healthcare financing – Global overview of health insurance systems.

UNIT – II : Health Insurance Products and Pricing

Types of health insurance products – Individual, family, group, and corporate policies – Benefit design and coverage – Premium determination and underwriting – Actuarial principles in health insurance – Policy terms, exclusions, and waiting periods – Provider networks and empanelment – Managed care models – Role of Third Party Administrators (TPAs).

UNIT – III : Claims Management and Operational Processes

Claims life cycle in health insurance – Cashless and reimbursement claims – Documentation and verification – Fraud detection and control – Medical audits and utilization review – Provider payment mechanisms – Relationship between insurers, hospitals, and TPAs – Technology in claims processing – Customer service and grievance redressal – Quality and cost control.

UNIT – IV : Regulatory Framework and Institutional Structure

Regulation of health insurance – Role and functions of insurance regulatory authorities – Legal and ethical issues in health insurance – Consumer protection and dispute resolution – Government-sponsored health insurance schemes – Institutional structure of health insurance in India – International regulatory practices – Compliance requirements for hospitals – Data privacy and confidentiality.

UNIT – V : Contemporary Developments and Emerging Issues

Universal health coverage and insurance-led models – Expansion of government health insurance schemes – Value-based insurance design – Integration of digital health and insurance – Health insurance for informal and vulnerable populations – Portability and interoperability – Global best practices – Future of health insurance – Strategic implications for hospital administrators.

Textbooks for Reference

1. **Sengupta, Arjun & Nundy, Samiran** – *Health Care Financing and Insurance* – Oxford University Press – 2020
2. **Black, Kenneth & Skipper, Harold D.** – *Life and Health Insurance* – Pearson Education – 2019
3. **Rejda, George E. & McNamara, Michael J.** – *Principles of Risk Management and Insurance* – Pearson Education – 2021
4. **Cummins, J. David & Venard, Bertrand** – *Handbook of International Insurance* – Springer – 2018
5. **Bickelhaupt, David L.** – *General Insurance* – McGraw-Hill – 2017

Other Relevant Sources

- Insurance Regulatory and Development Authority of India (IRDAI) – Printed regulations and manuals
- National Health Authority – Government health insurance scheme documents
- World Bank – Health Insurance and Financing Reports (print editions)

311HA26 – Project Management in Health Care

Course Objectives

After completing this course, students will be able to:

- Understand fundamentals of project management in healthcare
- Apply project planning and execution tools in hospital settings
- Analyse risk, cost, and quality issues in healthcare projects
- Manage multidisciplinary healthcare project teams
- Evaluate contemporary project practices and innovations in healthcare

UNIT – I : Foundations of Project Management in Healthcare

Concept, nature, and scope of project management – Evolution of project management as a discipline – Characteristics of healthcare projects – Differences between routine operations and projects in hospitals – Project life cycle in healthcare – Role of project managers in healthcare organizations – Stakeholders in healthcare projects – Ethical considerations in healthcare project management – Global standards and bodies of knowledge in project management.

UNIT – II : Project Identification, Planning, and Design

Identification and selection of healthcare projects – Feasibility analysis: technical, financial, and social feasibility – Project objectives and scope definition – Work Breakdown Structure (WBS) – Scheduling techniques: Gantt charts, PERT, and CPM – Resource planning and allocation – Budgeting and cost estimation – Procurement planning – Project documentation and approvals in healthcare organizations.

UNIT – III : Project Execution, Monitoring, and Control

Project implementation strategies – Coordination among clinical, administrative, and technical teams – Quality management in healthcare projects – Time, cost, and scope control – Performance measurement and reporting – Use of project management software – Risk identification and mitigation – Managing changes and project deviations – Compliance with healthcare regulations – Communication and stakeholder management.

UNIT – IV : Project Risk, Evaluation, and Closure

Types of risks in healthcare projects – Clinical, financial, operational, and regulatory risks – Risk assessment tools and techniques – Contract management and vendor coordination – Legal and ethical issues in project execution – Project evaluation and post-implementation review – Outcome measurement and impact assessment – Documentation and knowledge transfer – Project closure processes – Learning from healthcare project failures and successes.

UNIT – V : Contemporary Practices and Emerging Trends

Project management in hospital expansion and modernization – Healthcare infrastructure and PPP projects – Technology-driven healthcare projects – Lean, Agile, and hybrid project management approaches – Sustainability and green healthcare projects – Disaster management and emergency preparedness projects – Global best practices in healthcare project management – Future trends and competencies for healthcare project managers.

Textbooks for Reference

1. **Kerzner, Harold** – *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* – Wiley – 2022
2. **PMI** – *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Project Management Institute – 2021
3. **Wysocki, Robert K.** – *Effective Project Management* – Wiley – 2019
4. **Meredith, Jack R. & Mantel, Samuel J.** – *Project Management: A Managerial Approach* – Wiley – 2018
5. **Cleland, David I. & Ireland, Lewis R.** – *Project Management: Strategic Design and Implementation* – McGraw-Hill – 2017

Other Relevant Sources

- Ministry of Health & Family Welfare – Healthcare infrastructure project manuals
- World Bank – Health Project Management Reports (print editions)
- National Health Mission – Project and programme implementation guidelines

312HA26 – Digital Health, Telemedicine & Health Informatics

Course Objectives

After completing this course, students will be able to:

- Understand foundations of digital health and health informatics
- Analyse telemedicine systems and digital health technologies
- Apply informatics tools in healthcare delivery and management
- Evaluate data governance, privacy, and regulatory issues
- Assess emerging trends and future directions in digital health

UNIT – I : Foundations of Digital Health and Health Informatics

Concept, scope, and significance of digital health – Evolution of health informatics – Components of health information systems – Role of digital technologies in healthcare delivery – Electronic Health Records (EHRs) and Electronic Medical Records (EMRs) – Clinical, administrative, and public health informatics – Global overview of digital health ecosystems – Stakeholders in digital health transformation.

UNIT – II : Telemedicine and Digital Care Delivery Models

Concept and types of telemedicine – Teleconsultation, telemonitoring, and tele-ICU – Infrastructure and technology requirements – Workflow design and clinical integration – Role of telemedicine in primary, secondary, and tertiary care – Digital health applications in chronic disease management – Patient engagement and digital experience – Benefits and limitations of telemedicine – Adoption challenges in healthcare organizations.

UNIT – III : Health Information Systems and Data Management

Hospital Information Systems (HIS) – Laboratory, pharmacy, radiology, and clinical information systems – Interoperability and health data standards – Data capture, storage, and retrieval – Clinical decision support systems – Health analytics and reporting – Use of big data and AI in healthcare – Role of informatics in quality improvement – Capacity building for digital health systems.

UNIT – IV : Governance, Ethics, and Regulatory Framework

Legal and regulatory framework for digital health – Telemedicine guidelines and compliance – Data privacy, security, and confidentiality – Ethical issues in digital healthcare – Consent and patient rights – Cybersecurity in healthcare systems – Accreditation and quality standards – Role of government and regulatory bodies – Risk management and compliance in digital health initiatives.

UNIT – V : Contemporary Developments and Emerging Trends

Mobile health (mHealth) and wearable technologies – AI, machine learning, and predictive analytics in healthcare – Blockchain and health data management – Digital therapeutics and virtual care – Integration of digital health with insurance and reimbursement – Global best practices – National digital health

missions – Future of digital health and hospital administration – Strategic role of healthcare leaders in digital transformation.

Textbooks for Reference

1. **Shortliffe, Edward H. & Cimino, James J.** – *Biomedical Informatics: Computer Applications in Health Care and Biomedicine* – Springer – 2021
2. **Hoyt, Robert E. & Yoshihashi, Akira** – *Health Informatics: Practical Guide* – Informatics Education – 2018
3. **Wager, Karen A., Lee, Frances W. & Glaser, John P.** – *Health Care Information Systems: A Practical Approach for Health Care Management* – Jossey-Bass – 2017
4. **Coiera, Enrico** – *Guide to Health Informatics* – CRC Press – 2019
5. **Bates, David W. & Wright, Adam** – *Clinical Informatics* – Springer – 2020

Other Relevant Sources

- Ministry of Health & Family Welfare – Digital Health and Telemedicine Guidelines
- World Health Organization – Digital Health Strategy Publications (print editions)
- National Digital Health Mission – Policy and framework documents

2nd YEAR – 4th SEMESTER SYLLABUS

401HA26: STRATEGIC MANAGEMENT IN HEALTHCARE ORGANIZATIONS

Unit – I Introduction: Strategic Management – Meaning, Importance, strategic planning and Management – Benefits and limitations –Strategic Management Process-Strategic Intent –Vision – Mission, Goals and Objectives.

Unit – II Environmental Analysis: Environmental Analysis – Internal and External Environment – Techniques of Internal Analysis - SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage

Unit – III Strategy Formulation: Strategic Analysis and choice –Steps of strategy Formulation – Input, Matching and decision stages – BCG Matrix, GE Nine Cell Matrix

Unit – IV Strategy Implementation: Inter relationships between Strategy formulation and Implementation –Mckinsey7.s model –Organizational Structure –Relation between Strategy and Structure –Strategic leadership.

Unit – V Strategy Evaluation & Control: Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control

Reference Books

1. AppaRao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
4. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases(The Indian Context), Macmillan Business Books
5. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers
6. AppaRao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
7. LM Prasad Strategic Management, sulthanchand&sons
8. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
9. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
10. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases (The Indian Context), Macmillan Business Books
11. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers

402HA26: HOSPITAL ENTERPRISE RESOURCE PLANNING

Unit - I Introduction - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems

Unit - II ERP Solutions and Functional Modules - Overview of ERP software solutions- small, medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP Business Modules – Finance – Manufacturing – Human Resources – Plant maintenance –Materials Management – Quality management – Marketing – Sales, Distribution and service.

Unit - III ERP Implementation - Planning Evaluation and selection of ERP systems- Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

Unit - IV Post Implementation - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

Unit - V Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on – Significance and challenges of Artificial Intelligence in E.R.P

Reference Books:

- 1 Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
- 2 Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
- 3 Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
- 4 Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,2nd edition, 2006.
- 5 Summer, ERP, Pearson Education, 2008.

403HA26: COMMUNITY HEALTHCARE MANAGEMENT

Unit - I Definition, concepts, determinants & dimensions of health; Health sickness spectrum; Levels of health care; Concepts of disease causation; Levels of disease prevention; Social medicine & Social control of medicine; Community Diagnosis; Quality of life; Right to health; Indicators of health; Health services philosophies; Health services research.

Unit - II Current issues in community health; Etiology and treatment options for common chronic and communicable diseases; primary, secondary, and tertiary measures to prevent and treat conditions most prevalent at the community level.

Unit - III Health promotion in the workplace: A healthy and safe workplace; Occurrence and prevention of injuries; Occupational stress; Occupational safety and health; Women's health; AIDS; Violence; Alcohol, tobacco and illegal drugs use; Proper use of medications - prescription and non-prescription.

Unit - IV Communication, Programme planning and evaluation in health education and promotion: Community needs assessment; Planning for health education and promotion programs in a variety of settings; Issues relating to implementation of programs; Monitoring and Evaluation. Principles of Health Education; Health informatics

Unit - V Chronic disease management & Consumer health: Prevention and control of chronic lifestyle diseases; common barriers to healthy lifestyles; evaluation of health services and products; medical quackery; efficiently using health services; consumer protection; alternative and complementary therapies (AYUSH); food selection; influences of advertising on consumer choices.

Reference Books:

1. B. Sridhar Rao, Textbook of Social Medicine, 2nd Edition, 2010, AITBS Publishers, India
2. Ajit K. Dalal, Social Dimensions of Health, Rawat Publishers, 2005, New Delhi, India
3. Seth B. Goldsmith, Principles of Health Care Management, Jones & Bartlett Publishers, 2005, UK
4. Park K. Park's Textbook of Preventive and Social Medicine, 22nd Edition, Banarsidas Bhanot Publishers, Jabalpur, India 2012.

404HA26: EPIDEMIOLOGY AND HEALTHCARE EDUCATION

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

Unit II- Demography: Concept, Cycle. National Family Planning Programme Health Education: Definition. Changing Concept of Health Education, Approaches, and Models. Contents, Principles and Practices of Health Education.

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

Unit IV Hospital Associated Infections: Definition. Epidemiology. Control, prevention and Surveillance, infection Control Responsibilities.

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

References:

1. Patwardhan, Nita. Hospital associated infection: epidemiology prevention and control. Jaypee Brothers Medical Publishers.
2. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
3. Control of Hospital infection-A Practical handbook –GAJ Ayliffe, EJL. Lawbury, AN Geddes, JD Williams, Chapman and Hall Medical Chennai
4. https://opendora.minnstate.edu/islandora/search?type=dismax&f%5B0%5D=mods_name_namePart_ms%3AAntunez%2C%5C%20Giovanni Principles of Epidemiology
5. Martin L Bovbjerg: Foundations of Epidemiology, Oregon state university

405HA26: HOSPITAL WASTE MANAGEMENT

Unit - I Hospital Waste: Definition. Classification, Categories, Sources. Routes. Associated Diseases, Risks, Control of Hazards, Associated Problems in India; Need, Objective and importance of Bio Medical Waste Management Programme in Health Care Facilities; Steps in Management of BMW

Unit - II Control of Hospital Acquired Infection: Types of Infection; Common Nosocomial Infection and their Causative Agents; Prevention of Hospital Acquired Infection; Role of Central Sterile Supply Department; Infection Control Committee; Monitoring and Control or Cross-Infection; Staff Health.

Unit - III Biomedical Waste Management: Meaning, categories of Biomedical wastes; Disposal of biomedical waste products; Incineration and its importance; Standards for Waste Autoclaving, Micro Waving and Deep Burial; Segregation, packaging, transportation and storage.

Unit - IV Human Waste Disposal and Sewage Disposal: Diseases carried from excreta; Sanitation barrier; Methods of Excreta disposal; Sewage wastes: Meaning, composition; Aims of Sewage disposal; Decomposition of Organic Matter; Modern Sewage Treatment; Drawbacks of improper disposal of wastes; Solid and liquid waste disposal.

Unit - V Safety and Protective Measure: Principles of Safe Handling; Personal Protective Devices and other Protective Measures; Occupational Safety; Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers.

Reference Books:

1. Singh, Anant. Preet&Kaur. Sukhjit.(2012). Bio-medical waste disposal. Jaypee Brothers Medical Publishers.
2. Bahera. P.K. (2009). Sustainable bio-medical waste management. Dominant Publishers & Distributors.
3. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006

406HA26: ETHICS IN HOSPITAL ADMINISTRATION

Unit-1Introduction, Ethics and Values, Work Culture, Code of Conduct in Hospitals and Medical Services, Fairness and Justices Administration, Social Responsibilities, Hippocrates oath, Declaration of Geneva, MCI (Professional conduct etiquette and ethics) Doctor Patient Relationship, Confidentiality, Autonomy, True Telling, Research Ethic issue in contemporary health care , Bio Medical Research (ethical issue relevance of ICMR guidelines) HIV, AIDS, Human Experiments, Clinical Trials, Life Support, Dying Declaration, Death Certificate, Post mortems, Ethics in Hospital Administration

Unit II: Ethical practices in medicine and health care delivery. Ethical issues in like surrogacy, transgender, privatization of health care, clinical trial, Euthanasia, etc. Discussion with personal examples on ethics in health care delivery – dilemmas Project: Ethics in private and public health.

Unit III: Corporate Social Responsibility: Meaning, need for CSR, benefits of CSR, Response of Indian Companies towards Corporate Social Responsibility, Case Studies

Unit-IV: Teachings of various religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism and their implementation for ethical management of Hospitals

Unit V: Code of Medical Ethics Regulations (MCI) in India and ICMR Guidelines (2017)

References:

1. Swami Someswarananda, “Business Management Redefined-the Gita Way”, Mumbai, Jaico Publishing House, 2000
2. Peter Pratley, “The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
3. S. K. Chakraborty, “Management by Values”, New Delhi, Oxford University Press, 1992 Ahmedabad Management Association (AMA),
4. S.K. Chakraborty, “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd., 1999
5. PC Chaubey, Medical Ethics, Health Legislation and Patient care in India- Suresh Publishers

407HA26: HOSPITAL HAZARDS & DISASTER MANAGEMENT

Unit – I: Hospital Hazards: Meaning and types (physical, biological, mechanical and psychological) and their impact on employees; Preventive measures; Hospital Hazards Management - meaning, need, principles and purpose; Universal precautions for health care workers.

Unit – II: Fire Hazards: Fire Hazard Triangle; Causes of Hospital Fires; Fire Protection – Structure Planning and Design Consideration; Central Air - conditioning Facilities; Electric Installation; Water supply - fire points and Escape routes; Fuel Store; Manual Call Points; Means of Escape; Risk evaluation

Unit – III: Radiation Hazards: Biological effects of radiation hazards; Diagnostic Imaging – Radiation protection and safety; Radiation safety monitoring; Principles in the layout of a diagnostic X-ray room; Video imaging modalities, contrast media, laser imaging; Magnetic Resonance Imaging – Planning constraints, preventive measures against magnetic field hazards; Nuclear Medicine Department; Radiation Protection Facility; Radioactive Waste

Unit – IV: Disaster Management: Objective, basic concepts, disaster cycle; Classification of disasters; Disaster Process – Spectrum of disaster Management; Disaster management in India – National level, state Level; Principles of disaster Planning; Disaster and health problems; Organization of Medical Relief; Principles of Mass Casualty Management; Disaster Administration; Disaster Manual; Disaster Drill.

Unit – V: Disaster Preparedness: Aim, objectives and measures; Medical preparedness: Models. Phases and Use of Technology; Disaster Plan-objectives, need, purpose, planning and implementation.Pre-Hospital and HospitalComponents - Practical Arrangements.

Reference Books:

1. Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications
2. Sonopant. G. (2012). Disaster Management for Healthcare professional.Jp Medical.
3. Ray. Suresh. (2010). Nurses role in disaster management. CBS publishers.
4. Mehta A, Culley C, (2016). Emergency medicine. Jaypee Brothers Medical publishers.
5. Goldschmitt D, Bonvino R, (2009). Medical disaster response, CRC press.

408HA26: PATIENT RELATIONSHIP MANAGEMENT

Unit I – Patient centric Management – concept of patient care, patient centric management – organization of hospital departments; Roles of department manager in enhancing care of patient; patient counselling; patient safety and patient risk management.

Unit II – Quality in Patient care management – Defining quality- system approach towards quality, towards a quality framework - key theories and concepts- models for quality improvement in patient care.

Unit III Medical Ethics: Ethical principles, civic right, consumer protection act (CPA), Guidelines of consumer protection act- patient complaints; powers and procedure of district forum, state and national commission, role of supreme court, in patient appeals, autopsy, Tort liability, Medical Negligence. Central & state laws

Unit IV Auditory Procedures: introduction/need and procedure of medical audit, audit administration & regulating committee, confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent under trading of patient rights – universal accessibility- equity and social justice.

Unit V – Patient medical rectors and Disaster preparedness: Policies and procedure for maintaining patient records, E- records, and legal aspects of medical records its safety, preservation and storage. Disaster plan and crisis management.

References:

1. Goel S L & Kumar (2004) Hospital care services: Hospital administration of the 21st century; Deep & Deep Publication, New Delhi.
2. Harris MG & Associates (2003) Managing Healthcare services: Concepts and practices Maclennan, Sydney
3. Kelly DL (2006) Encyclopaedia of Quality Management in Hospitals & Healthcare Administration vol 1-6, Pentagon Press: Chicago.

409HA26 – Risk Management in Healthcare

Course Objectives

After completing this course, students will be able to:

- Understand fundamentals of risk and uncertainty in healthcare
- Identify and classify risks across healthcare organizations
- Apply risk assessment and mitigation strategies
- Integrate clinical, financial, and operational risk management
- Evaluate contemporary risk challenges and governance practices

UNIT – I : Foundations of Risk Management in Healthcare

Concept, nature, and scope of risk management – Evolution of risk management in healthcare organizations – Types of risks in healthcare: clinical, operational, financial, legal, strategic, and reputational – Unique risk profile of hospitals and healthcare systems – Objectives and importance of risk management – Relationship between risk, quality, and patient safety – Stakeholders in healthcare risk management – Global perspectives on healthcare risk management practices.

UNIT – II : Clinical and Patient Safety Risks

Clinical risk and adverse events – Medical errors and preventable harm – Patient safety culture – Risk factors in diagnosis, treatment, and medication management – Infection control and hospital-acquired infections – Sentinel events and root cause analysis – Incident reporting systems – Role of clinical governance – Ethical issues in patient safety – Risk reduction strategies in clinical care.

UNIT – III : Operational, Legal, and Financial Risks

Operational risks in healthcare delivery – Infrastructure, equipment, and supply chain risks – Workforce-related risks and staffing shortages – Legal risks: negligence, malpractice, consent, and documentation – Medical liability and professional indemnity – Financial risks: revenue variability, reimbursement delays, cost escalation – Insurance as a risk transfer mechanism – Compliance and regulatory risks – Litigation management.

UNIT – IV : Risk Assessment, Control, and Governance

Risk identification and risk mapping – Risk assessment tools and techniques – Qualitative and quantitative risk analysis – Risk prioritization and control measures – Enterprise Risk Management (ERM) in healthcare – Role of risk committees and boards – Internal controls and audits – Crisis management and disaster preparedness – Business continuity planning – Integration of risk management with strategic planning.

UNIT – V : Contemporary Issues and Emerging Trends

Cybersecurity and data privacy risks – Risks in digital health and telemedicine – Pandemic preparedness and public health emergencies – ESG and sustainability-related risks – Risk management in public–private partnerships – Accreditation and quality standards – Global best practices in healthcare risk management – Future role of risk managers in healthcare organizations – Strategic implications for hospital administrators.

Textbooks for Reference

1. **Carroll, Roberta & McNeese-Smith, Donna** – *Patient Safety and Healthcare Quality* – Jones & Bartlett Learning – 2020
2. **Kavaler, Florence & Spiegel, Richard** – *Risk Management in Health Care Institutions* – Jones & Bartlett Learning – 2018
3. **Youngberg, Barbara J.** – *Principles of Risk Management and Patient Safety* – Jones & Bartlett Learning – 2019
4. **Vincent, Charles** – *Patient Safety* – Wiley-Blackwell – 2018
5. **Dlugacz, Yosef D.** – *Measuring Healthcare Management* – Health Administration Press – 2016

Other Relevant Sources

- World Health Organization – Patient Safety and Risk Management Publications
- Ministry of Health & Family Welfare – Safety and Quality Guidelines
- National Accreditation Board for Hospitals (NABH) – Risk and Safety Standards

410HA26 – Global Healthcare Systems & Medical Tourism Strategy

Course Objectives

After completing this course, students will be able to:

- Understand structures and models of global healthcare systems
- Compare healthcare financing and delivery mechanisms
- Analyse medical tourism as a strategic healthcare service
- Formulate medical tourism and global healthcare strategies
- Evaluate emerging global trends and policy challenges

UNIT – I : Global Healthcare Systems – Concepts and Evolution

Concept and scope of healthcare systems – Evolution of healthcare systems across countries – Objectives of national healthcare systems – Key components: financing, service delivery, workforce, and governance – Public, private, and mixed healthcare models – Universal health coverage and access – Role of international organizations – Comparative overview of healthcare systems worldwide.

UNIT – II : Comparative Analysis of Healthcare Models

Healthcare systems in developed economies – Beveridge, Bismarck, National Health Insurance, and market-based models – Healthcare systems in emerging economies – Financing mechanisms and provider payment systems – Cost, quality, and access comparisons – Performance measurement of healthcare systems – Strengths and limitations of different models – Lessons for healthcare reform.

UNIT – III : Medical Tourism – Industry Structure and Drivers

Concept and evolution of medical tourism – Types of medical tourism – Global medical tourism destinations – Demand and supply factors – Role of hospitals, facilitators, insurers, and governments – Quality standards and accreditation – Legal, ethical, and cultural issues – Infrastructure and service requirements – Value proposition in medical tourism.

UNIT – IV : Medical Tourism Strategy and Management

Strategic planning for medical tourism – Market analysis and target segments – Branding and positioning of healthcare destinations – Service quality and patient experience – Pricing and package design – Partnerships and international collaborations – Risk management in medical tourism – Regulatory and visa-related issues – Role of technology and digital marketing.

UNIT – V : Contemporary Developments and Future Directions

Impact of globalization and geopolitics on healthcare systems – Post-pandemic shifts in medical travel – Sustainable and ethical medical tourism – Integration with wellness and traditional medicine – Digital platforms and cross-border telemedicine – Global best practices – Policy initiatives and national strategies – Future of global healthcare services – Strategic role of hospital administrators.

Textbooks for Reference

1. **Johnson, James A. & Stoskopf, Cheryl H.** – *Comparative Health Systems: Global Perspectives* – Jones & Bartlett Learning – 2018
2. **Wendt, Claus & Wolf, Christof** – *Healthcare System Types* – Palgrave Macmillan – 2019
3. **Connell, John** – *Medical Tourism* – CABI Publishing – 2016
4. **Bookman, Milica Z. & Bookman, Karla R.** – *Medical Tourism in Developing Countries* – Palgrave Macmillan – 2007
5. **Smith, Melanie & Puczkó, László** – *Health, Tourism and Hospitality* – Routledge – 2018

Other Relevant Sources

- World Health Organization – Global Health Systems Reports
- Ministry of Tourism & Ministry of Health – Medical Tourism Policy Documents
- OECD – Health Systems and Cross-Border Care Publications

411HA26 – AI, Data Analytics & Decision Support in Healthcare

Course Objectives

After completing this course, students will be able to:

- Understand fundamentals of AI and data analytics in healthcare
- Analyse healthcare data for managerial and clinical insights
- Apply decision support systems in hospital management
- Evaluate ethical, legal, and governance issues in AI adoption
- Assess emerging trends and future applications of AI in healthcare

UNIT – I : Foundations of AI and Data Analytics in Healthcare

Concept, scope, and significance of artificial intelligence and data analytics – Evolution of AI and analytics in healthcare – Types of healthcare data: clinical, administrative, financial, and population health data – Data-driven decision-making in healthcare organizations – Role of AI in improving quality, efficiency, and outcomes – Overview of analytical approaches: descriptive, diagnostic, predictive, and prescriptive analytics – Global overview of AI adoption in healthcare systems.

UNIT – II : Healthcare Data Management and Analytics

Healthcare data sources and data generation – Electronic Health Records (EHRs) and Hospital Information Systems – Data quality, standardization, and interoperability – Data warehousing and data governance – Tools and techniques of healthcare analytics – Statistical analysis and visualization for healthcare managers – Big data in healthcare – Role of cloud computing – Translating analytics into managerial insights.

UNIT – III : AI Applications and Decision Support Systems

Machine learning and deep learning concepts – Clinical decision support systems (CDSS) – AI applications in diagnostics, imaging, and pathology – Predictive analytics in patient care and operations – AI in hospital operations: scheduling, resource allocation, and supply chain – Decision support for financial and strategic planning – Integration of AI tools into healthcare workflows – Performance evaluation of AI systems.

UNIT – IV : Governance, Ethics, and Risk in AI-enabled Healthcare

Ethical principles in AI and data use – Bias, transparency, and explainability of AI systems – Patient consent and data privacy – Legal and regulatory frameworks governing AI in healthcare – Cybersecurity risks and data protection – Accountability and liability in AI-driven decisions – Role of hospital leadership in AI governance – Risk management and compliance – Responsible AI practices.

UNIT – V : Contemporary Developments and Emerging Trends

AI-driven personalized medicine – Population health analytics – Remote monitoring and predictive care – Integration of AI with digital health and telemedicine – Generative AI and automation in healthcare

administration – Global best practices in healthcare analytics – National digital health initiatives – Future skills for healthcare managers – Strategic implications of AI adoption.

Textbooks for Reference

1. **Reddy, C. K. & Aggarwal, Charu C.** – *Healthcare Data Analytics* – CRC Press – 2015
2. **Shortliffe, Edward H. & Cimino, James J.** – *Biomedical Informatics* – Springer – 2021
3. **Wager, Karen A., Lee, Frances W. & Glaser, John P.** – *Health Care Information Systems* – Jossey-Bass – 2017
4. **Topol, Eric** – *Deep Medicine* – Basic Books – 2019
5. **Provost, Foster & Fawcett, Tom** – *Data Science for Business* – O'Reilly Media – 2013

Other Relevant Sources

- World Health Organization – AI and Digital Health Publications
- Ministry of Health & Family Welfare – Digital Health and AI Policy Documents
- World Economic Forum – AI in Healthcare Reports (print editions)

412HA26 – Sustainable & Integrative Healthcare Business Models

Course Objectives

After completing this course, students will be able to:

- Understand principles of sustainability in healthcare
- Analyse healthcare business models and value creation
- Integrate traditional, preventive, and modern healthcare systems
- Design inclusive and patient-centric healthcare models
- Evaluate future-oriented and sustainable healthcare strategies

UNIT – I : Foundations of Sustainable Healthcare Business Models

Concept, nature, and scope of sustainability in healthcare – Evolution of healthcare business models – Triple bottom line approach: economic, social, and environmental sustainability – Value-based healthcare – Stakeholders in healthcare value creation – Healthcare ecosystems and integrated care – Global perspectives on sustainable healthcare systems – Role of policy and regulation.

UNIT – II : Healthcare Business Models and Value Delivery

Traditional and emerging healthcare business models – Public, private, and PPP models – Revenue models in healthcare – Cost structures and efficiency – Patient-centric and community-based care models – Preventive and primary care-oriented models – Integrated delivery networks – Role of technology in value delivery – Measuring value and outcomes.

UNIT – III : Integrative and Holistic Healthcare Approaches

Concept of integrative healthcare – Integration of modern medicine with AYUSH and wellness systems – Preventive, promotive, and lifestyle-based care – Population health management – Role of nutrition, mental health, and rehabilitation – Community engagement and outreach – Ethical and cultural considerations – Case studies of integrative healthcare models.

UNIT – IV : Sustainability, Governance, and Performance Management

Environmental sustainability in healthcare operations – Green hospitals and resource efficiency – Waste management and energy conservation – Governance structures and accountability – ESG frameworks in healthcare – Performance measurement and impact assessment – Risk management in sustainable models – Financing sustainable healthcare initiatives – Role of leadership in sustainability.

UNIT – V : Contemporary Developments and Future Directions

Climate change and healthcare systems – Digital and sustainable care models – Universal health coverage and inclusive growth – Social entrepreneurship in healthcare – Global best practices in sustainable healthcare – Policy reforms and incentives – Future of integrative and sustainable healthcare delivery – Strategic role of hospital administrators.

Textbooks for Reference

1. **Porter, Michael E. & Teisberg, Elizabeth O.** – *Redefining Health Care* – Harvard Business School Press – 2006
2. **Folland, Sherman, Goodman, Allen C. & Stano, Miron** – *The Economics of Health and Health Care* – Routledge – 2020
3. **Gapenski, Louis C. & Pink, George H.** – *Healthcare Finance* – Health Administration Press – 2021
4. **Savitz, Andrew** – *The Triple Bottom Line* – Jossey-Bass – 2014
5. **WHO** – *Integrated Care Models* – World Health Organization – 2016

Other Relevant Sources

- World Health Organization – Sustainable and Integrated Care Reports
- NITI Aayog – Health Systems and Sustainability Publications
- Ministry of Health & Family Welfare – National Health Policy and reform documents

Duration of the Programme:

Minimum: Two Academic Years from the year of joining of the course (Four Semesters).
Maximum: Five Academic Years from year of joining of the course for securing First Class or Second Class.

INSTRUCTIONAL DESIGN :

Instructional delivery mechanism:

University has its own faculty for MBA department and all the faculty members will act as resource persons. Counselling session for theory is 12 hours for each course. Our University has blended mode delivery mechanism i.e., ICT and Conventional modes.

Media of delivery mechanisms:

- **Printing:** The study material delivery media include Printing of books which are issued to the students who are enrolled for the programme.
- **conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.
- **Interactive sessions, and Discussion boards:** In distance Education, for each course 12 hours face to face contact between the learners and their tutors and therefore interactive sessions are conducted. The purpose of such interactive session is to answer some of the questions and clarify doubts that may not be possible in other means of communication. This programme provides an opportunity to meet other fellow students. The Counsellors at the study centres are expected to provide guidance to the students. The interactive sessions are conducted during week ends and vacations to enable the working students to attend.
- **Student support services:** Student support services include Internet enabled student support services like e-mails, SMS and even an app is planned. Student feed back mechanism is created and feed back is designed. Student Learning Managemnet Sysyem (LMS) is customized to every student. For every student customized examination management system (EMS) is also created facilitatiog self evaluation, demo tests, model question papers and periodical Internal Assessments.
- **Credit System:** University has adopted Choice Based Credit System (CBSE) under semester mode from 2013. The same has been approved by relevant Statuatory boards in Distance mode also.
- **Admission procedure:**
- **Eligibility Criteria:** The eligibility for admission into this course is admissions are governed by the rules and regulations that are issued by Andhra Pradesh State Council for Higher Education (APSCHE) from time to time. Eligibility is pass in AP-ICET or ANUCDE Entrance Test and pass in any Bachelor Degree with 50% aggregate (45% for BC, SC & ST) (other than BFA & BOL) with Mathematics at 10th or Inter or Degree.
- **Fee Structure:** The total two years programme fee is Rs. 47,700/-.

- **Policy of programme delivery:** Our University has blended mode delivery mechanism i.e., ICT and Conventional modes. In conventional mode printed material is given and also online mode of delivery with learning management system is adopted.
- **Activity planner:** There is an yearly academic plan and as per plan interactive sessions, assignments, examinations etc are conducted to the candidates.
- **Evaluation System:** Periodical progress of learning is evaluated by web based feed back mechanism in the Learning Management System. Evaluation of learner progress is conducted as follows:
 - (i) The examination has two components i.e., continuous evaluation by way of assignments (30 %) and term end University Examination (70 %).
 - (ii) Each student has to complete and submit assignment in each of the theory paper before appearing to the term end examination. The term end examination shall be of 3 hours duration.
 - (iii) Minimum qualifying marks in each paper is 40 % individually in internal and term end examination. The candidates who get 60 % and above will be declared as pass in First Division, 50 % to below 60 % as Second Division and 40 % to below 50 % as Third Division.
 - (iv) The Centre for Distance Education, Acharya Nagarjuna University will conduct the examinations, evaluations and issue certificates to the successful candidates.
 - (v) All the term end examinations will be conducted at the examination centres fixed by the CDE.
 - (vi) Qualitatively the examinations conducted for the students of the Distance Education are on par with the examinations conducted for the regular University students.

LIBRARY SUPPORT AND LIBRARY RESOURCES :

The MBA programme is based on the theory and does not contain practical papers. Hence, no need of Laboratory support. However, University Library is accessible to all the students of distance education. University provides computer library facility with internet facility to learners for their learning. Additionally every department in the University has a well equipped library which is accessible to all the students. CDE also provides a compendium of web resources to every student to support learning.

COST ESTIMATE :

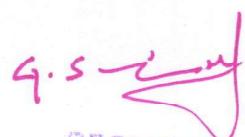
The Programme fee for I year is Rs.23,000/-, and II year is Rs. 24,700/. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

QUALITY ASSURANCE : Quality assurance comprises the policies, procedures and mechanisms which specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed

learning outcomes aimed at making the learner industry ready also for career advancement, enterpreneurial development, and as wealth creators. There is a continuous evaluation of learning and of competence internally and also by ICT enabled feed back mechanism and Centre for Internal Quality Assurance (CIQA). The University ensures maintaining quality in education provided through open and distance learning mode. As per the need of the information society and professional requirement, the University ensures to change the mechanism from time to time along with enhancement of standard in course curriculum and instructional design. Therefor, the outcomes of the programme can meet the challenges in the changing society.



DIRECTOR
CENTRE FOR DISTANCE EDUCATION
ACHARYA NAGARJUNA UNIVERSITY
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