

Master of Business Administration (Hospital & Healthcare Management)

Syllabus – First Semester

ACCOUNTING FOR MANAGEMENT

Course Code: HHM4102

Credits Units: 03

Course Objective: Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Contents:

Module I: Accounting Basics

Introduction, Foundations, Accounting policies, Accounting and management control, Branches of accounting, Recording of transactions and classification, Trial Balance & Errors, Cash book

Module II: Final Accounts

Preparation, Adjustments, Analysis, Depreciation Accounting, Reserves & Provisions. Form and contents of financial statements with reference to Indian Companies Act.

Module III: Financial Statement Analysis

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis. Determination of Existing and future capital requirement.

Module IV: Cost Accounting

Elements of cost, Cost Classification and Allocation, Cost Sheet

Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bhattacharya, S.K. and Dearden, J (2006), Accounting for Management, Vikas Publishing House
- Narayanaswamy R (2005), Financial Accounting – A Managerial Perspective, Prentice Hall of India.
- Maheshwari S N and S K Maheshwari (2006), Accounting for Management, Vikas Pub. House.
- Tulsian, P.C (2006), Financial Accounting, Tata McGraw Hill.
- Banerjee, A (2005), Financial Accounting, Excel Books.

BIOSTATISTICS

Course Code: HHM4104

Credit Units: 03

Course Objective:

The aim of this course is to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the Hospital environment.

Course Contents:

Module I- Introduction to Statistics

Variables -Types of Variables ,Sampling-Sample size and Sampling techniques Data Collection – Types of data (Primary and Secondary Data) , Methods of Data Collection - Respondents, interviews, observation, questionnaire, survey, direct and indirect research techniques, Data Collection in Quantitative and Qualitative Research , Organizing the data.

Module II- Data Analysis

Data Analysis – techniques and tools, Manual and Computerized, Use of statistical software in data analysis - univariate, bivariate and multivariate analysis.

Module III- Data Presentation

Data Presentation - frequency distribution, charting of data – Bar Chart, Pie chart, Line Diagram, Tables, Histogram.

Module IV-Demography and Vital Statistics

Mortality and Morbidity Rates, Birth Rates, Specific Death Rates, Fertility Rates, Abortion Rates.

Module V-Hospital Statistics

Application of statistics in healthcare and hospital settings - utilization of the basic data, sources of health statistics, problems in collection of sickness data, measurement of sickness, vital statistics.

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Text & References:

- B.K. Mahajan. *Methods in Biostatistics*, Jaypee Brothers
- P.S.S. Sundar Rao. *An Introduction to Biostatistics: A manual for students in Health Sciences*, J.Richard Prentice Hall, 1996.
- Daniel, Wayne.W. *Bio-Statistics: A foundation for Analysis in the Health Sciences*, John Wiley and Sons Pub, 1991.
- K. Vishwas Rao. *Bio-Statistics: A Manual of statistical methods for use in the Health, Nutrition and Anthropology*, Jaypee Brothers Medical Pub, 1996.
- Verma B.L., Shukla G.D. *Bio-Statistics perspective in Health care research and practice*, C.B.S. Pub, 1993.
- Krishnaiah, P.K. Rao, C.R. (ed), *Handbook of Statistics*, Elsevier Science Pub, 1988.

INFORMATION TECHNOLOGY & E-COMMERCE

Course Code: HHM4109

Credit Units: 02

Course Objective:

This course will expose students to developments in computer technology and understand the working of a computer system. It will introduce end-user computing and build skills in using IT and understanding various technologies like internet, telecom, DBMS concepts, e-commerce etc. The course will expose the students to the latest trends in computer.

Course Contents:

Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation , (e.g. Delhi Metro , Digitally Controlled Car engines etc.) , Computer Controlled Biometric/RFID based Access Control , Contemporary hardware and software platforms(Open Source, Web Software etc.), Storage of Data Resources

Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts. SQL Query handling , Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc.) . Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

Module III: Telecommunications and Computer Networks

Networked Enterprise :- Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0 , Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C , with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion :- Development of e-commerce store (Web Site Development, Internet Publicity , Payment Gateway, Packaging & Delivery , After Sales Support) .

Module V: E-governance

Concept of e-governance , World Perspective , Indian Perspective , Technologies for e-governance , e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project ,Bhoomi etc. .

Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software , Hacking etc.) and counter measure. Definition of Cyber Crime and Types. Antivirus, Firewalls, Anti-Spyware , Security Audit, Discussion on Overview of IT-ACT 2000.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Norton P (2010), Introduction to Computers, Tata McGraw-Hill
- Potter T (2010), Introduction to Computers, John Wiley & Sons
- Morley D & Parker CS (2009), Understanding Computers – Today and Tomorrow, Thompson Press
- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O'Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill

Syllabus - Second Semester

RESEARCH METHODOLOGY

Course Code: HHM4203

Credit Units: 03

Course Objective: To provide basic understanding towards research principles and methods. To introduce important analytical tools for research data analysis. To assist in the development of research proposals/reports

Course Contents:

Module I: Basics of Research

Definitions and designs, uses of research in healthcare, formulation of research problems, developing hypothesis, writing research questions

Module II

Sampling, Design, and development of interview schedule, questionnaire construction, pre-testing (reliability & validity), research ethics

Module III

- Data collection: field work, mapping and listing operations, selecting of respondents and MIS for major research projects
- Data Management: editing, entry and preparing data sets for analysis
- Data analysis: using SPSS/ epi.info/ use of matrices

Module IV: Qualitative Research

- Development of conceptual framework
- Qualitative methods: FGDs, in-depth interviews, biographics, participatory methods, participant observation etc.

Module V: Research Ethics

History of ethics in health research, Principles and Concepts in research ethics – confidentiality and privacy, informed consent, vulnerable subjects and special treatments, standards of care – principles, review processes etc.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References

- Gummerrson, E. *Qualitative methods in Management Research*, Sage publications
- Verkevieser et al, *Designing and conducting Health Systems Research Projects* WHO and IDRC
- Grundy F and Reinke W A, *Health Practice Research and formalize Managerial Methods*, Geneva, WHO
- *Designing and conducting Health surveys*, Jossey Bass Publishers.

HOSPITAL PLANNING

Course Code: HHM4205

Credit Units: 03

Course Objective

To expose the students to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services. A chapter on research in Hospital Services and Resources is also added to give impetus for research in this field.

Course Contents

Module I: Introduction to Hospital Planning

Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning.

Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period

Module II

Planning for the out-patient services and emergency services, day care services

Planning for patient care units –Inpatient services and intensive care units

Planning for surgical suites.

Planning for labor and delivery suites-LDRP suites

Module III

Planning for laboratory service, blood banking and Radiological services.

Module IV

Conceptual planning for advanced facilities like Cardiac catheterization laboratory, various endoscopy units, Extra corporeal shock wave lithotripsy, radiotherapy unit, IVF unit and Dialysis unit

Module V

Planning for supportive services-medical gases, HVAC, House-keeping, CSSD, Food and beverages.

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Texts & References:

- *Hospitals: Facilities Planning and Management*, GD Kunders by Tata Mcgraw Hill
- *Modern Trends in Planning & Designing of Hospitals: Principles and Practice*: Shakti Kumar Gupta, Sunil Kant, R Chandrashekhar, SidharthSatpathy, by Jaypee – 2007
- *Hospital Planning*: Charles Butler, Addison Erdman
- Dr Malhotra's series: *Step by Step – Hospital designing & Planning*, by Jaypee 2007

HOSPITAL MATERIALS MANAGEMENT

Course Code: HHM4206

Credit Units: 03

Course Objective:

Hospitals carry a large inventory of drugs, sophisticated and highly costly equipment besides beds, furniture and linen. The student should be conversant with Inventory and various methods of control and Purchase management.

Course Contents:

Module I: The Materials Function

Definition, scope and importance of materials management, objectives of materials management, functional areas of materials management, documents used in materials function, material identification codes, role of computers in the materials management, special features of materials management applied to hospitals.

Module II: Stores Management

Responsibilities and functioning of stores, Types of stores in hospitals, Location and layout of stores, Stock verification techniques, Control of pilferages, Standardization and codification.

Module III: Inventory Management

Definition of inventory- Need of control, objectives of inventory control, scope & importance, categories of materials in hospital, hospital, Cost associated with inventories- Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level. Inventory control Techniques, Economic order quantity (EOQ), inventory models: safety stocks, fixation of re-order level,

Module IV: Purchase Management

Objectives and responsibilities of purchasing, Vendor evaluation techniques, Price and quality considerations, Tendering procedures, Types of purchasing.

Module V: Legal aspects

Letter of credit, Duty of customs, Types of hospital imports, import procedures & Documentation, government policy.

Module VI: Maintenance Management & Disposal

Maintenance of equipment, Inventory control of spares, Maintenance contracts, Disposal of Waste and Scrap

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Texts & References:

- *Procurement and Materials management for Hospitals*, Rex H Gregor, Harold C. Mickey
- *Material Management* by Dr. PawanArora, Global India Publication Pvt Ltd
- *Handbook of Materials Management*, P. Gopalkrishnan, EasternEconomy Edition.

EXCEL FOR MANAGERS

Course Code: HHM4209

Credit Units: 01

Course Overview:

Microsoft Excel is a very popular business productivity application for the management and manipulation of data. With the right training and understanding of Excel, businesses and individual users can unlock the world of opportunities that this powerful business application offers. This course will provide all the tools necessary to create and use basic and advanced spreadsheets. After completion of this course, students will be able to learn the various methods for entering and editing data and also learn the various ways to write simple formulas.

Course Contents:

Module-I: Getting Started with Excel

Introduction to Spreadsheets: Launching Excel, entering data in spreadsheet, widening rows and columns, applying basic formatting in spreadsheet, saving work in excel. Entering Data into cells: Using autofill, sort & filter feature, creating lists, inserting & deleting rows and columns. Wrapping & merging text and cells,

Module-II: Basics in excel

Protecting & sharing workbooks, freeze panes, understanding normal, page layout and page break preview in excel. Setting the page orientation and print area. Adding hyperlinks to cells, inserting images, objects, equations and symbols.

Module-III: Charts & Formulas in Excel

Understanding Charts: Inserting bar charts, pie charts, column charts and line charts in spreadsheets, formatting and resizing the chart. Using Basic functions- average, sum, min, max, product etc. date functions, time functions. Math Operators in Excel, combining mathematical operators.

Module-IV: Functions in Excel

Logical- using IF, AND, OR, NOT, TRUE, FALSE Functions. Textual- using TRIM, UPPER, LOWER, REPLACE Functions. Import data into excel, Look up functions with index and match. Rounding, sum product, conditional counts and conditional sums, Filtering data, pivot table, pivot charts, conditional formatting.

Module-V: Financial and Statistical Functions in Excel

Financial functions: Time value of money- Present value, Future value, PMT with beginning date, PMT with ending date, NPV, Goal seek, Scenario Manager, IRR. Statistical functions: Max, Min, Average, Large, Rank, Small, Var, Std Dev.

Examination Scheme:

Components	Written Test	Practical	V/P	File/Assignment	Attendance
Weightage (%)	20	30	30	15	5

Suggested Readings & Textbooks

- Business Analysis with Microsoft Excel by Conrad George Carlberg,, Que Publishing, second edition, ISBN 0974415626.
- Excel 2013 for Dummies by Greg Harvey, John Wiley & Sons , 2012, ISBN 9781118559703

Web Resources

- <https://spreadsheeto.com/>
- <https://www.tutorialspoint.com/excel/>

TERM PAPER

Course Code: HHM4231

Credit Units: 04

Course Objective:

The aim of the term paper is to provide the students with an opportunity to further enhance their knowledge by undertaking a **significant practical unit of examining and analyzing various aspects of healthcare management** at a level commensurate with the learning outcomes of the various courses taken up to them in the ongoing semester.

For students of the first semester, the required term paper is primarily a self- worded structured report written by the students after interpreting & analyzing various primary & secondary records of intelligent interviews/readings from several sources on a particular sector.

Conduct of Term Paper

The term paper will be executed & submitted by students individually.

- The students have to decide the topic of study / hospital of interest **within two weeks of the start of the semester**.
- A Faculty Mentor will be assigned to each group of students undertaking a Team Paper.
- Special Time slot to conduct the research will be included in the timetable.
- The Mentor will conduct weekly sessions to guide & follow up the students as well as to clarify any queries or problem faced by the students.
- Weekly review of the Work in Progress will be maintained by Faculty Mentor & will carry 20% weightage during the final evaluation.
- This will be substantiated through a proper economic diary maintained by the students documenting their daily objectives, plan of action, activities undertaken, documentation of reading & referencing material, analysis (if any) & learning outcomes.
- Students may use innovative tools & techniques to maintain this diary such as e-concepts, online blogs, charts, graphs etc.
- Students will be given some discretion in the choice of topic for the term paper and the approach to be adopted.
- The term paper has to be formulated with multi-disciplinary aspects explained in the section below.

Focus Areas of Study

1. Hospital organization & Management Process (HOMP)

Analysis of organisational process of 5 hospitals (include public and private hospitals) while maintaining a scrap book of the latest news & views.

2. Medical Records (MR)

- Role of E-codes in injury prevention.
- Differentiation of roles and functions of medical record practitioners
- Bar code tracking system enhances record- and film-handling productivity
- Evaluation of use of bar coding in medical record processing
- Trends in utilization management: legal implications for health record administration

3. Management in Healthcare Systems (MEHS)

- a. A brief overview of the major management functions of health systems.
- b. Procurement Management in Healthcare Systems
- c. Cultural Variation in healthcare consumption in 5 Asian Countries including India: National and individual drivers in mild medical conditions

4. Epidemiology (ED)

- a. Epidemiology and Risk Factors for Isolation of Multi-Drug Resistant Organisms in patients
- b. Overview of Nutritional Epidemiology
- c. Risk Assessment Studies : Epidemiology
- d. Epidemiology of Endophthalmitis and Treatment trend in India

- e. Epidemiology of cause of death in Children with Acute Respiratory Distress Syndrome
5. Quality Management in Hospitals (QMH)
- a. Assessing the organizational characteristics influencing Quality Improvement implementation in Indian Hospitals
 - b. Basic quality tools applied in Indian healthcare system
 - c. Total Quality Management Approach to improve patient safety by preventing medication error incidences
 - d. A Holistic Approach for Conceptualizing Hospital Service Quality

Needless to add, effective deployment of Self -Development, Interpersonal Skills & techniques of Business Communication is integral to all aspects of the term paper and will be evaluated accordingly.

General Guidelines

- All students must submit an *independently written* report of their term paper project.
- All contents need to be sourced from reliable primary & secondary sources; references for which **MUST** be maintained in proper format.
- At least one middle level or senior level person of a hospital from healthcare sector has to be interviewed face to face.
- Though the term paper is more a descriptive report covering the ‘What, Why and How’ aspects; participation in leg work or field research of a hospital (s) will add value to the study.
- The paper should utilise class room learning and industry exposure to evaluate issues on hand and suggest remedial/progressive measures that may be taken by a hospital(s).

Assessment & Evaluation:

The term paper will be in the form of an integrated report and assignment.

- A board consisting of all the faculty members who are teaching the students in the first semester will conduct the final evaluation.
- The faculty mentor assigned to the students will do the continuous evaluation.

All reports will be examined most strictly for plagiarism.

Components	Continuous Assessment & Economic Diary	Presentation	Content & Layout of Report	Analysis	Conclusion & Recommendations	Viva/ Defending Questions
Weightage (%)	20%	15%	20%	20%	10%	15%

Syllabus - Third Semester

MANAGEMENT OF CLINICAL SERVICES

Course Code: HHM4303

Credit Units: 03

Course Objective:

To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical services in a hospital. To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Course Contents:

Module I: Patient centric management

Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals. Patient safety and patient risk management.

Module II: Quality in patient care management

Defining quality, Systems approach towards quality, towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

Module III: Patient classification systems

Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG.

Module IV: Patient Medical Records

Policies & procedures for maintaining medical records.e-records, legal aspects of medical records, its safety, preservation and storage.

Module V: Overview

Hospital operations management, role and decisions, Difference of hospital operations from other service and manufacturing organizations.

Module VI: Out Patient Services

Overview of the department, day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department

Module VII: In Patient Services

Ward design (general & specialized), critical care services – ICU, CCU, NICU, , medical services, surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.

Module VIII: Specialty Services

Pediatrics, Obs & Gynec, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental

Module IX: Super-specialty Services

Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services.

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Texts & References:

- *Management of Hospitals & Health services*: Strategic issues and performance, Rockwell Schulz, Alton C. Johnson
- Shakharkar B.M., *Principles of Hospital Administration and Planning*

- *Hospital managerial services* Volume -4, S.L. Goel, R. Kumar
- *Hospital Core Services: Hospital administration in 21st century* Vol 1 Kumar R, S.L. Goel
- *Hospital Management*, Dr. A.K. Malhotra, Global India Publications Pvt ltd, New Delhi
- *Hospital Management : A guide to departments*, Howard S. Roland, Beatrice L Rowland

OPERATIONS RESEARCH

Course Code: HHM4305

Credit Units: 03

Course Contents:

Module I: Introduction

The OR approach to problem-solving and decision-making, Scope and limitations of OR in managerial decision-making.

Module II: Introduction to OR Techniques

Linear Programming, Decision Tree Analysis, Queuing theory, PERT/CPM, Replacement models, Sensitivity analysis, Assignment models, Inventory control models, Forecasting.

Module III: Applications of OR in Hospitals and Health Agencies

Resource allocation, Health services planning, Deployment of health human power, Materials Management, Equipment replacement, Patient scheduling.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- *Operations Research in Hospitals: Diagnosis and Prognosis*, David H. Stimson, Ruth H. Stimson
- *Operations Research and Healthcare: A handbook of methods and Applications*, Margaret L. Brandeau, Francois Sainfort, William P. Pierskalla
- *Patients hospitals and Operational Research*, Taylor Francis
- *Operations Research* by P. Rama Murthy
- *Operations Research: Methods, Models and Applications*, Jay E, Aronson and Stanley Zionts

MANAGEMENT OF SUPPORT & UTILITY SERVICES

Course Code: HHM4308

Credit Units: 03

Course Objective:

To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of non clinical services in a hospital.

To understand the processes and details related to effective patient care and to further increase the satisfaction level of patients

Course Contents:

Module-I: Support Services

Diagnostic-Radiology & Imaging Services, Hospital Laboratory etc, Blood Bank & Transfusion Services, Ambulance Services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Medical Social Worker, Marketing and Public Relations, Finance and Administrative Departments, Outsourcing.

Module-II: Utility Services

Housekeeping, Hospital Engineering and Maintenance, Biomedical Department, Medical Records-confidentiality of records, reception, enquiry, registration and admission, central billing and accounts, Cafeteria/canteen, Mortuary.

Module-III: Biomedical Waste Management and Hazards in Hospital

Definition of Biomedical Waste, BMW – Segregation, collection, transportation, disposal, Liquid BMW, Radioactive waste, Metals / Chemicals / Drug waste, BMW Management & methods of disinfection, Modern technology for handling BMW, Monitoring & controlling of cross infection (Protective devices), BMW from Administrative point (Budget, Health check-up, Insurance)

Module-IV: Other Hospital Functional Activities

Hospital Acquired Infection - Source and Control, Modern trends in Hospital Administration, Telemedicine.

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Texts & References:

- *Management of Hospitals & Health services: Strategic issues and performance*, Rockwell Schulz, Alton C. Johnson
- Shakharkar B.M., *Principles of Hospital Administration and Planning*
- *Hospital managerial services* Volume -4, S.L. Goel, R. Kumar
- *Hospital Core Services: Hospital administration in 21st century* Vol 1 Kumar R, S.L. Goel
- *Hospital Management*, Dr. A.K. Malhotra, Global India Publications Pvt ltd, New Delhi.
- *Hospital Management : A guide to departments*, Howard S. Roland, Beatrice L Rowland.

SUMMER INTERNSHIP EVALUATION

Course Code: HHM4335

Credits Units: 06

Course Objective:

To provide on the job experience, as an understudy in a hospital, to help the student understand systems and procedures and learn to make decisions considering the Hospital as an integral unit.

Duration: 2 months

Objectives of Training:

- To collect the information about organization
- To learn about the different projects run by the organization
- To be familiar with communication procedure between health workers and community
- To identify practical things about project planning and implementation
- To discover the problems faced in implementing the project
- To learn about working of the information system
- To know about method and source of evaluation

Format for Report Writing

1. Title of the project
2. About the organization
3. Introduction and objectives of the project/ programme / organization
4. Funding agency—about the agency, how to get funding, Nature of funding agency
5. Staffing pattern of the project with their functions
6. Major activities going under project
7. Results achieved so far (target Vs achievement)
8. Role of the candidate in the project/programme / organization
9. Evaluation by the candidate

Guidelines for presentation-

- Powerpoint presentation
- Time for presentation: 20 minutes
- Time for discussion: 10 minutes

Examination Scheme:

Components	Presentation	Report submitted	Viva-voce
Weightage (%)	25	50	25

Syllabus - Fourth Semester

HOSPITAL MANAGEMENT INFORMATION SYSTEM

Course Code: HHM4401

Credit Units: 04

Course Objective:

To understand the various indicators of health and health information system and health management information system in hospitals.

Course Contents:

Module I: Introduction

Concept of information as a resource, Understanding the principles of information systems, Classification of information systems in hospitals.

Module II: Managing Hospital Information Systems

Setting strategic objectives for information systems, organizing an information systems department, Principles of systems development, Importance of security and confidentiality of data.

Module III: Role of Information Technology in Hospitals

Principles of information processing, Role of information technology in information processing, Role of database management systems, Role of communication in managing hospital information systems.

Module IV: Management Information System

Concept of Management Information System (MIS). Developing indicators, identifying data and developing tools of measurement. Use of MIS: monitoring progress and evaluation, hospital planning, monitoring employees, monitoring health development, decision making. Computerization of MIS: demonstration and critical analysis of different MIS software packages used in health projects in hospitals.

Examination Scheme:

Components	CP	V	A	CT 1	CT 2
Weightage (%)	20	15	5	30	30

Text & References

- *Management Information System (MIS) in Hospitals: A computer based approach for quality in hospital services and administration*, by Anil Kumar Saini
- S.C. Joshi & S.N. Mehta. *National Information System: Planning and Management*, Global vision publishing house.
- *Information Technology in health care: Socio technical approaches*, 2010. IOS Press BV

ENTREPRENEURSHIP & CONSULTANCY IN HEALTHCARE

Course Code: HHM4406

Credit Units: 03

Course Objective:

To create interest in students to start a venture, learn the intricacies of starting an enterprise, identifying opportunities, inculcating enterprising values with orientation towards setting up own enterprises and equip the student to take up consultancy work in various facets of hospital management.

Course Contents:

Module I- Overview of Entrepreneurship

Overview: Definition and Meaning of Entrepreneurship Characteristics and Function of Entrepreneur Importance and Limitations of Entrepreneurship: Entrepreneurial Laboratory: Types of Entrepreneurs Entrepreneurship Games Innovation and Entrepreneurship.

Idea Generation: Brain Storming in terms for Project Ideas, Normal Group Technique; Creativity. Lateral Thinking; Research & Development, Reverse Engineering IPR, Patenting ;Environment Scanning Opportunities in Health care ; NGO Collaboration.

Module II- Feasibility Study

Operational Feasibility, Technical Feasibility, Market Feasibility, Financial Feasibility, Economic Forecasting Project Report Writing; Support Systems for New Enterprise Creation, New Enterprise Identification and Selection Enterprise Establishment and Management.

Module III-Sources of Finance

Short Term Sources – Instruments – Long term Sources – Instruments – Sources – Commercial Banks, Development Agencies. Indian and International Funding Organizations Capita Market Venture and Startup Capital.

Module IV-Overview of Health care Consultancy

Consulting industry with specific reference to hospital and Health care Consulting Perspective. Professionalism & Ethics in Consulting Consultant – Client Relationship, Behavioral roles of consultants.

Module V-Consulting Process in Health care

Entry: Initial Contracts – Preliminary Problem Diagnosis – Terms and Reference – Assignment Strategy and Plan – Proposal to the Client – Consulting Contract.

Diagnosis: Conceptual Framework of Diagnosis – Diagnosing Purpose and Problem - Defining Necessary Facts – Sources and Ways of Obtaining Facts – Data Analysis – Feedback.

Action Planning: Possible Solutions – Evaluating Alternatives – Presentation of Action. Implementation & Termination: Consulting in Various Areas of Health care Management.

Examination Scheme:

Components	CP	V	A	ME	EE
Weightage (%)	5	5	5	15	70

Texts & References:

- J.B.Patel and D.G.Allampally ,Manual on how to Prepare a Project Report, Entrepreneurship development Institute Ahmadabad.
- .J.B.Patel and S.S.Modi ,Manual on Business Opportunity identification & Selection, Entrepreneurship Development Institute Ahmadabad.
- Edward Bono ,Lateral Thinking, Penguin Books, London 1990
- Holt HG David ,Entrepreneurship, Prentice Hall India Publisher, New Delhi 2001.
- S.S.Khanka, Entrepreneurial Development S. Chand & Co New Delhi 2007.

DISASTER MANAGEMENT

Course Code: HHM4408

Credit Units: 02

Course Objective

To learn, identify and assess disasters in the community. To set-forth policies and procedures for disaster preparedness and to prepare disaster plan.

Course Contents

Module I: Basics of Disaster Management

Basics of disaster management and Mass casualties, Classification of disaster on the basis of origin, source, onset response; Disaster Phases, Disaster Process, Effects of Disasters, Disasters and Health Problems, Triage, Impact of Disasters on the Hospitals, Disaster Response – local, national & International, Disaster Management Act – 2005.

Module II: Disaster preparedness

Policies & procedures for general safety, fire safety procedure for evacuation, Components of Disaster Plan – Pre-hospital & Hospital, Hospital disaster plan formulation & implementation, crisis management.

Examination Scheme:

Components	CP	V	A	CT 1	CT 2
Weightage (%)	20	15	5	30	30

Text & References:

- *A guide to emergency health management after natural disasters*, American health organization scientific publication.
- *Emergency vector control after Natural disaster*, American health organization scientific publication.
- *District Health facilities*, WHO regional publication western pacific services.
- *Medical supply management after natural disaster*, American health organization scientific publication.

DISSERTATION

Course Code: HHM4437

Credit Units: 06

The Aim of the Dissertation

The aim of the dissertation is to provide the students with an opportunity to further their intellectual and personal development in their chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of their degree.

The dissertation can be defined as a scholarly inquiry into problem(s) or issues(s), involving a systematic approach to gathering and analysis of information / data and leading to production of a structured report.

The Dissertation Topic

It is usual to give the student some discretion in the choice of topic for the dissertation and the approach to be adopted. Kindly ensure that the dissertation is related to the field of specialization.

Deciding this is often the most difficult part of the dissertation process, and requires thorough preparation and background research.

It is important to distinguish here between ‘dissertation topic’ and ‘dissertation title’. The topic is the specific area that the student wishes to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally, it is expected that the topic is:

- Relevant to business, defined broadly;
- Related to one or more of the subjects or areas of study within the core program and specialization stream;
- Clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to the student’s knowledge;
- Of value and interest to the student’s personal and professional development.

Planning the dissertation

This entails the following:

- Selecting a topic for investigation.
- Establishing the precise focus of the study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The dissertation plan/ outline or Synopsis

It is recommended that the students should have a synopsis/dissertation plan to guide them right from the outset. Essentially, the synopsis/dissertation plan is an outline of what the student intends to do, chapter wise and therefore should reflect the aims and objectives of the dissertation in detail along with detailed bibliography and critical review of literature.

There are several reasons for having a dissertation plan

- It provides the correct area of focus
- It provides the faculty-guide with an opportunity, at an early stage, to make constructive comments and help guide the direction of the research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up confidence.
- In many ways, the plan encourages the student to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of the dissertation report in order to allow appropriate changes in the scope and even direction of work as it progresses.

Keeping records

This includes the following:

- Making a note of everything read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (Students may consider starting a card index or database from the outset).
- Making an accurate note of all quotations at the time they are read.
- Make clear what is a direct a direct quotation and what is a paraphrase.

Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**.
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to the major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, give a list of all the references used. These should be cross - references with the text. For articles from journals, the following details are required e.g.
Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.
For books, the following details are required:
Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996
- Finally, include appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

Guidelines for the assessment of the dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s)
2. If there is more than one objective, do these constitute parts of a whole?
3. Are the objectives and methodology of practical relevance to the business world/economy?
4. Has the student done sufficient background reading and reviewed the available literature critically?
5. Has the student developed an appropriate analytical framework for addressing the problem at hand?
6. Is this based on up-to-date developments in the topic area?
7. Has the student collected information / data suitable to the frameworks?
8. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
9. Has the student succeeded in drawing conclusion form the analysis?
10. Do the conclusions relate well to the objectives of the project?
11. Has the student been regular in his work?
12. Layout of the written report.
13. Confidence and knowledge of the student while answering questions and giving the presentation.

Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
TOTAL	100