

**BHARATHIAR UNIVERSITY (CBCS PATTERN)**  
**SCHEME OF EXAMINATION**

**M.SC. HOSPITAL ADMINISTRATION (CBCS PATTERN)**

WITH COMPULSORY DIPLOMA IN HOSPITAL RECORDS MANAGEMENT

**For the students admitted during the academic year 2008-2009 Batch onwards**

Study Components / Course Title	Inst. Hours/ Week	Duration	Examination			Credit
			CIA@	Uni. Exam	Total	

<b>Semester I</b>						
MANAGEMENT PRINCIPLES	5	3	25	75	100	4
FINANCIAL MANAGEMENT IN HOSPITALS	5	3	25	75	100	4
COMPUTER APPLICATIONS IN HEALTH CARE SERVICES(PRACTICALS ONLY)	5	3	40	60	100	4
BIO-SCIENCES & EPIDEMIOLOGY	5	3	25	75	100	4
HEALTH ECONOMICS	5	3	25	75	100	4
HOSPITAL ORIENTATION 15 DAYS	-		-	-	-	-
Elective/Dip. I - Hospital Record Standards and Policies	5	3	25	75	100	3
<b>Semester II</b>						
HOSPITAL ARCHITECTURE, PLANNING AND DESIGN	4	3	25	75	100	4
ORGANISATIONAL BEHAVIOUR	4	3	25	75	100	4
MATERIALS MANAGEMENT	4	3	25	75	100	4
BIO STATISTICS & OPERATION RESEARCH	5	3	25	75	100	4
HOSPITAL OPERATION – I (PATIENT CARE)	5	3	25	75	100	5
HOSPITAL OPERATION – II (SUPPORTIVE SERVICES)	5	3	25	75	100	5
HOSPITAL ORIENTATION 15 DAYS	-		-	-	-	-
Elective/Dip. II – Organisation and Management of Hospital Records Department	3	3	25	75	100	3
<b>Semester III</b>						
MARKETING & PUBLIC RELATIONS	5	3	25	75	100	4
HUMAN RESOURCES MANGEMENT AND INDUSTRIAL RELATIONS	5	3	25	75	100	4
RESEARCH METHODOLOGY	5	3	25	75	100	4
HOSPITAL INFORMATION SYSTEM	5	3	25	75	100	4
HEALTH LAWS & POLICIES	5	3	25	75	100	5
Elective/Dip. III – International Classification of Diseases	5	3	25	75	100	3
<b>Semester IV</b>						
HOSPITAL ORIENTATION 1 & 2		3	10	40	50	3

( 15 DAYS EACH DURING FIRST & SECOND SEMESTER) (Project)						
INSTITUTIONAL TRAINING	5	3	10	40	50	3
PROJECT WORK	5	3	20	80	100	5
Elective/Dip. IV – Medical Records Management Practical Training (Project)	5	3	20	80	100	3
Total					2200	90

**BHARATHIAR UNIVERSITY: COIMBATORE – 641 046**

**M.SC. HOSPITAL ADMINISTRATION WITH COMPULSORY DIPLOMA IN  
HOSPITAL RECORDS MANAGEMENT  
(FULL TIME) UNDER SEMESTER SYSTEM (Affiliated Colleges)  
(Effective from the Batch 2008-09 onwards)**

**REQUIREMENTS/ ADDITIONAL INSTRUCTIONS**

**1. MINIMUM COURSE REQUIREMENTS:**

Candidates for the degree shall besides undergoing the prescribed courses for the study, do practical work by the way of case study, project report, prescribed hospital work, hospital visits, etc., under the guidance of staff and to the satisfaction of the head of the institution.

**Hospital Orientation Programme:**

The students are expected to undergo Hospital Orientation Programme as given below, 15 days of hospital orientation during the first and second semester. Students after undergoing the hospital orientation shall submit a small summary report of their observation consisting of six pages and also make a presentation of the same, which can be considered for the internal & external evaluation. The knowledge acquired by the students during the hospital institutional training will also be evaluated along with project viva voce examination.

**Internship training:**

The institutions conducting the M.Sc(H.A) programme are required to have a tie up with public or private hospitals for providing internship training arrangement with multiple hospitals both in public and private sector is suggested (Ratio of beds: Students is 10:1). The institutions are expected to sign a formal Memorandum of understanding (MOU) for this purpose with which they are having a tie up arrangement.

The candidates shall abide by the stipulated timings, discipline, rules and regulations of the hospital to which they will be assigned for the practical training, orientation/internship. Internship training can be up to a period of six months provided the project done in the same hospital. If incase project done outside of hospital then three months of project study and three months of hospital training is required during the fourth semester.

**Field Visit:**

At least two in each semester and one visit attendance is compulsory for students to primary health center, government general hospital, mental hospital, specialized hospital facilities for treatment like eye, heart, kidney etc., drug de-addiction center, senior citizen home, hospital for terminally ill patient recommended.

### **Short Module Programmes:**

Following short module programmes are recommended during course of programme and which are not for evaluation.

1. Communication skill – 8hrs
2. Placement training – 8hrs
3. Personality development – 8 hrs
4. Leadership training programme –8 hrs

This is in order to promote industry academic interaction an institution shall invite experts for the hospital industry for talks on a monthly basis. 75% attendance of the students in the meeting is compulsory.

### **Guest Lecture Session:**

Institution shall conduct lecture meetings by calling eminent professionals from the Health Care industry during the course of an academic year. 75% attendance for this student in this meeting is compulsory. It is also recommended that institutions conduct one or two conference on hospital administration every year, which will improve industry – academic interaction and provide better job prospects for students.

No candidates shall be eligible for the degree unless the candidates has completed the prescribed courses of study and passed the prescribed examination.

No candidates shall be admitted to the examination unless not less than 75% of the total lectures and class session have been attended and he /she has produced a certificate from the head of the institution certifying to that effect.

## **2. METHODS OF STUDY**

The programme of study is designed to prepare students for responsible positions in the management of hospitals. This is a newly emerging field of management in India. The programme is designed to provide the graduates a strong experiential component in their training as an integral part of their academic training.

The programme is designed to provide a steadily increasing involvement in hospital operations over the four semesters with project work beginning in the 2nd year after the student has mastered knowledge oriented courses essential to performing well in the project assignments. Students will be posted to at least five different hospital sections during their two years, and on completion of each posting will make a report on section purposes, measures of effectiveness used, and significant problems and / or opportunities facing the section. The possible assignments include the following sections:

- Out patient service
- Nursing service (in patient service)
- Personnel and manpower development
- Operating rooms

- Laboratory
- Medical records
- Laundry
- Food services- dietary services
- Equipment and facility maintenance
- Materials management department
- Marketing and public relations
- Information technology
- Financial accounting house keeping security services
- Pharmacy

### **External assessment**

The external assessment shall be through examination to be conducted for each theory course at the end of each semester by the university.

1. The knowledge acquires by the students by the two hospital orientation programme will be evaluated at the time of project viva-voce by the internal & external faculty for 25 marks each.
2. Hospital internship training will evaluated at the time of project viva-voce by the internal & external faculty for 50 marks .

### **3. QUALIFICATION FOR TEACHERS**

Candidates with M.H.M (Post Graduate Degree In Hospital Management) /M.B.A / CA / ICWA/ fellow of two year full time post graduate diploma from Indian institute of health management and research, Jaipur / any medical professional / non medical professional with a post graduate diploma in Hospital Administration in from reorganized university with minimum five years managerial experience in hospital may be appointed as teachers.

## **SYLLABUS CONTENT FOR BHARATHIYAR UNIVERSITY I SEMESTER**

### **MANAGEMENT PRINCIPLES**

#### **UNIT I**

Evolution of Management science- definition, nature, principal and process of management -management as science of art – management as profession – professionalisation of management in India – Integration of Clinical Practice and management Skills.

#### **UNIT II**

Planning – definition and features – pervasive nature of planning – process, importance, technique of planning – Psychological hazards to rational planning Objectives management of Objectives \_strategic planning.

Policy, Procedure, methods and rules-Policy making as a guide to action in the organisation- General polices and specific polices in an organisation-Medical records department polices and procedures-physical therapy section-polices and procedures.

Decision making-Strategic and tactical decision-Decision making process-Barriers to rational Choice- bases for decision making-Decision making –Decision making process-barriers to rational choice-Bases for decision making - decision making tool and techniques – health care practitioners as decision makers.

#### **UNIT III**

Organizing – fundamental concepts and principles – formal vs informal organisation – classification of health care organisation – design of organisation structure for hospitals – authority and responsibility – line and staff relationship.

#### **UNIT IV**

Staffing and directing – fundamental of staffing – recruitment and selection – training and development – fundamentals of directing – motivation – leadership – supervision – communication.

#### **UNIT V**

Controlling – control system and processes – tools of control – control through budgeting and costing – Gantt chart – PERT/CPM – flow chart, flow process charts, work distribution charts.



**Reference:**

Management principles for health professionals

- JOAN GRATTO LIEBLER
- RUTH ELLEN LEVINE
- JEFFREY ROTHMAN

Principles and practice of management

- L.M. PRASAD

## **FINANCIAL MANAGEMENT IN HOSPITALS**

### **UNIT I**

#### **SCOPE OF FINANCIAL AND MANAGEMENT ACCOUNTING**

Functions – distinction between management accounting, financial accounting and cost accounting- tools and techniques of management accounting- accounting concepts and conventions – Trial Balance – Final Accounts (Problems) – Depreciation Methods-Straight line method, Written down value method.

### **UNIT II**

#### **FINANCIAL STATEMENT ANALYSIS**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems.

### **UNIT III**

#### **MANAGERIAL COSTING**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.

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

### **UNIT IV**

#### **BUDGETING AND BUDGETARY CONTROL.**

Meaning and definition – difference between forecast and budget – objectives of budgetary control – advantages and limitations of budgetary control – preparation of budget – classification of budget – control ratios.

Capital budgeting

Definition – methods of appraisal – importance of capital budgeting control – advantages of capital budgeting – control ratios

## UNIT V

### FINANCIAL MANAGEMENT

Objectives and functions of Financial Management - Role of Financial Management in the organisation . Sources of finance.

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

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#### Reference:

1. Double entry bookkeeping – Grewal.T.S.
2. Advanced accountancy – Jain and Narag
3. Cost and management accounting – S.N.Tanton
4. Financial Management - Sharma Sasi K. Gupta

### COMPUTER APPLICATIONS IN HEALTH CARE SERVICES (ONLY PRACTICALS)

#### MS OFFICE - Introduction to WORD, POWERPOINT and EXCEL.

**WORD** - Creating a new document with templates & Wizard - Creating own document - Opening/modifying a saved document - converting files to and from other document formats - Using keyboard short-cuts & mouse - Adding symbols & pictures to documents - headers and footers - Finding and replacing text - spell check and Grammar check - Formating text - paragraph formats - adjusting margins, line space - character space - Changing front type, size - Bullets and numbering - Tables - Adding, editing, deleting tables - Working within tables - Adding, deleting, modifying rows and columns - merging & splitting cells-MailMerge –Macro shortcut.

**EXCEL** - Working with worksheets - cells - Entering, editing, moving, copying, cutting, pasting, transforming data - Inserting and deleting of cells, rows & columns – Working with multiple worksheets - switching between worksheets - moving, copying, inserting & deleting worksheets - Using formulas for quick Calculations - Working & entering a Formula - Formatting a worksheet - Creating and editing charts - elements of an EXCEL chart - Selecting data to a chart - Types of chart - chart wizard – Formatting chart elements - Editing a chart - Printing charts.

**POWERPOINT** - Creating new presentations - Auto content wizard - Using template - Blank presentation - Opening existing presentations - Adding, editing, deleting, copying, hiding slides - Presentations - Applying new design - Adding graphics - Using headers and footers - Animating text - Special effects to create transition slides - Controlling the transition speed - Adding sounds to slides - Using action buttons.

**ACCESS** – Creating a database – Query – Report format – using templates and wizards.

**SPSS PACKAGE** – Introduction Basic operation- Basic calculations.

**INTRODUCTION TO INTERNET**-Computer based literature search-Medical Information –Search Engines-Email creation.

**Practicals** : Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

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**References :**

OFFICE 2000 complete - BPB  
Windows 98 complete – BPB  
Windows 98 6in1 by JANE CALABRIA and DOROTHY BURKE - PHI  
using Microsoft OFFICE 2000 by ED, BOTT – PH

**BIO-SCIENCES & EPIDEMIOLOGY**

**UNIT I**

**INTRODUCTION TO BIOMOLECULES**

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

**UNIT II**

**INTRODUCTION TO HUMAN BODY**

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

### **UNIT III**

#### **MICROBIOLOGY & PARASITOLOGY**

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

### **UNIT IV**

#### **INTRODUCTION TO EPIDEMIOLOGY**

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

### **UNIT V**

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

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#### **References:**

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

### **HEALTH ECONOMICS**

#### **UNIT I**

Basic concept of economics- Health economics – Demand - Demand determinants – Elasticity of Demand – Indifference curve – Production theory – production function – Economics of scale, laws and return.

## **UNIT II**

Concept of cost analysis - Cost benefit analysis – budget – Allocation – health financing – marginal costing

## **UNIT III**

Business theory of firms – competition – pricing – perfect competition – monopoly – oligopolistic and monopolistic competition

## **UNIT IV**

Business Cycle and National Income - Cause/Consequences – inflation – consequences and strategies for constraintment – National income and Economic growth – measurement of national income – GNP,GDP, poverty line

## **UNIT V**

Macro – Economics frame work, savings and investment – capital formation – Economic planning and development process and strategies – health care funding – Relationship between economic development, demography – Vertical equity, horizontal equity economic of scale.



## **References:**

Managerial Economics – Shankaran

## II SEMESTER

### HOSPITAL ARCHITECTURE PLANNING & DESIGN

#### UNIT I

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

Departmentation in Hospital

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

#### UNIT II

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

#### UNIT III

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

#### UNIT IV

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

#### UNIT V

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

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

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## Reference:

- Planning & Management of Medical Care Hospital Services(Back Ground Papers)  
Conducted by Department of Medical Care and Hospital Administration NIH &FW,  
New Delhi.
- Building a Hospital – A Premier for Administrator - John Rea,J  
Jaffrey J Fronmelt  
Malcolm D.Maccoun.
- Site Selection for Health Care Facilities - James Lifton  
Owen B Hardy
- Planning Health facilities for patient and visitors - Janet Reinstein Carpmqan  
Myro A Grant  
Deborah A.Simmons
- Hospital waste management - John Blackman
- How to evaluate equipment and service contract - Henry Alder
- Hospital Electrical Standards - Mary Ann.Kelly
- Hospital facilities planning and Design - G.D.Kuders

## ORGANISATIONAL BEHAVIOUR

### UNIT I

Foundations of behavioral science – Hardware studies & their importance – Nature and scope of behavioural science in hospital management – individual difference.

### UNIT II

#### Behaviour at individual level:

Personality – personality theories – personality determinates – personality development programme – improving communication skills – Body language – improving IQ – situation analysis.

### UNIT III

#### Behaviour at interpersonal levels:

Leadeship – supervision – communication- Tranactional analysis – Brain storming – Role, position and status analysis.

### UNIT IV

#### Behaviour at group levels:

Group in organization – Group Dynamics – group norms – group cohesiveness – group competition and co-operation.

## **UNIT V**

### **Behaviour at organisational level:**

Organisational culture – organisational effectiveness – organisational change and development – counselling and guidelines – conflict and conflict resolution management.



### **Reference:**

Human Behaviour at work - Nostrom & Keith Davis  
Organisational Behaviour - L.M.Prasad  
Organisational Behaviour - Fred Luthans  
Organisational Behaviour - Stephen Robins

## **MATERIAL MANAGEMENT**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

Stores management – store keeping – objectives – functions – locations and layout- Store keeper – duties – responsibilities – stores system and procedures – goods received notes –

goods receipt voucher – bin card – stores issue voucher – discrepancy report – stores accounting and stock verification – LIFO – FIFO average price method.

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

## **UNIT V**

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

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### **Reference:**

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

## **BIOSTATISTICS AND OPERATION RESERCH**

### **UNIT I**

#### **FREQUENCY DISTRIBUTION AND MEASURES OF CENTRAL TENDENCY AND DISPERSION**

Conceptual issues – frequency distribution – characteristics an Diagrams – Arithmetic mean –median, mode position averages, percentiles – geometric mean – Harmonic mean – selection of appropriate measures of central tendency – Measures of Dispersions – Concept of Range – Mean Deviation – Inter quartile deviation Range, Variance and Standard Deviation – Coefficient of variation and method of calculating standard deviation.

### **UNIT II**

#### **LINER REGRESSION AND CORRELATION**

Introduction – scatter diagram, Correlation and regression – correlation coefficient and Regression equation and restrictions – multiple regression and other extensions.

### **UNIT III**

#### **PROBABILITY AND PROBABILITY DISTRIBUTION**

Introduction to probability – measurement of probability and Laws of probability for independent events – conditions probability, Baye's theorem and applicants of probability – probability distribution – Binomial poison, Normal "t" other – Sampling and basis of statistical inferences – Definition and conceptual issues – types of population

sample size population listing – sampling distribution and statistical inference – types I & II Errors.

#### **UNIT IV**

#### **OPERATION RESEARCH**

Introduction – Evaluation of operation research – Techniques of operation research – limitation of operation research – queuing theory – transportation modules – Simulation.

#### **UNIT IV**

Network Models: PERT – CPM- PERT COST – resource allocation – float and slack – other network models.

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#### **References:**

Business Statistics	-	R.S.N. Pillai & Bagavathi
Statistical Methods	-	Elhance
Statistical Methods	-	S.P.Guptha
Bio Statistics	-	Sundar Rao

### **HOSPITAL OPERATION- I (PATIENT CARE)**

#### **UNIT I**

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

#### **UNIT II**

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

#### **UNIT III**

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

#### **UNIT IV**

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

## **UNIT V**

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

### **FRAME WORK FOR THE ABOVE TOPICS**

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

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### **References:**

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

## **HOSPITAL OPERATION – II (SUPPORTIVE SERVICES)**

### **UNIT I**

Nutrition and dietary services – pharmacy services – Medical records services

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

Transportation services – Mortuary services – Hospital security services

## UNIT V

Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards

### FRAME WORK FOR THE ABOVE TOPICS

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

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### References:

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

## **III SEMESTER**

### **MARKETING & PUBLIC RELATIONS**

#### **UNIT – I**

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

#### **UNIT II**

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

#### **UNIT III**

Marketing channel system - Functions and flows; Channel design, Channel management - Channel dynamics - VMS, HMS, MMS; Market logistics decisions- Customer database, Data warehousing and mining. Attracting and retaining customers, Controlling of marketing efforts.

#### **UNIT IV**

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

#### **UNIT V**

Organisation and Marketing of health care services – administrative and professional services-analysis of the structure and functions of various services- patient services-information services-Internet medicine-promoting referral doctor system-telemedicine – medical tourism -public relation programme-.current trends&issues in marketing of health services

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**Reference:**

Marketing Management – Analysis, Planning Implementation and Control	- Philip Kotler
Fundamentals of Modern Marketing	- Cundiff and Still
Marketing Management	- William J Stanton
Marketing of Hospital Services	
Service Marketing –text cases and readings	- Lovelock
Practical public Relations	- Sam Black

## **HUMAN RESOURCES MANAGEMENT AND INDUSTRIAL RELATIONS**

### **UNIT-1**

An introduction to HRM in hospitals – evolution of HRM- HRM and personnel department –nature, characteristics, functions and role of HRM – need for HRM in hospital- organization of HRM in hospitals- HR Managers- policies and procedures for HRM.

### **UNIT-II**

Manpower planning – job analysis- job descriptions –job specifications- recruitment, selection, placement- training and development.

### **UNIT-III**

Job changes- promotion- demotion- transfer- separation- performance appraisal- human relations in hospitals- job evaluation- wage and salary administration – personnel audit- social security and retirement benefits.

### **UNIT-IV**

Industrial relations- employees association- trade union-functions responsibilities structure – employer- employee relation- participative management – collective bargaining in hospitals discipline and disciplinary actions – employee welfare measures- need for training – different types of training programmes in hospitals.

### **UNIT-V**

Labour policy and labour laws with emphasis on hospital management- ESI act- Industrial dispute act – payment of wages act- minimum wages act – workman compensation act, 1923 – laws related to child labour – maternity benefit act – contract labour act – bonus act – gratuity act provident fund act – equal remuneration act – maternity benefit act – contract labour act.

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**References:**

Handbook of hospital personnel management	–	R.Cgoel
Human resource management	–	P.C Tripathi
Personnel management	–	C.B Memoria
Industrial law	-	N.D Kapoor
Industrial relations and labour legislation	-	Dr.R.Venkatapathy,Adhitya publisher

**RESEARCH METHODOLOGY**

**UNIT-I**

Introduction to research methodology: meaning of research – objective of research – relevance to management with special reference to hospital management – research orientation and managerial performance.

**UNIT-II**

Formulation of the problem – research design – meaning – need for research design – features of a good research design – different research design.

**UNIT-III**

Sampling fundamentals- sampling techniques – types- uses and limitations – measurement and scaling techniques – methods of data collection.

**UNIT-IV**

Processing and analyzing of data – hypothesis testing – small and large sample – test for population mean – chi- square distribution – goodness of fit test – introduction to ANOVA.

**UNIT-V**

Interpretation, precautions in interpretations – report writing – steps in report writing- computers and research – uses of computers in research and documentation – introduction to SPSS package.

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## References:

- Research methodology – C.R. Kothari  
Business research methods – Cooper Schmidt, Tata McGraw Hill  
Research methods for commerce & management – K.V. Rao

## HOSPITAL INFORMATION SYSTEM (INCLUDING MEDICAL RECORDS)

### OBJECTIVES:

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

### UNIT-I

#### INTRODUCTION TO INFORMATION SYSTEMS IN BUSINESS

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

### UNIT-II

#### MANAGERIAL OVERVIEW – HARDWARE/SOFTWARE

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

### UNIT-III

#### DATA BASE MANAGEMENT SYSTEMS

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

### UNIT-IV

#### THE INTERNET AND ELECTRONIC COMMERCE

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

## UNIT V

### HOSPITAL INFORMATION SYSTEM AND MEDICAL RECORDS

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

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#### Reference:

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

## HEALTH LAWS AND POLICIES

### UNIT I

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

#### LAWS RELATED TO MEDICAL PRACTICE

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

## **UNIT II**

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

Companies act – law of contracts – consumer protection act

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

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

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

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

## **UNIT III**

### **OVERVIEW OF HEALTH CARE DELIVERY SYSTEM**

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

## **UNIT IV**

### **HEALTH CARE AGENCIES – DEFINITION – FUNCTION**

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

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

## **UNIT V**

### **HEALTH POLICIES**

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

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

**Reference:**

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

## **BHARATHIER UNIVERSITY, COIMBATORE-46**

### **COMPULSORY DIPLOMA TO M.SC HOSPITAL ADMINISTRATION SCHEME OF EXAMINATION:**

#### **OBJECTIVES OF THE COURSE**

1. To create awareness on the role of hospital records in health care delivery in hospitals.
2. To make the students understand the computer applications in hospital records management in a hospital.
3. To make the student aware of various standards and policies in hospital records management.
4. To impart knowledge on the international codification system and the implementation procedures in the health care system.

#### **SEMESTER I - PAPER 1 HOSPITAL RECORDS STANDARDS AND POLICIES**

##### **UNIT 1**

Medical Records: History And Role Of Medical Records In Health Care Delivery: Medical Records Policies-Legal Aspects Of Medical Records-Developments Of Medical Record Forms

##### **UNIT 2**

Medical Records; Various Types Of Medical Records; Forms And Uses. Quality Assurance Aspects, Forms And Designs And Presentation of the records.

##### **UNIT 3**

Medical Records Security-Retention And Disposal Of Medical records. Documentation Practices That Increase Malpractice Risks. Documenting Telephonic Conversations, Telemedicine Encounters

##### **UNIT 4**

Focus On Specific Documentation Issues: Documenting Diagnosis Information, Documenting Refusal Of Medical Advice Or Treatment, Termination Of Care. Issues In E-Mail Documentation

##### **UNIT 5**

Electronic Medical Records: Advantages – Concerns About Medical Records Computerization – Various Sections Of Electronic Medical Record Systems



## **UNIT 5**

Information Required For Organizing A Medical Record: Department Methods Of Commissioning Of Medical Record Services And Periodical Evaluation

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### **REFERENCE**

- 1 Mogli G.D (2001) Medical Records :Organization And Management  
New Delhi, Jaypee Brothers
- 2 G.D Kunders (2004) Hospitals :Facilities , Planning And Management.  
New Delhi: Tata Mcgrawhill
- 3 Acleson E.D (1967) Linkage Of  
Medical Records : London: Oxford University Press
- 4 Benjamin, Bernad.1980. Medical Records,  
2<sup>nd</sup> Edition London : William Heineman Medical Books Ltd

## **SEMESTER – III -PAPER 3 INTERNATIONAL CLASIFICATION OF DISEASES**

### **UNIT 1**

International Classification Of Disease: History And Uses-Design Of ICD And Structure

### **UNIT 2**

How to Use ICD -Basic Coding Guidelines-Principles And Rules Of Coding-WHO Guidelines

### **UNIT 3**

International Classification Of Procedures In Medicines-Indexing Of Diseases And Operations

### **UNIT 4**

Salient Features Of The Amendments To The Icd-10.Difference Between Icd-9 And Icd-10

### **UNIT 5**

Role Of International Classification Of Diseases In Managing Electronic Medical Records. Importance Of Using ICD In Mental And Health Statistics

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**REFERENCE**

- 1 <http://www.who.int/whosis/icd10/descript.htm>
- 2 Mogli G.D (2001) Medical Records :Organization And Management  
New Delhi, Jaypee Brothers
- 3 G.D Kunders (2004) Hospitals : Facilities , Planning And Management.  
New Delhi:Tata Mcgrawhill
- 4 Acleson E.D (1967) Linkage Of  
Medical Records : London: Oxford University Press
- 5 Benjamin, Bernad.1980. Medical Records,  
2<sup>nd</sup> Edition London :William Heinman Medical Books Ltd

**SEMESTER - IV PAPER 4**  
**MEDICAL RECORDS MANAGEMENT: PRACTICAL TRAINING**

**(DURATION 130 HOURS)**

Students Have To Undergo Training In A Medical Records Department And Few Selected Functional Departments For A Period Of 130 Hours. After The Successful Completion Of The Training They Have To Submit A report With A certificate From The Institution And Also Approved By The Head Of The Department Of The Hospital Management Institution