

BHARATHIAR UNIVERSITY (CBCS PATTERN)
SCHEME OF EXAMINATION
M.SC. HOSPITAL ADMINISTRATION (CBCS PATTERN)
WITH COMPULSORY DIPLOMA

For the students admitted during the academic year 2009-2010 Batch onwards

Study Components / Course Title	Inst. Hours/ Week	Duration	Examination			Credit
			CIA@	Uni. Exam	Total	
Semester I						
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 -	5	3	25	75	100	3
Semester II						
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 –	3	3	25	75	100	3
Semester III						
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 –	5	3	25	75	100	3
Semester IV						
HOSPITAL ORIENTATION 1 & 2 (15 DAYS EACH DURING FIRST & SECOND SEMESTER) (Project)		3	10	40	50	3
INSTITUTIONAL TRAINING	5	3	10	40	50	3

PROJECT WORK	5	3	20	80	100	5
Elective/Dip. IV –	5	3	20	80	100	3
Total					2200	90

Electives/Diplomas : **List of Group Elective/Diploma papers (Colleges can choose any one of the Group/Diploma papers as electives)**

	GROUP A Diploma in HOSPITAL RECORDS MANAGEMENT	GROUP B Diploma in <i>HEALTH CARE DELIVERY SYSTEM</i>	GROUP C Diploma in TOTAL QUALITY MANAGEMENT
Paper I/ Sem I	Hospital Record Standards and Policies	HEALTH SECTOR IN INDIA	FUNDAMENTALS OF TQM
Paper II/ Sem II	Organisation and Management of Hospital Records Department	ORGANISATION AND ADMINISTRATION OF HEALTH SYSTEM	TQM TOOLS AND TECHNIQUES
Paper III/ Sem III	International Classification of Diseases	HEALTH CARE DELIVERY SYSTEM	TOTAL QUALITY MANAGEMENT IN HOSPITALS
Paper IV/ Sem IV	Medical Records Management Practical Training (Project)	Practical Training	PRACTICAL TRAINING

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, principle and process of management -management as science or 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, techniques of planning – Psychological hazards to rational planning –Objectives-management by Objectives - strategic planning.

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

Decision making-Strategic and tactical decision-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 organization – classification of health care organisation – design of organisation structure for hospitals – authority and responsibility – line and staff relationship.

UNIT IV

Staffing and directing – fundamentals 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.

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Reference:

Management principles for health professionals

- JOAN GRATTO LIEBLER - RUTH ELLEN LEVINE - JEFFREY ROTHMAN

Principles and practice of management -L.M. PRASAD

Management - Stoner Freeman and Gilber

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)

UNIT II

FINANCIAL STATEMENT ANALYSIS

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- 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 - Theory.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety -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. Theory

Capital budgeting

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

UNIT V

FINANCIAL MANAGEMENT

Objectives and functions of Financial Management - Role of Financial Management in the organization- 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.

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
5. Financial Management in Health Services – Reinhold Gruen

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 - Formatting 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-Mail Merge –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, and 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, Green G.W.Stout
- Principles of Internal Medicine - Harrison's Volume 2.
- Review of Medical Physiology - William. .F.Ganong Mc.Graw Hill, Boston

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 developments, demography – Vertical equity, horizontal equity economies of scale.

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References:

Managerial Economics – Shankaran
Business Economics - Sundaram.K.P & Sundaram.E
Health Economics &Policy – James W Henderson

II SEMESTER HOSPITAL ARCHITECTURE PLANNING & DESIGN

UNIT: I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT: II

Planning: Principles of planning – regionalization - hospital planning team – planning process –size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety.

UNIT: III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents-preparing project report.

UNIT: IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment
Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste.

UNIT: V

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

Reference:

1. Designing for Total Quality in Health Care - G.D.Kunders
2. Modern Trends in Planning and Designing of hospitals –
Gupta S.K.SunilKant Chandra Shekhar.R Satpathy
3. Hospital and Nursing Homes Planning, Organisations & Management -
Syed Amin Tabish
4. Hospitals, Facilities Planning and Management - G.D.Kunders
5. Building a Hospital – A Premier for Administrator - John Rea,J, Jaffrey J Frommelt
Malcolm D.Maccoun.
6. Site Selection for Health Care Facilities - James Lifton, Owen B Hardy
7. Planning Health facilities for patient and visitors - Janet Reinstein Carpmqan
MyroAGrant,Deborah ,A.Simmons
8. Hospital waste management - John Blackman

ORGANISATIONAL BEHAVIOUR

UNIT I

Organisational Behaviour: History - evaluation, Challenges & opportunities contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social Learning, job-fit, trait theories.

UNIT II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics.

Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT III

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour: linking teams and groups- Stages of development

Influences on team effectiveness, team decision making- Issues in managing teams.

UNIT IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

UNIT V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

References :

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
6. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
7. Human Behaviour at work - Nostrom & Keith Davis

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 relations 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 FSN Analysis – EOQ- Reorder 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.

References:

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|--|---|-------------------|
| Materials Management | - | M.M. Varma |
| An Integrated Approach Inventory Control Theory & Practice | - | Gopalakrishnan |
| Production and Operations Management | - | Pannerselvam, PHI |

BIOSTATISTICS AND OPERATION RESEARCH

UNIT I

FREQUENCY DISTRIBUTION AND MEASURES OF CENTRAL TENDENCY AND DISPERSION

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

UNIT II

LINEAR REGRESSION AND CORRELATION

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

UNIT III

PROBABILITY AND PROBABILITY DISTRIBUTION

Introduction to probability – measurement of probability and Laws of probability for independent events – conditions probability, Bayes's theorem and applications of probability – probability distribution – Binomial distribution, Normal "t" .

UNIT IV

OPERATION RESEARCH

Introduction – Evaluation of operation research – Techniques of operation research – limitation of operation research – transportation models – Simulation.

UNIT V

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

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 hospital administrators – meaning and definition of Hospitals – Role of Hospitals in the Society-Factors influencing the role of modern hospitals - classification of Hospitals.

UNIT II

Front office services – objectives of the front office department- organization chart of front office department- location-Qualities of the Receptionist-Registration- queries and emergency handling. **Outpatient services**-definition-objectives of OPD-types of Outpatient services- location – infrastructure and facilities –working of OPD. **Inpatient services** – wards and rooms –nursing station-dietary services- sanitary and other facilities- functions. **Accident and Emergency services**-concept – definition – objectives-location-structure – policies and procedures. **Billing services**-bill and billing service meaning-types of billing – role of computers in billing service – problems in billing service.

UNIT III

Lab services–structure-staffing pattern-functional divisions –functions-location-laboratory procedures. **Radiology and Imaging services** – meaning – classification of radiological work – location-structure-staffing pattern– infrastructure and facilities-policies and procedures. **Rehabilitation services** – concept – physical therapy – occupational therapy –recreational therapy-hearing therapy – pulmonary medicine. **Blood bank services** –concept – location-bleeding complex- therapeutic area-laboratory. **Telemedicine**- definition – history –technological trends.

UNIT IV

Operation theatre – definition of operation suit – objectives –location-zoning-policies and procedures-nursing services in OT. **Intensive care units** –definition – functions – location – infrastructure and facilities. **Hospital acquired infections** – definition – Reasons-causes-transmission –precautions – Infection control Committee -Sterilization – **Central Sterile Supply Department** –functions – location –working of CSSD- facilities. **Nursing services**-objectives –functions-role of nursing service –organisation and Administration. **Ward Management** –nightingale ward –classification of ward-ward size.

UNIT V

Concept of quality – definition of quality –components of quality in health care-need for quality services in hospitals –**quality management**-current challenges. **Quality assurance**-concept –purpose-method. **ISO 9000 standards** – concept-meaning-benefits. **TQM and CQI** –definitions-principles of TQM-key elements –CQI –meaning –benefits –model for CQI. **Accreditation** – concept –benefits- NABL – JCAHQ. **Medical tourism**-definition – medical tourism in India – significance- benefits.

FRAME WORK FOR THE ABOVE TOPICS

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

References:

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

HOSPITAL OPERATION – II (SUPPORTIVE SERVICES)

UNIT I

Supportive Services – Meaning -Need and Significance – Types- Functions. **Nutrition and dietary services** – Meaning –Location-Design-Food Distribution-Functions-Components-Functional areas-Organization-Facilities and space requirements-Related Issues. **Pharmacy services** –Introduction, Scope -Role and Significance-Functions-Drug distribution and Information-Location-Design and Functional areas -Organization and Staffing-Facilities and Space requirements -Working conditions, The Job-Issues in pharmacy-The future of pharmacy. **Medical records services**- Meaning and Definition-Location –Scope-Functions -Medical records – Format,Contents-Administrative Issues-Types of medical forms -Standardization in record keeping.

UNIT II

Facilities Engineering –Need and Significance -Guidelines -Principles and Challenges. **Maintenance of Civil Assets**- Definition –Objectives- Need & Significance –Benefits-Types-Future Challenges - Computerized Maintenance Management System. **Electrical supply**– Introduction -Functions -Major Electrical Systems and Components - Issues and Challenges.

Water supply- Introduction -Water supply management -Factors -Functions **Medical gas pipeline** – Introduction - Significance –products-Installation procedures-Operation and Maintenance -Safety Issues in MGPS-Regulatory Requirements-Risk and Operational Management-Staffing-Operational Management Document.

Plumbing - Design - Principles –Standards & Codes -Issues and Challenges . **Sanitation** – Introduction- Factors-Human waste and health -Disposal of wastewater -Refuse collection & transport -Medical wastes. **Air conditioning system** – Meaning & Definition –applications-Benefits-Types -Equipments -Issues and Problems.

Hot water and steam supply – Introduction –Benefits-Sources . Communication system – Introduction & Meaning-Definitions-Scope -Benefits -Components -Modern operation and Associated Equipments –Challenges- **Biomedical engineering department in modern hospital**- Introduction -Definitions –Scope- Role –**Disciplines** -Functions -Responsibilities – Personnel-Operation & Maintenance program.

UNIT III

Laundry services – Introduction-Definition & Meaning -Scope & Significance of Laundry services - Functions - Facilities and space requirements -Role & Responsibilities -Duties and Responsibilities -Staffing Requirements -Equipment -Issues & Challenges. **Housekeeping services** –Introduction –Definition-Objectives-Functions –Operation-Role -Location & Space requirements -Organization -Issues & Challenges .**Energy**

conservation methods- Introduction -Benefits -Approaches - Energy Management Program -Measures for Conservation. **Cost containment measures in a hospital**-Introduction -Factors –Conditions- Management of cost containment Measures - **Strategies** – measures- Issues & Challenges.

UNIT IV

Transportation services – Introduction - Types of Transportation services-Outpatient Transportation service -Inpatient Transportation services-Functions-Means of transport. **Mortuary services** – Introduction- Meaning-Types –Usage-Functions-Organization & Management-Location & Space Requirements -Building Design-Quality Management System -Personnel Facilities -Issues & Challenges. **Hospital security services** - Introduction –Functions-Services -Scope – Factors-Security Management Process - Security Risk Mitigation Strategies -Issues & Challenges.

UNIT V

Disaster management – Introduction-Definitions-Types-Aims & Objectives of Disaster Preparedness –Measures-Hospital Disaster Plan – Purpose-Situation & Assumptions-General Considerations-Staffing. **Fire Hazards & protection** –Introduction -Authority & Responsibility-Policy & Procedures –Definitions-Staffing - Fire Safety Systems-Fire Protection Program-Fire Evacuation Procedure-Equipments. **Engineering Hazards** – Introduction-Definition -Meaning & Types of Hazards -Risk Assessment-Risk Reduction Programmes-Hazard Management Programmes.**Radiology hazards** - Meaning & Definition -Types - Nature of Work- Hazards-Management .

FRAME WORK FOR THE ABOVE TOPICS

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

References:

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

III SEMESTER MARKETING & PUBLIC RELATIONS

UNIT-I

Service marketing concepts: Marketing mix -4Ps in marketing.-Market segmentation- - Distinctive nature of services marketing--Characteristics of services- Services marketing mix -3Ps of service marketing-Service quality –Service quality dimensions-changing marketing practices- E-business-setting up websites-marketing information system-strategic marketing planning & organisation.

UNIT-II

Market segmentation-targeting-product life cycle strategies.

Market Promotion: Importance of market Research - Definition and need for internal marketing-Word of mouth communication (w.o.m)-Customer Relationship Management (CRM)-Definition-Factors affecting the customer Relations-Different relationship markets-CRM strategy-customer loyalty ladder-Customer life cycle-Barriers for effective CRM.

UNIT-III

Pricing of Health services: Definition of price-cost-value-Factors to be considered for pricing of services - Pricing Objectives- Pricing Strategies –marketing channel system-functions and flows-channel design-channel management-channel dynamics.

UNIT-IV

Health Insurance: Illness and Accident insurance – New insurance products-concept of Social Security -Role of TPA's - Managed Health care –Co pay system- Accreditation – NABH –JCI - Accreditation- Quality council of India - Medical Tourism- Business opportunities - Challenges – Quality Assurance in Health care.

UNIT-V

Positioning the market offering: Developing a positioning strategy – promotional method in service sector – medical camp, conferences, internet medicine, telemedicine, public relation programmes, public relation decisions- telemarketing- referral doctor system, advertising media – press, radio, television, films, hoardings, etc – media relations.- Branding.

References:

Text Book of Marketing services -The Individual Experience –

Mr. Nimit Chowdhary and Mrs. Monika Chowdhary

Branding Concepts and Process - Mr. Debashis Pati

Marketing Management, Philip Kotler – Prentice Hall

Services Marketing – S.M.Jha – Himalaya Publishing House

Service Marketing –text cases and readings - Lovelock

Practical public Relations - Sam Black

III SEMESTER

HUMAN RESOURCES MANAGEMENT AND INDUSTRIAL RELATIONS

UNIT-I

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.

.....

References:

- | | | |
|---|---|-------------------------------------|
| Handbook of hospital personnel management | – | R.C Goel |
| 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.

References:

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

HOSPITAL INFORMATION SYSTEM

UNIT I

The Information Explosion: Importance of Information–Impact on Healthcare - World of Informatics: Importance– Rights – Structure. Health Informatics – Components- Goals- Classification – Future.

Information Technology: Hardware - Software – Telecommunications – Methods of accessing information, Health Information on Internet and World Wide Web.

UNIT II

Role of information: Right information – process of decision making – Literature Database – Problems in Literature seeking – Standards of Information seeking. Securing the information: Privacy and confidentiality – Law – Security – Computer Crimes – Role of HealthCare Professionals. Information system cycle.

UNIT III

Changing Information System: Impact for Automation – Organizational Culture – Resistance to Change – Importance of Managing change - Role of HealthCare Professionals. Information becomes Knowledge through Research: Types – Data Management – Ethical Issues.

UNIT IV

Patient care System: Information Management in patient care – Patient care system- Current issues. Patient Monitoring System: Concepts - Types – Information Management- Current Issues. Clinical Decision Support Systems: Nature – Types of Decision support systems – Role of Computers in Decision support system. Information Technology in Radiology, Information Technology in Pharmacy.

UNIT V

Electronic Health Record: Functions- Implementation – Advantages – Disadvantages. Telehealth: Types – Initiatives – Advantages – Barriers – Future. Future of Informatics: Globalization of Information in Public Health, Education, Knowledge, Security, Wireless computing – Barriers

Reference:

- | | | |
|---|---|--|
| Management Information System | - | James A.O'Brien |
| Management Information System in Hospital | - | A.K.Saini |
| Health Management information System | - | Smith, Jack |
| -A Handbok for decision makers | | |
| Informatics for Health Professionals | - | Kathleen M.Young |
| Information Technology for the | | |
| Health Professions | - | Lilian Burke, Barbara Weill |
| Medical Informatics | - | Edward H.Shortliff, Leslie E.Perreault |

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 – kasthuriba 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.

FRAME WORK FOR THE ABOVE TOPICS

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

References:

- | | | |
|--|---|-----------------------------------|
| 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 |
| Health care policies and programmes | - | Goel S L |

BHARATHIAR 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 I

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 II

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

UNIT III

Medical Records Security-Retention and Disposal of Medical records. Documentation Practices that Increase Malpractice & Risks. Documenting Telephonic Conversations, Telemedicine Encounters

UNIT IV

Focus on Specific Documentation Issues: Documenting Diagnosis Information, Documenting Refusal of Medical Advice or Treatment, Termination of Care. Issues in E-Mail Documentation

UNIT V

Electronic Medical Records: Advantages – Concerns about Medical Records
Computerization – Various Sections of Electronic Medical Record Systems



REFERENCES:

- 1 Mogli G.D (2001) Medical Records-Organization & Management,
New Delhi, Jaypee Brothers
2. G.DKunders(2004)Hospitals-Facilities, Planning & management,
NewDelhi:TataMcgraw hill
3. Acleson E. D (1967) Linkage Of Medical Records - London:Oxford University Press
- 4 Benjamin, Bernad.1980. Medical Records, 2nd Edition London
WilliamHeinman, Medical Books Ltd

SEMESTER II - PAPER 2
ORGANIZATION AND MANAGEMENT OF HOSPITAL RECORDS
DEPARTMENT

UNIT I

Organization of Medical Records Dept: Structure, Goals, Objectives and Functions-
Inpatient and Outpatient Services Accident and Emergency Services

UNIT II

Collection and Analysis of Statistics: Advantages-Filling and Retrieval of Records and
X-Rays

UNIT III

Job Description: Duties and Responsibilities of Medical Record Officer, Medical Record
Technician, Assistant Medical Record Technician. Operational Policies-Working Hours
and Shifts

UNIT IV

Interdependent Relations of Medical Records Staff and Its Importance .Space And
Equipments, Requirement for Medical Records Department, Movable And Immovable
Filing Tracks: Merits And Demerits

UNIT V

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

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REFERENCES

- 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,
2nd Edition London : William Heineman Medical Books Ltd

SEMESTER – III -PAPER 3

INTERNATIONAL CLASIFICATION OF DISEASES

UNIT I

International Classification of Disease: History and Uses-Design of ICD and Structure

UNIT II

How to Use ICD -Basic Coding Guidelines-Principles and Rules of Coding-WHO Guidelines

UNIT III

International Classification of Procedures in Medicines-Indexing Of Diseases and Operations

UNIT IV

Salient Features of the Amendments to the ICD-10.Difference between ICD-9 And ICD-10

UNIT V

Role of International Classification of Diseases in Managing Electronic Medical Records. Importance of Using ICD in Mental and Health Statistics

.....

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,
2nd 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

DIPLOMA IN HEALTH CARE DELIVERY SYSTEM

SEMESTER I – PAPER 1 HEALTH SECTOR IN INDIA

UNIT I:

Development of health sector in India- Evolution of health care system- Medicine in antiquity- Pre-colonial period – colonial period- Present period-the status of Indian health.

UNIT II:

System of medicine- Ayurveda – Yoga – Naturopathy – Siddha – Unani – Homeopathy – Modern Allopathic medical system.

UNIT III:

Administrative structure in National level-Health Minister of State- Deputy ministers – Departments under health ministry- Role, duty and functions.

UNIT IV:

Medical care infrastructure in India- Types of medical infrastructure hospitals- Sub-centres-Primary Health –centres - Community Health centres.

UNIT V:

Review of different reports on Health Care in India- Recent trends in hospital administration.

Reference Books:

Talluru Sreenivas, “ Management of Hospitals”, A.P.H. Publishing corporation, New Delhi.

Goyal R.C, “Hospital Administration and Human Resource Management”, Prentice Hall of India (P) Ltd., New Delhi,

Kunders G.D, “Hospitals Facilities planning and Management”, Tata McGraw-Hill Publishing company ltd, New Delhi

Goel.S.L., “Health Care Organisation and structure’, Deep &Deep Publications Pvt., ltd., New Delhi.

SEMESTER II - PAPER 2

ORGANISATION AND ADMINISTRATION OF HEALTH SYSTEM

UNIT I:

Concept of Health and Disease - Health Environment – Levels of Health Care – Health Indicators – Health for all vision- – importance of health- Need of Health Information - Health statistics –Advantages & disadvantages-Health Information System in India.

UNIT II:

Common rates & ratios-Bed occupancy ratio, Morbidity ratios, birth rate ratios etc
-Incidence & prevalence rates

UNIT III:

International Classification of Diseases - Health reports- Notifiable diseases

UNIT IV:

National Health -All National Health Programmes-Programmes objectives, action plan, targets,operations, achievements and constraints of various National Health Programmes.

UNIT V:

International Health to conceptualise the role of health - International Health agencies/NGOs agencies and the international health -International Health Regulations.

Reference Books:

Talluru Sreenivas, “ Management of Hospitals”, A.P.H. Publishing corporation, New Delhi.

Goyal R.C, “Hospital Administration and Human Resource Management”, Prentice Hall of India (P) Ltd., New Delhi,

SEMESTER III - PAPER 3 HEALTH CARE DELIVERY SYSTEM

UNIT-I

Healthcare delivery system – An Overview – Common terms of healthcare management: Terms related to levels of health care; primary, secondary and tertiary - Systems of Medicine - Preventive and Curative medical care – General and specialty Hospitals Indian Systems of Medicine.

UNIT-II

Specialty-wise terminology – Pathology terms of common use – clinical, diagnostic and therapeutic terms – Pediatric services – Dental – Psychiatric – Casualty and Emergency – neurology – obstetric and Gynecology – Dermatology intensive care – coronary care services.

UNIT-III

Medical Records – Admission, Billing, Nursing Records ,Diagnostic Records, Infection Control Records, Maintenance of Operation Theatres Records, Maintenance of Intensive Care Units Records ,Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records

UNIT-IV

Disaster Management : Basic concepts ,Principles of disaster planning ,Objectives of a hospital disaster plan ,Disaster Committee , Organisation, roles and responsibilities , Organising disaster facilities

Medical Insurance – Insurance Policy – Health Insurance in Indian Scenario – Economics of Life and Health Insurance - Importance – Health Insurance Policies – Administration of Health Insurance Schemes.

Biomedical Waste management & handling rule Management –Schedules – Segregation. Bio medical waste Collection- Transportation- Disposal- Modern technology for handling BMW- Radioactive waste handling .

UNIT- V

Computers in Medicine – System design, Multichannel computerised ECG, EMG and EEG data acquisition, storage and retrieval, transmission of signal and images. Patient Monitoring - Physiological monitoring, automated ICU, computerised arrhythmia monitoring, information flow in a clinical lab, computerised concepts, interfacing to HIS.Computers in Medical Systems and Medical Research.

References:

1. National Health System and Their Orientation towards Health for All – WHO.
2. Sreenivas T, Management of Hospitals, APH Publishing Corporation, New Delhi
3. R.D.Lee, “Computers in Medicine”, Tata McGraw-Hill, New Delhi, 1999.
4. Douglas V.Hall, “Microprocessors and Interfacing : Programming and hardware”, McGraw-Hill, Singapore, 1999.
5. Goyal R.C, “Hospital Administration and Human Resource Management”, Prentice Hall of India (P) Ltd., New Delhi,
6. Kundurs G.D, “Hospitals Facilities planning and Management”, Tata McGraw-Hill Publishing company ltd, New Delhi
7. Goel.S.L., “Health Care Organisation and structure’, Deep & Deep Publications Pvt., ltd., New Delhi.
8. Goyal R.C, “Hospital Administration and Human Resource Management”, Prentice Hall of India (P) Ltd., New Delhi, 4th Edition, 2006.
9. George M.A, “ The Hospital Administrator,” Jay Pee Brothers Medical Publishers (P) Ltd., New Delhi, 2003.

SEMESTER IV - PAPER 4

Minimum 1 month Training about Bio-medical waste management/ Disaster

Management / Equipment management in any of the Hospitals. And write a 10 page report about the training.

BHARATHIAR 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 Total Quality Management (TQM) in health care delivery in hospitals.
2. To make the students understand the fundamentals of TQM in a hospital.
3. To make the student aware of various tools and techniques in Total quality Management.
4. To impart knowledge on the TQM standards followed in Health care institutions.

PG DIPLOMA IN TOTAL QUALITY MANAGEMENT

SEMESTER I - PAPER 1

FUNDAMENTALS OF TQM

UNIT: I

Concept of Quality in emerging scenario of TQM – Origin and Philosophy of TQM – Factors motivating introduction of TQM –Role of HRD in TQM – Role of Participatory culture in TQM.

UNIT: II

TEI (Total Employee Involvement) Strategy in TQM – Role of TEI – small group activities in TQM – Role of Quality Circles and Work Improvement teams (WITs). Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP)

UNIT: III

Role of Continuous Improvement in TQM – Benchmarking and Business process reengineering – Quality costs and Planket Burman methods – Kaizen – JIT, TAGUCHI, SMED, CEDAC.

UNIT: IV

Documentation – Apex (Quality System) Manual / Procedure and Departmental manuals and work Instructions preparations. Role plays exercise on Documentation.

UNIT: V

Auditing – Types of Auditing – Internal Auditing – Second and Third party auditing – Role of Internet Auditing in ISO Systems



REFERENCES:

Fundamentals of Quality Control & Improvement – Amitara Mitra, 2nd edition, PHI Learning Pvt Ltd.

Total Quality Management – Nagarajan

Personnel / Human Resource Management – Stephen P.Robbins- Prentice Hall Publisers.

SEMESTER II - PAPER 2

PAPER II- TQM TOOLS AND TECHNIQUES

UNIT: I

Benchmarking – Introduction – Process of Benchmarking – Benefits – Pitfalls – Success Indicators – Gap Analysis process – Benchmarking template – Initiating the process of Benchmarking.

UNIT: II

Benchmarking process – what to benchmark – Benchmark Analysis – Determining current competitive gap – Projecting future performance levels- Integration – Developing action level – Implementing and Monitoring – Rehabilitation- Maturity-beyond Benchmarking.

UNIT: III

Quality Function deployment –QFD Concept – QFD process – QFD Team – Benefit of QFD – Voice of the customer – Organisation of Information.

UNIT: IV

Organisational Reengineering – Conceptual framework process – Process Re-engineering - BPR Philosophy – Possibilities and pitfalls – BPF framework – Opportunity assessment – Impact Assessment – Planning Implementation of the transition.

UNIT: V

Statistical Process Control: History, Development, Statistical fundamentals, Pareto diagram, Process flow diagram, Cause and effect diagram, check sheets, Histogram – Various Control charts – Different Control charts for Variable state of Control – Scatter Diagrams – Problems

.....

REFERENCE

Total Quality Management – James. R. Evens
Strategic Management in Health care organizations – 3rd edition – Blackwell Publizers

SEMESTER – III -PAPER 3

TOTAL QUALITY MANAGEMENT IN HOSPITALS

UNIT: I

TQM - Leading practices – Ethics – Role – Quality Assurance – Quality Control – Customer satisfaction – Customer perception of quality – Service quality – Translating needs into requirements – Customer retention – Employee motivation Teams – recognition and reward – Performance Appraisal Benefits – Employee involvement.

UNIT: II

TQM in service sector – TQM and Management relationship – Personnel Management in TQM environment – Labour relations in TQM environment - Relationship development.

UNIT: III

Continuous process Improvement – process – Improvement strategies – Types of problems – PDSA cycle – Problem solving method – Six Sigma.

UNIT: IV

Six Sigma Assessment Methodology – Leveraging the internet for supply chain efficiency – Current state of ecommerce – Supplier Buyer Integration – Steps to Improve Supply Chain Management.

UNIT: V

Statistical Quality Control – Tools and Techniques in process and quality management - Program identification tools and their role in quality management – Tools for data collection and analysis – scope of Statistical process control measurement and control – Process measurement – Corrective action.

REFERENCE

Total Quality Management – Gopal V.V.

Total Quality Management – Bhaskar

Encyclopedia of total quality management in hospital and health care administration – Kelly, Daine L.; Kovner, Anthony R., Beuhauser, Duncan, Fottler, Myron D., Ford, Robert C., Heaton, Cherrill, P., McAlearney, Ann Scheck, Nowicki, Michael, & Mclow, Joanne K. (Eds.) Year of Publication: 2006, Volume 1: Applying Quality in Healthcare.

SEMESTER - IV PAPER 4
TOTAL QUALITY MANAGEMENT: PRACTICAL TRAINING

(DURATION 130 HOURS)

Students have To Undergo Training in various departments in a reputed hospital following quality standards 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