



Tamil Nadu Open University

577, Anna Salai, Saidapet, Chennai – 600015, Tamil Nadu

TAMILNADU OPEN UNIVERSITY Regulations and Overview for M.B.A – Hospital Administration (Semester) in Distance Mode

[w.e.f Calendar Year 2020]



School of Management Studies
Tamil Nadu Open University
Chennai-600 015



Tamil Nadu Open University

577, Anna Salai, Saidapet, Chennai – 600015, Tamil Nadu

SCHOOL OF MANAGEMENT STUDIES M.B.A - Hospital Administration

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Programme's Mission and Objectives

This Programme is aimed at preparing professionals to meet the challenges of the changing healthcare services industry in India. The Programme is designed to provide a unique, field relevant combination of strong functional skills and the ability to apply, adapt and integrate those skills in healthcare sector. The main objective of this programme is to promote professional management practices that are essential for effective and sustainable healthcare administration that would guarantee financial sustainability, optimum utilization of limited resources, conducive work environment and employee relations, rapid advancement in medical technology, elimination of unhealthy competition, awareness creation and a strategic approach towards healthcare services industry.

Relevance of the Programme with HEI's Mission and Goals

Healthcare is one of the fastest growing sectors in India. There are abundant career opportunities in this sector. There is a need for a proper trained pool of hospital administrators who can monitor and administer who is design and deliver quality health services. Students would develop knowledge in the areas such as organizational strategy and change, process improvement, inter-disciplinary team management, integrated hospital information systems and health insurance.

Nature of prospective target group of Learners

M.B.A (Hospital Administration) at Tamil Nadu Open University designed to impart management competencies in the Medicine, Nursing, Pharmacy, Allied Health Sciences, Physiotherapy, Occupational Therapy Management, Hospital and Health Administration. The candidates holding the degree aspiring for seeking employment in healthcare and allied sector shall pursue this programme.

Appropriateness of Programme to be conducted in ODL mode to acquire specific skills and competence.

Master's Degree Programme in Hospital Administration has lot of scope in the health care service sector. As outcome of the Programme students may gain knowledge about the Hospital Administration aims at preparing young and bright graduates for



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challenging careers in health care organizations like corporate hospitals, health insurance companies, NGOs, health care information technology, medical transcription - BPOs and public health organizations. This degree will equip students with broad skills and knowledge in business, accounting, finance, marketing, operations, management, and leadership.

Instructional Design

The Curriculum and the Syllabus for MBA (Hospital Administration) Programme has designed covering all the aspects of Management Concepts and Hospital Administration Management. The duration of the Programme is two Years and the medium of instruction is English.

The MBA (Hospital Administration)) Programme is offered through the Learner Support Centres established by TNOU in the affiliated Arts and Science College, where the same Programme is offered through Conventional Mode.

The Faculty Members available at School of Management Studies of Tamil Nadu Open University and the faculties approved as Academic Counselors of TNOU at Learner Support Centres will be used for delivering the MBA (Hospital Administration) Programme.

The credits systems suggested as per UGC-ODL Regulations-2020 have been assigned to MBA (Hospital Administration) Programme. The total number of credit assigned for the Programme is 72. The Self Learning Materials in the form of print, e-content and audio/video materials wherever required has also been developed for the Programme.

Procedure for Admissions, Curriculum Transaction and Evaluation

The eligibility for Admission to the MBA (Hospital Administration) Programme is A degree in Medicine, Nursing, Pharmacy, Allied Health Sciences, Physiotherapy, Occupational Therapy Management, Hospital and Health Administration and Computer Sciences (OR) Arts and Sciences with Additional qualifications (e.g. health and / or computer background and / or hospital experience(OR)Post Graduate Diploma in Health / Hospital Administration.. The Programme Fee is Rs.50000/- for two years, plus Registration and other Charges. The admissions are



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carried out by Tamil Nadu Open University and through its Regional Centres located within the State of Tamil Nadu. The Theory Counselling and the Practical Counselling (if any) will be conducted through the Learners Support Centres of Tamil Nadu Open University. The evaluation will be carried by Tamil Nadu Open University consists of Continuous Internal Assessment through Spot Assignment and External Assessment through Term End Examination.

Financial Assistance

Scholarship for SC/ST category is available as per the norms of the State Government of Tamil Nadu. Complete Admission fee waiver for the Physically Challenged/ Differently abled persons.

Policy of Programme Delivery

The Academic Calendar for the Programme will be available for the learners to track down the chronological events/ happenings. The Counselling schedule will be uploaded in the TNOU website and the same will be intimated to the students through SMS.

Evaluation System

Examination to M.B.A - Hospital Administration Programme is designed to maintain quality and standard. Theory Examination will be conducted by the University in the identified Examination Centres. For the Assignment students may be permitted to write with the help of books/materials for each Course, which will be evaluated by the Evaluators appointed by the University.

Assignment: 1 assignment for 2 credits are to be prepared by the learners. E.g. If a Course is of Credit 4, then 2 number of Assignments are to be written by the learner to complete the continuous assessment of the course. Assignment carries 30 Marks (Average of Total no of Assignment), consists of Long Answer Questions (1000 words) for each Course.

Assignment 1	Answer any one of the question not exceeding 1000 words out of three questions.	1x30 = 30 Marks
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Term -End Examination: Students shall normally be allowed to appear for theory examination after completing the Assignments. The Term -End Examination shall Carry 70 Marks and the Question Paper has two Sections: A & B for the duration of 3 hours.

QUESTION PAPER PATTERN

Time: 3 Hours

Maximum Marks: 70

PART – A (5x5=25 Marks)

Answer any five questions out of eight questions in 300 words

All questions carry equal marks

Question Distribution Method:

1. From Block –I
2. From Block –II
3. From Block –III
4. From Block – IV
5. From Block – V
6. From any Block
7. From any Block
8. From any Block

PART – B (3X15=45 marks)

Answer any three questions out of five questions in 1000 words

All questions carry equal marks

9. From Block -I
10. From Block -II
11. From Block – III
12. From Block –IV
13. From Block -V

Passing Minimum: The candidate shall be declared to have passed the examination if the candidate secures not less than 33 marks in the Term End Examinations (TEE) in each theory paper and secures not less than 13 marks in the Continuous Internal Assessment(CIA) and overall aggregated marks is 50 marks in both external and internal taken together.



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Continuous Internal Assessment (CIA)		Term End Examination (TEE)		Overall Aggregate Marks	Maximum Marks
Minimum Pass Mark	Maximum Mark	Minimum Pass Mark	Maximum Mark	CIA + TEE	
13	30	33	70	50	100

Classification of Successful Candidate

Candidates who pass all the Courses and who secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.

Requirement of laboratory and Library Resources

The Programme will be offered through the Learner Support Centre (LSC) maintained by Tamil Nadu Open University. The LSC has the required infrastructural facilities to conduct the Counselling for the students who wish to clear their doubts. There is no lab component in MBA (Hospital Administration) Programme.

A well equipped Library is available in the University Headquarters and the Regional Centres with required books and research journals. The Learners Support Centre through which the Degree Programme is to be offered is also equipped with a full-fledged library having books and journals related Management and Hospital Administration Discipline.

Quality Assurance Mechanism and expected Programme Outcome

The Quality of the MBA (Hospital Administration) Programme is maintained by adopting the curriculum suggested by the UGC and AICTE. As per UGC guidelines the Core courses, Elective courses, Subject specific elective courses, Skill enhancement courses are included in the Programme. The Curriculum of MBA (Hospital Administration) Programme was approved by the Board of Studies held on 19.06.2020. As a part of Quality assurance the curriculum for the Programme will be updated once in three years. Necessary steps will be taken to obtain feedback from



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the students and the Academic Counsellors who are part of the Programme for effective delivery of the Programme.

The curriculum is developed for 18 courses along with 3 field work training and one project. The curriculum of MBA in Hospital Administration has been designed with a help of academia and expert in Healthcare Sector and approved by the Board of Studies which includes subject experts from various Universities, Colleges and Healthcare Industries. To ensure the quality of the programme curriculum will be updated once in a three year for incorporating new requirements the subject demands. The well-equipped system is evolved to obtain feedback from the learners and the academic counsellors who are the main stake holders of the M.B.A in Hospital Administration programme for appraising the effective delivery of course content of the programme. The Health and Family Welfare Department, Government of Tamil Nadu has vetted the curriculum and course materials by appointing expert committee is consider to be a special feature of this Programme.

After completion of the MBA (Hospital Administration) Programme the Learners will acquire knowledge in Management Concepts and Logistics Management will be increased and this will in-turn help them to get employment or enabling entrepreneurial skill in the field Hospital Administration, Business Organization and Government.

Programme Learning Objectives (PLOs)

The M.B.A. Programme in Hospital Administration aims at providing inputs to the learners pertinent to the health care system and its administration that they can function in different organizations and face the challenges arising there from. The Programme not only aims at providing knowledge and skills in different areas of management, but also paves the way for the overall development of the personality of the learners.

PLO.1 Bring prosperity to the human community and enhance the quality of healthy life by providing qualified management professionals with full and comprehensive training experience in health care management.

PLO.2 Provide professional management and informatics education in a convenient and timely manner for continuous professional development.



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PLO.3 Develop and apply various employee friendly systems for effective functioning of various administrative activities and support services of hospital.

PLO.4 Promote patient centered care with uninterrupted services.

PLO.5 Develop comprehensive core and meta competencies to reach high level of success in the healthcare industry.

Program Specific Objectives (PSOs)

While studying M.B.A Programme in Hospital Administration, the learners should be able to;

PSO 1. Find the evolution of health care systems in the globe and outline the prevailing health systems and administration of hospitals.

PSO 2. Name the functions of health programme management and illustrate the importance of health economics in the prevailing health care scenario.

PSO 3. Recognise the knowledge in human anatomy, physiology and medical terminology in administering the health care organisation.

PSO 4. Use the accounting concepts, principles, methods and techniques for recording various financial transaction of the health care organisation in the proper statutory and non- statutory records/books and recognise the application of financial management tools for ensuring optimum utilisation of financial resources.

PSO 5. Illustrate the modalities of health care marketing and application of public relations tool in the health care organisation for maintaining good relationship with stakeholders.

PSO 6. Apply desirable tools and techniques for managing inventory and materials.

PSO 7. Examine the compatible management information system for maintaining the data base pertaining to both internal & external environment and solve the organisational issues by using best possible quantitative/qualitative techniques in the areas of patient care planning, supportive services and facilities management.

PSO 8. Figure out and illustrate the health care research methodology/techniques for undertaking need based fair research in the health care organisation.



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- PSO 9. Augment the knowledge and skills towards legal systems in health care at national and global level; demonstrate the competency in the health care organisation to comply legal requirements.
- PSO 10. Recognise distinctive significance of health communication planning & management and health insurance.

Programme Outcomes

After completion of the M.B.A - Hospital Administration Programme, the learners will be able to;

- POC 1. Comprehend the evolution of health care systems in the globe and outline the prevailing health systems and administration of hospitals.
- POC 2. Evaluate the functions of health programme management and illustrate the importance of health economics in the prevailing health care scenario.
- POC 3. Synthesis the knowledge in human anatomy, physiology and medical terminology in administering the health care organisation.
- POC 4. Apply the accounting concepts, principles, methods and techniques for recording various financial transaction of the health care organisation in the proper statutory and non- statutory records/books and recognise the application of financial management tools for ensuring optimum utilisation of financial resources.
- POC 5. Analyse the modalities of health care marketing and application of public relations tool in the health care organisation for maintaining good relationship with stakeholders.
- POC 6. Organise the desirable tools and techniques for managing inventory and materials.
- POC 7. Critically analyse the compatible management information system for maintaining the data base pertaining to both internal & external environment and solve the organisational issues by using best possible quantitative/qualitative techniques in the areas of patient care planning, supportive services and facilities management.



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- POC 8. Apply the research competencies in the health care research methodology/techniques for undertaking need based fair research in the health care organisation.
- POC 9. Inculcate the knowledge and skills towards legal systems in health care at national and global level; demonstrate the competency in the health care organisation to comply legal requirements.
- POC 10. Critically evaluate the distinctive significance of health communication planning & management and need of the health insurance.



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Mapping the Curriculum

	MSH-10	MSH 11	MSH 12	MSH 13	MSH 14	MSF 11	MSH-15	MSH-16	MSH-17	MSH-18	MSH-19	MSF-12	MSH-20	MSH-21	MSH-22	MSH-23	MSF-21	MSH-24	MSH-25	MSH-26	MSH-27	MSF-22	
Knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Research	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Communication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Problem Solving	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Science and Society	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Life-Long Learning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Modern Tool Usage	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Project Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environment and Sustainability	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



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Master of Business Administration (M.B.A) - Hospital Administration (Distance Mode –Semester) (From Calendar Year 2021 onwards)

Sl. No	Course Code	Title of the Courses	Credits	Exam Hrs	Marks Distribution		Max. Marks	Passing Minimum
					CIA	TEE		
FIRST YEAR								
Semester I								
1	MSH 10	Introduction to Health Systems	3	3	30	70	100	50
2	MSH 11	Health Care & Hospital Administration	3	3	30	70	100	50
3	MSH 12	Health Programme Management	3	3	30	70	100	50
4	MSH 13	Human Anatomy, Physiology and Medical Terminology	3	3	30	70	100	50
5	MSH 14	Health Economics	3	3	30	70	100	50
6	MSF 11	Hospital Work I: Visits to Healthcare Organisations	3	3	100	--	100	50
TOTAL			18		250	350	600	
Semester II								
7	MSH 15	Strategic Management in Health Care	3	3	30	70	100	50
8	MSH 16	Human Resource Management	3	3	30	70	100	50
9	MSH 17	Health Care Marketing & Public Relations	3	3	30	70	100	50
10	MSH 18	Hospital Accounting & Finance	3	3	30	70	100	50
11	MSH 19	Hospital Materials Management	3	3	30	70	100	50
12	MSF 12	Hospital Work II: Practical Training in Operational Management Functions	3	3	100	-	100	50
TOTAL			18		250	350	600	
SECOND YEAR								
Semester III								
13	MSH 20	Patient Care Planning and Management	4	3	30	70	100	50
14	MSH 21	Supportive Services and Facilities Management	4	3	30	70	100	50
15	MSH 22	Health Systems Research & Research Methodology	3	3	30	70	100	50



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16	MSH 23	Health Communication Planning and Management	3	3	30	70	100	50
17	MSF 21	Hospital Work III: Practical Training in Patient Care and Supportive Services Management	3	3	100	--	100	50
TOTAL			17		220	280	500	
Semester IV								
18	MSH 24	Health Insurance	3	3	30	70	100	50
19	MSH 25	Legal & Ethical Issues in Healthcare	4	3	30	70	100	50
20	MSH 26	Managing Quality in Healthcare	3	3	30	70	100	50
21	MSH 27	MIS & Application of IT in Healthcare	3	3	30	70	100	50
22	MSF 22	Project – Presentation & Review	6		50	150	200	50
TOTAL			19		170	430	600	
GRAND TOTAL			72		890	1410	2300	

Continuous Internal Assessment-(CIA)Term End Examination-(TEE)



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MBA - Hospital Administration - Syllabus

I Year –Distance Mode

Semester - I

Course Title : Introduction to Health Systems

Course Code : MSH 10

Course Credit : 3

Course Objective :

- CO 1. Discover the world population trend. Examine the major components of current and potential health care.
- CO 2. State the necessity of family planning by understanding population policy and national demographic goals.
- CO 3. Describe Epidemiological principles, Methods and its uses.
- CO 4. Distinguish communicable and non- communicable diseases. Develop application skills to Improve Community health by effective diagnosis and treatment.
- CO 5. Identify the National Health Programmes in India and indicate the pivotal role of WHO and Other United Nations Agencies.

Course Syllabus :

BLOCK I: Demography

- 1.1 Demographic Cycle
- 1.2 World Population Trend
- 1.3 India's Population growth Trend
- 1.4 Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy

BLOCK II: Family Planning

- 2.1 Fertility and Fertility Related Statistics
- 2.2 Family Planning
- 2.3 Population Policy
- 2.4 Fertility and Mortality
- 2.5 National Demographic Goals



BLOCK III: Epidemiology

3.1 Concept of Disease

3.2 Epidemiological Triad

3.3 Concepts of Control and Prevention

3.4 Principles of Epidemiology: Components, Measurements, Prevalence and Incidence

3.5 Epidemiologic Methods: Descriptive, Analytical and Experimental Studies

3.6 Uses of Epidemiology

BLOCK IV: Community Health

4.1 Community Diagnosis and Treatment

4.2 Community Health

4.3 Communicable and Non-communicable Diseases

BLOCK V: National and International Health

5.1 National Health Programmes in India

5.2 Various Health Organizations in India

5.3 International Health: WHO and Other United Nations Agencies

References:

1. Park, K. (2015). Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition.
2. Green, A. (2014). An Introduction to Health Planning for Developing Health Systems. Oxford: OUP Oxford.
3. Brewis, F. (1975). Bibliography on health planning in developing countries. Brighton: University of Sussex, Institute of Development Studies, Library.
4. Gentry, J. T. (1978). Introduction to health services and community health systems: A primer for health workers, health planners, and board members. Berkeley, Calif: McCutchan Pub. Corp.

Web Resources:

1. [Introduction to Public Health Informatics - Bing video](#)
2. [Family planning in India – Importance, Impact, Methods and Awareness - India Society Blogs \(mapsofindia.com\)](#)
3. [Principles of Epidemiology | Lesson 1 - Section 6 \(cdc.gov\)](#)
4. [Community Health Nursing - Introduction, Definition, Aims, Objectives, Principles](#)



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(brinkart.com)

5. National and international health agencies. Profile of key players - PubMed

(nih.gov)

Course Outcome :

CLO 1. Recognise the demographic trends in India

CLO 2. Appraise the need for family planning

CLO 3. Apply Skills to diagnose, Control and prevent Epidemiology

CLO 4. Demonstrate the ability to Differentiate between communicable and non-communicable diseases

CLO 5. Critically analyse the benefits and support rendered by national and international agencies to health care services.



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Course Title : Health Care & Hospital Administration

Course Code : MSH 11

Course Credit : 3

Course Objective :

- CO 1. Develop basic perspective of all management concepts and principles with special context to health care and hospital administration. Describe the roles and levels of Hospital Management
 - CO 2. Explain how the functions of management is integrated with the functional areas of health care.
 - CO 3. Classify services organisation and discuss how to manage hospitals services by analysing it complexity levels.
 - CO 4. Recognise the different levels of hospital management and the role played at each level.
 - CO 5. Discover the current issues in healthcare including Disaster Management and Hospital Wastes Management
-

Course Syllabus :

BLOCK I: Management Concepts and Theories

- 1.1 Management and Organizations
- 1.2 Management Role
- 1.3 Levels of Managers and Management Skills
- 1.4 Classical School
- 1.5 Behaviour School
- 1.6 Management Science School
- 1.7 Management Approaches

BLOCK II: Management Functions and Process

- 2.1 Planning
- 2.2 Organizing
- 2.3 Staffing
- 2.4 Directing
- 2.5 Controlling
- 2.6 Co-ordination



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BLOCK III: Services, Health and Hospitals

3.1 Services, Classification of Service Organizations, Characteristics, Challenges

3.2 History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health

3.3 Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization

BLOCK IV: Hospital Management: Levels and Roles

4.1 Governing Board, Executive Board and Advisory Board

4.2 CEO, Medical Administration, Nursing Administration and Hospital Administration

4.3 Middle Level Managers in Hospital and their Responsibilities

4.4 Role of Para Medical Staff

4.5 Structuring Hospital Organization

BLOCK V: Current Issues in Healthcare

5.1 Accreditation

5.2 Tele health

5.3 Health Tourism

5.4 Health Insurance and Managed Care

5.5 Disaster Management

5.6 Hospital Wastes Management

5.7 Hospital Safety Management

References:

1. Robbins, S., Coulter, M., DeCenzo, D., & Woods, M. (2018). Management. Melbourne: P. Ed Australia.
2. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers.
3. Wheeler, N., & Grice, D. (2000). Management in health care. Cheltenham, Glos: Stanley Thornes.
4. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd.
5. Srinivasan, S. (1982). Management process in health care. New Delhi:



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Voluntary Health Association of India.

Web Resources:

1. <https://www.indeed.com/career-advice/career-development/types-of-management-theories>
2. <https://www.knowledgehut.com/blog/project-management/management-process>
3. <https://www.healthcareradius.in/features/the-pyramidal-model-of-healthcare#:~:text=Just%20like%20any%20other%20industry,stages%20of%20the%20same%20pyramid.>
4. <https://www.hierarchystructure.com/hospital-management-hierarchy/>
5. <https://www.finoit.com/blog/top-10-healthcare-challenges/>

Course Outcome :

- CLO 1. Demonstrate mastery of management techniques and concepts relevant to hospital management.
- CLO 2. Comprehend how the management process is synthesized with relevant to hospital management.
- CLO 3. List out the various types of health care organizations. illustrate Pyramidal Structure of Health Services
- CLO 4. Classify and structure hospital organization. Assess the roles and responsibility of individuals at each level.
- CLO 5. Summarize the current issues in Health care services.



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Course Title : Health Programme Management

Course Code : MSH 12

Course Credit : 3

Course Objective :

- CO 1. Develop cognizance about the key characteristics, elements, phases of project and concept of project life cycle.
- CO 2. Describe methods to planning and implementation of a project. Review the Advantage of Project Framework for Healthcare Programmes.
- CO 3. Compare and Contrast various planning tools and techniques to conduct operation research in the field of health care.
- CO 4. Discuss the main Activities such as Regular Monitoring, Regular Reviewing Progress, Re-plan, Record-keeping and Reporting
- CO 5. Infer what are the key areas for improvisation from the results pertaining to health care , patients, work system and overall organization.

Course Syllabus :

BLOCK I: Fundamentals

- 1.1 Programme, Project, Tasks, Subtasks, Sub-subtasks
- 1.2 Linking Vision, Mission and Strategic Plans to Project
- 1.3 Pre-project Phases: Needs Analysis
- 1.4 Characteristics of Project
- 1.5 Advantage of Project Framework for Healthcare Programmes
- 1.6 Key Stages, Elements, Phases and Project Life Cycle
- 1.7 Project Appraisal

BLOCK II: Project Planning

- 2.1 Problem Analysis: Cause and Effect
- 2.2 Process of Developing Objectives
- 2.3 Planning Cycle
- 2.4 Forecasting: Time Series, Correlation, Regression and Delphi Technique
- 2.5 Project Implementation Plan
- 2.6 Project Sustainability
- 2.7 Proposal Writing
- 2.8 Resources Budgeting, Mobilisation and Utilisation



BLOCK III: Planning Tools and Techniques

3.1 Introduction to Operations Research

3.2 Estimating

3.3 Contingency

3.4 Milestones

3.5 Gantt Chart

3.6 Programme Evaluation and Review Technique (PERT)

3.7 Critical Path Method (CPM)

3.8 Linear Programming

3.9 Transportation Model, Assignment Models, Queuing Models: Single Channel and Multi Channel Queuing Models

3.10 Simulation: Deterministic Simulation Models and Probabilistic Simulation Models

3.11 Dynamic Programming

BLOCK IV: Project Manager, Execution and Implementation

4.1 Role of Project Manager and Skills Inventory

4.2 Managing Time

4.3 Managing Risk

4.4 Factors that Lead to Successful Projects

4.5 Project Tracking

4.6 Job Description, Staffing Pattern, Training Plan and appraising pattern.

4.7 Main Activities: Regular Monitoring, Regular Reviewing Progress, Re-plan

4.8 Recordkeeping and Reporting

4.9 Online Project Management

4.10 Project Funding Government Agencies

BLOCK V: Results

5.1 Health Care Results

5.2 Patient and other Customer Focused Results

5.3 Financial and Market Results

5.4 Staff and Work System Results

5.5 Organizational Effectiveness Results

5.6 Governance and Social Responsibility Results



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1. Deeproose, D. (2002). Project management. Oxford, U.K: Capstone Pub.
2. Kerzner, H. (2003). Project management workbook to accompany Project management: A systems approach to planning, scheduling, and controlling. New Jersey: John Wiley & Sons.
3. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2017). Introduction to operations research. Chennai, India: McGraw-Hill Education India.

Web Resources:

1. <https://www.geeksforgeeks.org/project-management-characteristics-of-project/>
2. <https://otexts.com/fpp2/delphimethod.html>
3. <https://www.geeksforgeeks.org/difference-between-pert-and-cpm/>
4. <https://www.indeed.com/career-advice/career-development/staffing-plan>
5. <https://www.healthcare-management-degree.net/faq/what-is-healthcare-management/>

Course Outcome :

- CLO 1. Recognise the need for project analysis and recall the stages of project life cycle.
- CLO 2. Apply skills to Budget, Mobilise and Utilize resources for effective hospital project planning.
- CLO 3. Demonstrate the ability to use CPM, PERT, transportation and simulation models for hospital project forecasting.
- CLO 4. Appraise the Role of Project Manager and Skills Inventory in health care project management.
- CLO 5. Critically analyse all aspects of health care results and use feedbacks for further remediation.



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Course Title : Human Anatomy, Physiology and Medical Terminology

Course Code : MSH 13

Course Credit : 3

Course Objective :

CO 1. Discuss the fundamentals of human anatomy, physiology of body system and how they interrelated.

CO 2. Develop in-depth instruction in the organization by learning the medical terminology under each medical specialty

CO 3. Recognise the correct Roots, Prefixes, Suffixes, Abbreviations and Symbols in the medical department/laboratory.

CO 4. Define illness. Discuss the cause, classification and description of the disease.

CO 5. Examine the role of infection control committee. Explain their purpose, composition and terms of reference.

Course Syllabus :

BLOCK I: Human Anatomy and Physiology

1.1 Digestive System

1.2 Respiratory System

1.3 Circulatory System

1.4 Central Nervous System

1.5 Muscular Skeletal System

1.6 Reproductive System

1.7 Excretory System

1.8 Endocrine Glands

1.9 Special Senses

BLOCK II: Medical Terminology

2.1 Reasons for using medical terms

2.2 Medicine Terminologies

2.2 Glossary of medical terms: major diseases and medical specialities

BLOCK III: Roots, Prefixes, Suffixes, Abbreviations and Symbols

3.1 Common roots: element referring to, usage and definition

3.2 Common prefixes and suffixes



3.3 Common abbreviations: departments, time, general healthcare, routes of medication, and laboratory

3.4 Symbols

BLOCK IV: Illness

4.1 Defining Illness: Direct and indirect causes

4.2 Classification and description of disease

4.3 Disease Control and prevention

BLOCK V: Infection Control

5.1 Medical asepsis, Nosocomial infection and communicable diseases

5.2 Reservoir, carrier and mode of transmission

5.3 Infection control measures

5.4 Sterilisation and aseptic techniques

5.5 Infection control committee: purpose, composition and terms of reference

5.6 Government Role in Infection control and prevention

References:

1. Grant, J. C. B. J. C. B., Grant, J. C. B., Slonecker, C. E., & Basmajian, J. V. (2019). Grant's method of anatomy. Baltimore.
2. Ganong, W. F., Barrett, K. E., Barman, S. M., Boitano, S., & Brooks, H. L. (2015). Review of medical physiology. New York: McGraw-Hill Medical.
3. Stedman, T. L. (2020). Stedman's medical dictionary, illustrated. Baltimore: Williams & Wilkins.
4. Park, K. (2015). Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition.

Web Resources:

1. <https://www.britannica.com/science/human-body>
2. <https://www.honorhealth.com/patients-visitors/average-pricing/medical-glossary>
3. <https://www.healthline.com/health/disease-transmission>
4. <https://www.cdc.gov/oralhealth/infectioncontrol/summary-infection-prevention-practices/standard-precautions.html>



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Course Outcome :

- CLO 1. Summarize the functioning of human anatomy and physiology of body system.
- CLO 2. Demonstrate the ability to use the correct medical terms in the real life medical environment.
- CLO 3. Apply the relevant abbreviations, prefixes and suffixes while working in an medical environment.
- CLO 4. Critically analyse the direct and indirect causes of an illness/disease.
- CLO 5. Comprehend the concepts of Medical asepsis, Nosocomial infection and communicable diseases. Predict the correct Infection control measures, Sterilization and aseptic techniques for the situation.



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Course Title : Health Economics

Course Code : MSPS 14

Course Credit : 3

Course Objective :

CO 1. Describe economic appraisal in healthcare sector and explain how it is crucial for decision making.

CO 2. Illustrate how to measure cost - benefit. Discuss the basics of Cost-effectiveness and economic measurement in health care services

CO 3. Develop deep exposition on the application of various techniques of economic evaluation in health care industry.

CO 4. locate the underlying issues in the case study and solve the same by applying theoretical concepts.

CO 5. Examine the decision rules in health economics and discounting.

Course Syllabus :

BLOCK I: Economic Appraisal in Healthcare

1.1 Economic appraisal

1.2 Marginal Analysis

1.3 Statement of alternatives

1.4 Combining costs and benefits in the appraisal

1.5 Economic appraisal in the context of clinical decision making

1.6 Economic appraisal in the content of clinical & decision making

BLOCK II: Measurement of costs and benefits

2.1 The measurement of costs and benefits

2.2 The explicit valuation of costs and benefits

2.3 Allowance for the differential timing of costs and benefits

2.4 Allowance for the risk and uncertainty in costs and benefits

2.5 Social cost benefit analysis

2.6 Environmental cost benefit analysis

BLOCK III: Concepts of Costs and Economic Evaluation

3.1 Financial Costs Vs Economic Costs (Opportunity costs)

3.2 Direct, Indirect, Average, Marginal, Total and Unit Costs

3.3 Fixed and variable cost



3.4 Component of Costs: Fixed and Variable; Capital and Recurrent Costs

3.4 Issues to be considered in costs calculation

3.6 Cost-minimization Analysis (CMA)

3.7 Cost-Effectiveness Analysis (CEA)

3.8 Health Outcomes; Disability Adjusted Life Years (DALY), C/E Ratio, Sensitivity Analysis, C/B Ratio.

3.9 Cost-Utility Analysis (CUA) : Utility, value, preference

3.10 Quality Adjusted Life Years (QALY), Healthy Years Equivalent (HYE), C/U Ratio

BLOCK IV: Case Studies

4.1 Cost of Elective Surgery

4.2 Cost of Chronic Renal Failure

4.3 Cost related to Screening (with special reference to cancer control)

4.4 Cost pertaining to care of the elderly

BLOCK V: Decision rules in Health Economics and Discounting

5.1 Prediction Cash flows, NPV, IRR, Cost recovery

5.2 Meaning, Importance and Basis of Economic Evaluation;

5.3 Analytical Techniques

5.4 Steps of Economic Analysis: Identification, Measurement and Valuation of costs and consequences

5.5 Analysis Plans for Economic Evolution

5.5 The social rate of discount - A worked example

References:

1. Folland, S. T., Goodman, A. C., &Stano, M. (2017). The economics of health and health care.
2. Drummond, M. (2017). Methods for the economic evaluation of health care programmes.
3. Mills, A., & Gilson, L. (1996). Health economics for developing countries: A survival kit. London: London School of Hygiene and Tropical Medicine.
4. Santerre, R. E., Neun, S. P., &Santerre, R. E. (2013). Health economics: Theory, insights, and industry studies. Mason, Ohio: South-Western Cengage Learning.



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Web Resources:

1. <https://www.healthknowledge.org.uk/public-health-textbook/medical-sociology-policy-economics/4d-health-economics/economic-appraisal>
2. <https://www.cdc.gov/policy/polaris/economics/cost-benefit/index.html>
3. <https://www.herc.research.va.gov/include/page.asp?id=implementation-steps>

Course Outcome :

- CLO 1. Demonstrate the ability to conduct economic appraisal to make clinical decisions.
- CLO 2. Summarize the idea of differential timing, risk- uncertainty and social cost benefit.
- CLO 3. Apply the Cost-minimization and Cost-Effectiveness techniques relevant to health care industry.
- CLO 4. Critically analyse the issues in the health sector and use appropriate methods to resolve the same.
- CLO 5. Comprehend basics of economic evaluation and the concept of the social rate of discounting.



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Course Title : Hospital Work I: Visits to Healthcare Organisations

Course Code : MFS 11

Course Credit : 3

Course Objective :

- CO 1. Explain the Regional Healthcare Planning
- CO 2. Identify an Ownership and Mode of financing
- CO 3. List the Role of Hospital Administrator
- CO 4. Examine the Physical Facilities

1. Field Visits (4 hours to 8 hours observation per visit)

- 1.1 Sub Centre / Health Post / Dispensary
- 1.2 Rural Health Centre
- 1.3 Primary Health Centre
- 1.4 Taluk / Peripheral Hospital
- 1.5 District General Hospital
- 1.6 Large General Hospital
- 1.7 Single Specialty Hospital
- 1.8 Multi-Specialty Hospital
- 1.9 Teaching Hospital
- 1.10 Government Regional Hospital (Referral Centre)
- 1.11 Nursing Home
- 1.12 Voluntary / Charitable Hospital
- 1.13 Corporate Hospital
- 1.14 Community Health Projects: Preventive, Curative and Rehabilitative Care
- 1.15 Health NGO

At the completion of each field visit the students are required to submit a detail individual report exhibiting their observations in prescribed format.

Course Outcome :

- CLO 1. Discover Practical inputs in various departments and the role of hospital administrators.
- CLO 2. Relate the theoretical background with various treatment for patients
- CLO 3. Demonstrate the ability to Explore the mobility of resources in the health care organizations
- CLO 4. Critically analyse and Submit a detailed report of observations.



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Semester - II

Course Title : Strategic Management in Healthcare

Course Code : MSH 15

Course Credit : 3

Course Objective :

- CO 1. Recognise the critical areas, dimensions, level of strategy, characteristics and benefits of strategic decision.
- CO 2. Describe the strategic management process by understanding the functional strategies in the field of health care.
- CO 3. Identify the Need, Goals, Limitations, Description of situational analysis.
- CO 4. Develop theoretical background on evaluation of alternatives and choose appropriate strategy.
- CO 5. Examine Strategic management practices and strategic Approach in Health Programs of few Developed Countries or Neighbouring Countries.

Course Syllabus :

BLOCK I: Introduction

- 1.1 Critical Areas
- 1.2 Dimensions
- 1.3 Levels of Strategy
- 1.4 Characteristics of Strategic Decision
- 1.5 Benefits

BLOCK II: Strategic Management Process

- 2.1 Vision and Mission for an Organisation
- 2.2 Organisational Profile
- 2.3 External Environment
- 2.4 Strategic Analysis and Choice
- 2.5 Long term Objectives
- 2.6 Grand Strategy
- 2.7 Annual Objectives
- 2.8 Functional Strategies
- 2.9 Policies
- 2.10 Institutionalizing the Strategy



2.11 Evaluation and Control

2.12 Corporate Social Responsibility (CSR)

BLOCK III: Situational Analysis

3.1 Need

3.2 Environmental Issues, Vision, Mission, Objectives, Values, Directional Strategies, Adaptive Strategies, Market Entry Strategies, Positioning Strategies and Operational Strategies

3.3 External Environment Analysis

3.3.1 Need

3.3.2 Goals

3.3.3 Limitations

3.3.4 Description

3.3.5 General Environment, Healthcare Environment and Information

3.3.6 Process: Scan, Monitor, Forecast and Assess

3.3.7 Tools and Techniques

3.3.8 Responsibility: 3 Administrative Models

3.4 Internal Environment Analysis

3.4.1 Objectives

3.4.2 Culture, Management Subsystem and Information Subsystem

3.4.3 Audit Checklist of Strengths and Weaknesses

BLOCK IV: Strategy Formulation

4.1 Developing Strategic Alternatives

4.2 SWOT Analysis

4.3 Evaluation of Alternatives and Strategic Choice

BLOCK V: Application in National and International Level

5.1 Strategic Management Practices in National Health Care Programs

5.1.1 Strategies adopted in Long Term Health Policy with special reference to Women and Child Health, AIDS Control, Tuberculosis Control, Leprosy Control, Malaria Eradication, and Water Supply and Sanitation

5.1.2 Strategic Planning in Family Planning and Welfare Programme

5.2 Strategic Management Practices in International Healthcare

5.2.1 Strategies adopted by International Agencies: WHO, World Bank



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5.2.2 Strategic Approach in Health Programs of few Developed Countries and / or Neighbouring Countries.

References:

1. Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). Strategic management of health care organizations.
2. Park, K. (2015). Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition.
3. Pearce, J. A., & Robinson, R. B. (2013). Strategic management: Formulation, implementation, and control. New York: McGraw-Hill Higher Education.
4. Kropf, R., & Greenberg, J. A. (1984). Strategic analysis for hospital management. Rockville, Md: An Aspen Pub.

Web Resources:

1. <https://www.businessbecause.com/news/insights/8073/three-levels-of-strategy#:~:text=The%20three%20levels%20are%20corporate,level%20strategy%2C%20and%20functional%20strategy>.
2. <https://openstax.org/books/principles-management/pages/4-1-the-organizations-externalenvironment#:~:text=The%20big%20picture%20of%20an,maintain%20its%20flow%20of%20operations>.
3. https://tyonote.com/internal_environment_analysis/
4. <https://homework.study.com/explanation/the-evaluation-of-alternative-strategies-and-selection-of-the-best-alternative-is-referred-to-as-a-alternative-generation-b-strategic-implementation-c-strategic-choice-d-strategic-selection-e-evaluation.html#:~:text=Strategic%20choice%20refers%20to%20selecting,and%20growth%20of%20the%20organization>.
5. <https://sustainabledevelopment.un.org/content/documents/Agenda21.pdf>

Course Outcome :

-
- CLO 1. Summarize on the dimensions of strategic management.
 - CLO 2. Formulate and evaluate the strategic management process.
 - CLO 3. Analyse the internal and external environment to adopt effective strategies
 - CLO 4. Demonstrate the ability to develop strategic alternatives.
 - CLO 5. Apply strategic management in national and international level



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Course Title : Human resource management in health care

Course Code : MSH 16

Course Credit : 3

Course Objective :

- CO 1. Develop strong association with the concepts and Practices of human resources management in health care sector.
 - CO 2. Recognize the importance for Training-need analysis and designing training programs keeping in view of current and future requirements of a medical organisation.
 - CO 3. Identify the crucial issues in compensation management. Review various salary structures and salary policies.
 - CO 4. Explain the importance of the performance management system in enhancing employee performance.
 - CO 5. Discuss and Elaborate on the emerging concepts of HRM
-

Course Syllabus :

BLOCK I: Basics of HRM and Sourcing

- 1.1 Introduction and Relationship between HRM and HRD
- 1.2 Objectives of HRM
- 1.3 HR Planning: Short term and Long term
- 1.4 Productivity Analysis in Healthcare
- 1.5 HR Policy and Procedure
- 1.6 Recruitment
- 1.7 Selection
- 1.8 Placement
- 1.9 Induction / Orientation

BLOCK II: Training and Development

- 2.1 Staff Training and Development
- 2.2 Trends
- 2.3 Structural Issues of Delivery of Training
- 2.4 Assessing Training Needs
- 2.5 Training Types



2.6 Evaluating Training Program

2.7 Career Growth and Development

2.8 Management Development

2.9 Organizational Development

2.10 Organizational Citizenship Behaviour

BLOCK III: Compensation Management

3.1 Pay and Incentive System

3.2 Rationale Wage and Salary Policy

3.3 Wages and Salary Administration

3.4 Types of Wage

3.5 Types of Incentives

BLOCK IV: Performances Management and Human Resources Information

4.1 Conceptual Model of Performances Management and Application of Basic Modes

4.2 Process, Need, Purpose and Content

4.3 Performance Indicators: Individual and Organization

4.4 Types of Performance Appraisal

4.5 360 Degree Feedback

4.6 Information and Records

4.7 Periodic Reports on Manpower, Turnover and Compensation

4.8 Information on Planned Changes, Performance, Turnover, Absenteeism and Labour Market

BLOCK V: Emerging Concepts in HRM

5.1 Leadership and Learning Organization

5.2 Types of Leadership

5.3 Organization Culture and Change

5.4 Code of Conduct

5.5 Relationship

5.6 Values and Work Ethics

5.7 Staff Communication

5.8 Succession Planning

5.9 Health Issues and Repatriation



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5.10 Occupational Hazards: Health and Safety

5.11 Welfare Programmes and Counselling

References:

1. DeCenzo, D. A., & Robbins, S. P. (2007). Human resource management: Concepts and practices. Hoboken, NJ: John Wiley & Sons.
2. Goyal, R. C. (1994). Handbook of hospital personnel management. New Delhi: Prentice-Hall of India.
3. Omachonu, V. K. (1999). Healthcare performance improvement. Norcross, Ga: Engineering & Management Press.

Web Resources:

1. <https://www.indeed.com/hire/c/info/human-resource-development#:~:text=HRM%20is%20maintenance%2Doriented%20and,the%20organization%20as%20a%20whole.>
2. <https://www.iedunote.com/evaluate-training-program>
3. <https://www.economicdiscussion.net/wages/wage-policy/31892#:~:text=A%20rational%20wage%20structure%20facilitates,labor%20is%20in%20great%20demand.>
4. <https://www.custominsight.com/360-degree-feedback/what-is-360-degree-feedback.asp>
5. <https://www.hrlineup.com/importance-of-ethics-in-human-resource-management/#:~:text=Ethics%20in%20Human%20Resource%20Management%20Examples&text=Guide%2C%20encourage%2C%20and%20mentor%20your,to%20gain%20your%20workers'%20trust.>

Course Outcome :

-
- CLO 1. Distinguish the relationship between HRM and HRD
 - CLO 2. Assess training needs of medical staffs.
 - CLO 3. Critically analyse various salary structure and incentive systems prevailing in health care.
 - CLO 4. Demonstrate the ability to identify the performance indicators of individuals and groups in a medical organisation.
 - CLO 5. Recognise Code of Conduct, occupational hazards and welfare programmes.



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Course Title : Healthcare Marketing and Public Relations

Course Code : MSH 17

Course Credit : 3

Course Objective :

CO 1. Explain and connect the core concept of marketing and its application in health care sector.

CO 2. Discuss the importance of forecasting demand, conducting Market analysis and understanding consumer behaviour in health care services.

CO 3. Develop theoretical background to apply each element of services marketing mix in the health care industry.

CO 4. Describe the steps involved in social marketing.

CO 5. Explain the concept of public relations and How it is significant for marketing health services.

Course Syllabus :

BLOCK I: Application of Marketing in Healthcare

1.1 Marketing Concept of Marketing

1.2 Importance of Marketing to Healthcare Organizations

1.3 Challenges in Practicing Marketing in Healthcare Industry

1.4 Marketing Intelligence, Information and Research System

1.5 Marketing Organisation: Chart, Fulltime Staff and Hiring Consultants

BLOCK II: Market (Individual and Organizational) Analysis

2.1 Market Measurement and Forecasting

2.1.1 Defining Market

2.1.2 Difference between Marketing and Selling

2.1.3 Measuring Current Market Demand

2.1.4 Forecasting Demand

2.1.5 Types of Demand

2.2 Market Segmentation and Targeting

2.2.1 Steps in Segmentation and Targeting

2.2.2 Target Marketing

2.3 Consumer Analysis

2.3.1 Consumer Buying Process



2.3.2 Types of Consumer buying process

2.3.3 Organization Buyer Behaviour

2.3.4 Consumer Adoption Process

BLOCK III: Marketing Mix Decisions

3.1 Product (Service) Decisions

3.1.1 Nature and Characteristics of Services

3.1.2 Marketing Approaches to New Services Development

3.1.3 Service Mix Decision

3.1.4 Service Item Decision

3.1.5 Service Life Cycle Decision

3.1.6 Demand Generation

3.2 Pricing Decisions

3.2.1 Pricing Objectives in Healthcare

3.2.2 Pricing Strategy

3.2.3 Present and Future Situation

3.2.4 Types of Pricing

3.3 Place Decisions

3.3.1 Major Distribution Decisions

3.3.2 Strengthening Referral Systems

3.4 Promotion Decisions

3.4.1 Sales Force in Healthcare Organizations

3.4.2 Advertising in Healthcare Industry

3.4.3 Sales Promotion Practices in Healthcare Organizations

3.4.4 Publicity Practices

3.5 Marketing Strategies

3.5.1 Service Portfolio Strategy

3.5.2 Market Expansion Strategy

3.5.3 Target Market Strategy

3.5.4 Price Quality Strategy

3.5.5 Competitive Positioning Strategy

3.5.6 Marketing Mix Strategy



BLOCK IV. Social Marketing

4.1 Steps in Social Marketing

4.2 Cognitive, Action, Behaviour and Value Changes

BLOCK V. Public Relations

5.1 Introduction to Public Relations

5.1.1 Meaning of Public Relations

5.1.2 Classification of Public from Healthcare Marketing Perspective

5.1.3 Evolution of Public Relations

5.2 Public Relations Process

5.2.1 Identifying the Relevant Publics

5.2.2 Measuring Images and Attitude of the Relevant Public

5.2.3 Establishing Image and Attitude Goals for the Key Publics

5.2.4 Developing Cost Effective Public Relations Strategies

5.2.5 Implementing Actions and Evaluating Results

5.3 Community Opinion Surveys to Assess the Image of an Organization

5.3.1 A Model Questionnaire used in Healthcare Services

5.3.2 Methodology of the Study

5.4 Public Relations Tools

5.4.1 Materials: Written and Audiovisual

5.4.2 Media: News, Events, Speeches and Telephone Information Services

5.5 Health Service Public Relations Officer

5.5.1 Profile of Public Relations Officer

5.5.2 Qualities of Public Relations Officer

5.5.3 Changing Role and Responsibilities of Health Service PRO

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1. Stevens, D. (2016). Practice management for healthcare professionals, Momentum Press, New York
2. Kotler, P., Shalowitz, J., & Stevens, R. J. (2020). Strategic marketing for health care organizations: Building a customer-driven health system.
3. Silver, R. (2018). Health Service Public Relations: A Guide to Good Practice. Boca Raton: Chapman and Hall/CRC.
4. O'Malley, J. F. (2001). Healthcare marketing, sales, and service: An executive



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Web Resources:

1. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6685306/#:~:text=Marketing%20plays%20an%20important%20role,than%20from%20products%20or%20services.>
2. <https://www.salesforce.com/in/blog/2022/03/segmentation-targeting-positioning-model.html>
3. <https://mailchimp.com/marketing-glossary/marketing-mix-7ps/>
4. <https://www.gartner.com/en/articles/5-steps-to-jump-start-your-social-marketing-strategy>
5. <https://managementstudyguide.com/public-relations.htm>

Course Outcome :

CLO 1. Outline the challenges in practicing marketing in healthcare industry

CLO 2. Demonstrate the ability to Measure and forecast current market demand for health care. Use application skills to design, build and evaluate quality market research.

CLO 3. Relate Marketing Mix as a framework for Marketing Decision-making.

CLO 4. Summarize concepts of Cognitive, Action, Behavior and Value Changes in social marketing.

CLO 5. Plan for public relations and construct community opinion surveys to assess the image of an organization



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Course Title : Hospital Accounting and Finance

Course Code : MSH 18

Course Credit : 3

Course Objective :

- CO 1. Explain Meaning, Concepts, Principles of accounting in the context of hospital administration.
- CO 2. Illustrate how to prepare cash budgets, bank reconciliation and cash flow analysis
- CO 3. Describe the Internal Control and Internal Auditing of a medical organisation.
- CO 4. Discuss the Problems of Budgeting in Hospitals and how to Overcome the Problems.
- CO 5. Recognise the Importance of working capital management and fundraising strategies.

Course Syllabus :

BLOCK I: Fundamentals of Accounting

- 1.1 Meaning, Concepts, Principles, Accounting Rules
- 1.2 Single and Double Entry System
- 1.3 Journal Entry, Bookkeeping, Ledger
- 1.4 Accounts Receivable and Accounts Payable
- 1.5 Payroll and Executive Remuneration
- 1.6 Trial Balance
- 1.7 Rectification of Errors
- 1.8 Asset Accounting and Depreciation
- 1.9 Reserves and Provisions
- 1.10 Social Responsibility Accounting
- 1.11 Meaning and concepts in Management Accounting

BLOCK II: Cash Accounting and Cash Management

- 2.1 Billing / Cash Receipts and Daily Cash Summary
- 2.2 Bank Accounts and Bank Reconciliation
- 2.3 Cash Book
- 2.4 Petty Cash Management



2.5 Authorisation and Approval

2.6 Cash Flow Analysis

2.7 Cash Budgeting

2.8 Cash Control

BLOCK III: Hospital Accounting and Financial Statements

3.1 Departmentalised Accounting

3.2 Internal Control and Internal Auditing

3.3 Trust Funds

3.4 Investment Accounting

3.5 Application of Software

3.6 Revenue and Capital Expenditure

3.7 Receipt and Payment Account

3.8 Income and Expenditure Statement

3.9 Balance Sheet

3.10 Statutory Audit

BLOCK IV: Hospital Finance: Fundamentals, Budgeting, and Costing

4.1 Financial Management - Introduction

4.2 Need and Importance of Financial Discipline

4.3 Basic Concepts: Liquidity, Profitability and Leverage

4.4 Role of Finance Controller and Responsibility Accounting

4.5 Budgeting

4.6.1 Need, Elements, Stages and Terms of Budgeting

4.6.2 Operating Budget: Activity /Zero Based Budgeting

4.6.3 Capital Budgeting: Return on Investment

4.6.4 Problems of Budgeting in Hospitals and Overcoming Problems

4.7 Costing

4.7.1 Basics of Cost Accounting: Types and Elements

4.7.2 Cost Behaviour

4.7.3 Cost Centres

4.7.4 Cost Volume Profit Analysis / Breakeven Analysis

4.7.5 Hospital Rate Setting / Pricing Decision

4.7.6 Cost Containment



BLOCK V: Financial Decisions and Fund raising

- 5.1 Working Capital Management
- 5.2 Sources and Application of Fund
- 5.3 Analysis of Financial Statements
- 5.4 Financial Performance of Hospital
- 5.5 Financial Planning: Long Term and Short Term
- 5.6 Financing of Health
- 5.7 Analysis of Need for Fund for Modernization and Expansion
- 5.8 Financial Information System and Reporting
- 5.9 Investment Management
- 5.10 Fundraising
 - 5.10.1 Art of Fundraising
 - 5.10.2 Analyzing Donor Markets
 - 5.10.3 Organizing for Fundraising
 - 5.10.4 Fundraising Goals and Strategies
 - 5.10.5 Fundraising Tactics
 - 5.10.6 Evaluating Fundraising Effectiveness
 - 5.10.7 Venture Capitalist and their role in Fundraising

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1. <https://www.wallstreetmojo.com/ledger-account-examples/>
2. <https://www.netsuite.com/portal/resource/articles/financial-management/cash-flow-analysis.shtml>
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[statement-notes/](#)

4. <https://www.investopedia.com/articles/financial-theory/11/corporate-project-valuation-methods.asp>
5. <https://www.investopedia.com/terms/w/workingcapitalmanagement.asp>

Course Outcome :

CLO 1. Summarize the fundamentals of accounting.

CLO 2. Demonstrate the ability to effectively conduct cash flow analysis.

CLO 3. Outline the importance of statutory audit and prepare financial statements.

CLO 4. Critically analyse the sources and application of funds. Appraise the Role of Finance Controller in Responsibility Accounting

CLO 5. Apply fund raising strategies in real life situation.



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Course Title : Hospital Materials Management

Course Code : MSH 19

Course Credit : 3

Course Objective :

CO 1. Develop basic perspective of hospital Inventory management And review the stages of materials cycle.

CO 2. List out the objectives and goals of purchasing function of an medical organisation. Discuss the legal and ethical aspects concerning it.

CO 3. Explain the concept of equipment purchasing, maintenance, repair and audit.

CO 4. Describe inspection, storage and distribution management of medical inventory.

CO 5. Examine the scientific methods of inventory control and management.

Course Syllabus :

BLOCK I: Materials Management

1.1 Introduction

1.2 Definition and Function

1.3 Goals and Objectives of Materials Management

1.4 Materials Cycle

1.5 Functions of Materials Manager

1.6 Problems and Issues in Hospitals

1.7 Information Systems for Materials Management

BLOCK II: Purchasing

2.1 Objectives and Elements of Purchasing

2.2 Purchasing System

2.3 Purchase Cycle

2.4 Purchase Procedures

2.5 Legal and Ethical Aspects

2.5.1 Essential Elements of contract

2.5.2 Types of Contract

2.5.2 Conditions of Contract

2.5.3 Financial Rules

2.5.4 Arbitration



BLOCK III: Equipment Purchase and Maintenance

- 3.1 Planning and Selection of Equipment
- 3.2 Import of Equipment
- 3.3 Equipment Utilization and Operation
- 3.4 Equipment Repair and Maintenance
- 3.5 Types of Equipment
- 3.5 Equipment Audit

BLOCK IV: Inspection, Storage and Distribution of Materials

- 4.1 Planning Consideration of Stores
- 4.2 Inspection and Verification of Materials
- 4.3 Storage of Materials
- 4.4 Distribution of Materials
- 4.5 Condemnation and Disposal

BLOCK V: Scientific Inventory Management

- 5.1 Codification and Standardization
- 5.2 Value Analysis
- 5.3 Inventory Control
- 5.4 Quality Control
- 5.5 Lead Time, Safety Stock and Reorder Level
- 5.6 Economic Order Quantity (EOQ)
- 5.7 Selective Controls
- 5.8 Case Studies on Inventory Control

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3. <https://www.egyankosh.ac.in/bitstream/123456789/30801/1/Unit-9.pdf>
4. <https://aimcontrolgroup.com/en/material-inspection.html>
5. <https://dclcorp.com/blog/inventory/economic-order-quantity-eoq/>

Course Outcome :

- CLO 1. Comprehend the various stages of inventory cycle.
- CLO 2. Apply skills to to assess the financial rules of purchasing for hospital management
- CLO 3. Summarize about the mobility of equipment's in healthcare sectors
- CLO 4. Recognise the crucial issue of medical disposal.
- CLO 5. Demonstrate the ability to compute EOQ, safety stock and reorder level.



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Course Title : Hospital Work II: Practical Training in Operational

Course Code : MSF 12

Course Credit : 3

Course Objective :

CO 1. The course will help to understand the operational management functions in a healthcare organisation covering:

1. Human Resources Management
2. Marketing
3. Public Relations
4. Accounting
5. Finance
6. Materials

1. Organisation Understudy

1.1 History of the Hospital

1.2 Promoters

1.3 Management (Composition of Trust / Society / Governing Board / Executive Board)

1.4 Philosophy / Vision and Mission

1.5 Location and Layout of the Hospital

1.6 Staffing (including Organogram)

1.7 Services Rendered (including Statistics)

1.8 Future Plans

2. Operational Management Functions in a Hospital

2.1 Human Resources Management / Personnel Management

2.2 Marketing and Public Relations Practices

2.3 Accounting and Financial Management

2.4 Materials: Purchase, Stores and Issues & Indent

At the completion of the one-month observation training the students are required to submit a detail individual report exhibiting their observations in a format as prescribed by the University.

Course Outcome :

CLO 1. Develop professional way of managing hospital operations effectively

CLO 2. Describe the norms followed in the healthcare industry.



Tamil Nadu Open University

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MBA Hospital Administration- II Year Syllabus

Semester - III

Course Title : Patient Care Planning and Management

Course Code : MSH 20

Course Credit : 4

Course Objective :

-
- CO 1. Develop a plan for hospital
 - CO 2. Describe outpatient services
 - CO 3. Recognise emergency and casualty services
 - CO 4. Discuss the process of maintaining day care, reservation and phone appointment to consult a doctor
 - CO 5. Tell the case of emergency and trauma care

Course Syllabus :

BLOCK I: Hospital Planning

- 1.1 Concept of Planning
- 1.2 Planning Process
- 1.2 Guiding Principles in Planning Hospital Facilities and Services
- 1.3 Regional Planning and Factors to be emphasized
- 1.4 Steps in Hospital Planning; Planning Team and Stages of Project
- 1.5 Estimation, Architect Brief and Master Plan
- 1.6 Selection of Site and Decision on Land, Space, and Utilities
- 1.7 Government Norms and Procedures

BLOCK II: Outpatient Services

- 2.1 Objectives
- 2.2 Functions
- 2.3 Location, Design and Layout
- 2.4 Policy and Procedures
- 2.5 Organization
- 2.6 Staffing
- 2.7 Equipment and Facilities
- 2.8 Key Result Areas and Performance / Quality Indicators
- 2.9 Daily Planning and Scheduling of Work



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- 2.10 Managing Time: Waiting Time and Total Time Spent by a Patient
- 2.11 Specialty, Sub-specialty and Super Specialty Clinics
- 2.12 Diagnosis, Physiotherapy and Occupational Therapy
- 2.13 Emerging Concepts: Day Care, Reservation, Appointment by Phone
- 2.14 Medico-social Works / Patient Counseling
- 2.15 Other Facilities: Pharmacy, Gifts Shop, Prayer / Meditation Room

BLOCK III: Trauma Care: Emergency and Casualty Services

- 3.1 Objectives
- 3.2 Functions
- 3.3 Location, Design and Layout
- 3.4 Policy and Procedures
- 3.5 Organization
- 3.6 Staffing
- 3.7 Equipment and Facilities
- 3.8 Key Result Areas and Performance / Quality Indicators
- 3.9 Disaster Management: Principles and Classification
- 3.10 Life Saving Drugs
- 3.11 Ambulance and Paramedic Services
- 3.12 Medico-legal Procedures
- 3.13 Forms and Registers to be maintained
- 3.14 Communication System
- 3.15 Emergency admission Protocols

BLOCK IV: Inpatient Services

- 4.1 Inpatient Care
 - 4.1.1 Objectives
 - 4.1.2 Functions
 - 4.1.3 Location, Design and Layout
 - 4.1.4 Policy and Procedures
 - 4.1.5 Pricing Structures
 - 4.1.6 Organization
 - 4.1.7 Staffing
 - 4.1.8 Equipment and Facilities



- 4.1.9 Key Result Areas and Performance / Quality Indicators
- 4.1.10 Admission, Transfer, Billing and Discharge Procedures
- 4.1.11 Managing Deaths
- 4.2 Intensive Care Units
 - 4.2.1 Objectives
 - 4.2.2 Functions
 - 4.2.3 Location, Design and Layout
 - 4.2.4 Policy and Procedures
 - 4.2.5 Organization
 - 4.2.6 Staffing
 - 4.2.7 Equipment and Facilities
 - 4.2.8 Key Result Areas and Performance / Quality Indicators
 - 4.2.9 Types of ICUs

BLOCK I: Operation Theatre

- 5.1 Objectives
- 5.2 Functions
- 5.3 Location, Design and Layout
- 5.4 Policy and Procedures
- 5.5 Organization
- 5.6 Staffing
- 5.7 Equipment and Facilities
- 5.8 Key Result Areas and Performance / Quality Indicators
- 5.9 Daily Planning and Scheduling
- 5.10 Determinants of number of Operating Rooms
- 5.11 Zoning and Aseptic / Sterile Techniques
- 5.12 Clinical Protocols
- 5.13 Sub-stores, CSSD, Immediate Postoperative Recovery Rooms
- 5.14 Safety Issues
- 5.15 Safety Management
- 5.16 Emergency Safety Protocols

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3. <https://www.studocu.com/en-us/document/stephen-f-austin-state-university/emergency-care/emergency-department-trauma-notes-from-class/20487802>
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Course Outcome :

- CLO 1. Describe the basics of diagnosis, physiotherapy and occupational therapy
- CLO 2. Identify the steps in hospital planning
- CLO 3. Maintain out patient service effectively
- CLO 4. Underline detailed knowledge on maintain day care, reservation, appointment by phone
- CLO 5. Apply knowledge in case of emergency and trauma situations



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Course Title : Supportive Services and Facilities Management

Course Code : MSH 21

Course Credit : 4

Course Objective :

CO 1. explain the importance of medical records

CO 2. discuss front office and Technology Advancements in medical records

CO 3. describe diagnostic services

CO 4. list the supportive services in health care organisation

CO 5. enumerate sales outlets and maintenance management

Course Syllabus :

BLOCK I: Front Office and Medical Records

1.1 Front Office

1.1.1 Objectives and Functions

1.1.2 Location

1.1.3 Staffing

1.1.4 Information and Communication

1.2 Medical Records

1.2.1 Objectives and Functions

1.2.2 Characteristics, Main Section, and Analysis of Medical Records

1.2.3 Types of Forms; Retention Policy; Records and Statistics

1.2.4 Hospital Beds, Bed Compliment, Bed Days, Average Length of Stay (LOS),

Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net /

Postoperative Death Rate, Ad mission and Discharge

1.2.5 Location, Design and Layout

1.2.6 Staffing; Medical Records Committee

1.2.7 Technology Advancements: EMR, Microfilming and Smart Cards

BLOCK II: Diagnostic Services

2.1 Radiology Services

2.1.1 Objectives and Functions

2.1.2 Location, Design and Layout

2.1.3 Staffing; Duties of Radiologist and Technicians

2.2 Laboratory Services



- 2.2.1 Objectives and Functions
- 2.2.2 Location, Design and Layout
- 2.2.3 Staffing; Duties of Pathologists and Lab Technicians
- 2.2.4 Classification of Laboratory Services
- 2.2.5 International Standards for Lab Maintenance

BLOCK III: Other Supportive Services

3.1 CSSD

- 3.1.1 Objectives and Functions
- 3.1.2 Advantages of Centralized System
- 3.1.3 Distribution System
- 3.1.4 Location, Design and Layout
- 3.1.5 Staffing; Duties of CSSD In-charge

3.2 Linen and Laundry

- 3.2.1 Objectives and Functions
- 3.2.2 Location and Space
- 3.2.3 Staffing
- 3.2.4 Bed Linen Ratio
- 3.2.5 Automation

3.3 Housekeeping

- 3.3.1 Objectives and Functions
- 3.3.2 Staffing
- 3.3.3 Key Tasks
- 3.3.4 Systematic and Standard Procedures of Cleaning
- 3.3.5 Required Materials for Cleaning

3.4 Security Services

- 3.4.1 Objectives and Functions
 - 3.4.2 Staffing; Responsibilities of Security Guard
 - 3.4.3 Gate Pass; Physical Verification; Control Movement
- ### 3.5 Canteen and Patient Food Service

BLOCK IV: Sales Outlets

4.1 Pharmacy

- 4.1.1 Objectives and Functions



4.1.2 Location, Design and Layout

4.1.3 Staffing; Duties of Chief Pharmacist; Therapeutic Committee

4.1.4 Hospital Formulary

4.2 Dietary Services

4.2.1 Objectives and Functions

4.2.2 Staffing

4.2.3 Equipment and Physical Facilities

4.2.4 Purchases, Stores and Issues

4.2.5 Pricing and Control Measures

4.2.6 Location, Design and Layout

4.2.7 Factors Influencing Layout

BLOCK V: Maintenance Management

5.1 Objectives and Functions

5.2 Civil and Biomedical

5.3 Staffing

5.4 Location and Space

5.5 Policy and Procedures

5.6 Equipments Types and Characteristics; Purchase, Inspection and Installation, Records, Responsibilities

5.7 Levels of Maintenance; Service Contracts and Disposition

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2. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press.
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2. <https://www.iaea.org/resources/rpop/health-professionals/radiology/responsibilities-of-health-professionals>
 3. [https://www.brainkart.com/article/Central-sterile-service-department-\(CSSD\)_35494/](https://www.brainkart.com/article/Central-sterile-service-department-(CSSD)_35494/)
 4. <https://www.slideshare.net/apollojames/pharmacy-and-therapeutic-committee-81224362>
 5. <https://www.innomaint.com/blog/tips-for-maintenance-management-strategy-on-healthcare-facilities/>
-

Course Outcome :

- CLO 1. Analysis of medical records
- CLO 2. Determine the duties of radiologist
- CLO 3. Elaborate the functions of housekeeping
- CLO 4. Develop insight on location and space management
- CLO 5. Discuss about location and design sales outlet



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Course Title : Health Systems Research & Research Methodology

Course Code : MSH 22

Course Credit : 3

Course Objective :

- CO 1. Recognise the ethical practices in health care
- CO 2. Describe research plan and design
- CO 3. Discuss sampling methods and data collection
- CO 4. Explain the methods of data collection
- CO 5. Analyze data, interpret it and generate a report.

Course Syllabus :

BLOCK I: Introduction, Research Planning and Design

- 1.1 Meaning, Purpose, Types and Methods of Research
- 1.2 Research Process
- 1.3 Steps in Research Planning
- 1.4 Problems: Components, Selecting and Defining Problem
- 1.5 Purpose, Objectives and Hypothesis
- 1.6 Research Strategies
- 1.7 Ethical Aspects in Health Research
- 1.8 Economic Considerations
- 1.9 Data Collection Plans: Questioning, Information Gathering and Sources
- 1.10 Plans for Analysis of Data
- 1.11 Proposal Writing
- 1.12 Research Design in case of different researches

BLOCK II: Sampling Methods

- 2.1 Census Vs Sampling
- 2.2 Universe, Sampling Frame, Sampling Design, Errors, Precision and Confidence Level
- 2.3 Principles of Sampling
- 2.4 Steps in Sampling Design
- 2.5 Systematic Bias & Causes of Bias
- 2.6 Types of Sampling Design
- 2.7 Merits and Limitations of Sampling



BLOCK III: Data Collection

3.1 Primary and Secondary Data

3.2 Methods of Collecting Primary Data: Questioning and Observation

3.3 Methods of Collecting Secondary Data: Journal Article, Books and Newspapers

3.3 Prerequisites / Basic Tenets of Interviewing

3.4 Designing a Questionnaire

3.5 Pre-testing / Pilot Study

BLOCK IV: Data Analysis: Biostatistics

4.1 Functions, Scope and Limitations

4.2 Presentation of Data

4.3 Measures of Central Tendency

4.4 Measures of Variation

4.5 Correlation and Regression Analysis

4.6 Forecasting and Time Series Analysis

4.7 Probability

4.8 Sampling

4.9 Estimation of Parameters

4.10 Tests of Hypothesis

4.11 Chi Square Test

4.12 t- test and z- test

4.12 Statistical Quality Control

4.13 Index Numbers

BLOCK V: Interpretation and Report Writing

5.1 Reasons, Techniques and Precautions in Interpretation

5.2 Significance of Report Writing

5.3 Steps in Report Writing

5.4 Layout of a Research Report

5.5 Types of Reports

5.6 University Prescribed Guidelines

5.7 Precautions

5.8 Bibliography



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3. <https://keydifferences.com/difference-between-primary-and-secondary-data.html>
4. <https://www.vedantu.com/maths/differences-between-correlation-and-regression>
5. <https://www.indeed.com/career-advice/career-development/how-to-write-a-report>

Course Outcome :

- CLO 1. Enumerate the ethical aspects in health research
- CLO 2. Examine the various sampling techniques
- CLO 3. Analyse the steps in sampling design
- CLO 4. Critically analyse the data collection methods
- CLO 5. Summarise the significance of report writing.



Tamil Nadu Open University

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Course Title : Health Communication Planning and Management

Course Code : MSH 23

Course Credit : 3

Course Objective :

CO 1. Describe communication and its process

CO 2. Develop strategies of implementation of communication programme

CO 3. Evaluate health communication

CO 4. Analyse methods and media of communication

CO 5. Explain the use of various media in the health care organisation

Course Syllabus :

BLOCK I: Communication: Fundamentals and Process

1.1 Meaning and Process of Communication

1.2 Types of Communication

1.3 Barriers to Communication

1.4 Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity

1.5 Leadership and Motivation

1.6 Learning and Change Process

1.7 Types: Formal, Supportive, Rigid, Purposeful and Complex

1.8 Levels: Intra-personal, Interpersonal, Public and Mass

1.9 Process of Communication Planning

1.10 Communication Planning

1.10.1 Analysis of Audience and Situation

1.10.2 Setting Objectives

1.10.3 Designing Strategy: Message, Methods and Media

1.10.4 Planning Activities: Scheduling, Budgeting and Implementation

1.10.5 Evaluation Phase

BLOCK II: Strategies of Implementation of Communication Programme

2.1 Building Commitment

2.2 Training Manpower

2.3 Community Participation

2.4 Utilizing Resources



BLOCK III: Evaluation of Health Communication / Campaign Programme

3.1 Stages of Evaluation

3.2 Criteria of Evaluation

3.3 Methods of evaluation

BLOCK IV: Methods of Communication

4.1 Individual Methods (Individual teaching)

4.1.1 Interview: Meaning, types and techniques of taking interview

4.1.2 Counselling: Meaning and techniques of counseling

4.1.3 Counselling Theories

4.2 Group Methods (Group teaching)

4.2.1 Group discussion: Meaning, categories of members and their functions, factors affecting good discussion and decision making

4.2.2 Role play: Meaning, techniques of conducting role play

4.2.3 Symposium: Meaning, procedures of conducting the symposium

4.3 Mass Methods (Mass teaching)

4.3.1 Lecture: Meaning, types, techniques of delivering lecture effectively

4.4 Documentation

BLOCK V: Media of Communication

5.1 Audio Aids

5.1.1 Cassette player: Meaning, advantages of using cassette player in teaching

5.2 Visual Aids

5.2.1 Pamphlet: Meaning and Advantages

5.2.2 Poster: Meaning and Techniques

5.2.3 Chart: Meaning, Types, Sources and Advantages

5.2.4 Flip Chart: Meaning and Techniques

5.2.5 Flannel Graph: Meaning and Techniques

5.2.6 Bulletin Board: Meaning and Procedures

5.3 Audio-visual Aids

5.3.1 Television (TV): Meaning and Advantages

5.3.2 Video Show: Meaning and Advantages

5.3.3 Computer Networks, Websites, Emails, etc.



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3. <https://www.comminit.com/global/content/evaluating-health-communication-programmes>
4. <https://cpdonline.co.uk/knowledge-base/business/different-communication-methods/>
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Course Outcome :

-
- CLO 1. Explain the barriers of communication
 - CLO 2. Demonstrate the key roles of leadership and motivation
 - CLO 3. Acquire knowledge on optimal utilizing resources
 - CLO 4. Effectively conduct group discussion
 - CLO 5. Usage of different media in the field of hospital industry



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Course Title : Hospital Work III: Practical Training in Patient Care and Supportive Services Management

Course Code : MSF 21

Course Credit :3

Course Objective :

CO 1. The course will help to understand the functioning patient care areas and supportive services departments / sections that include:

- 1) Outpatient Service
- 2) Inpatient Service
- 3) Diagnosis
- 4) Community Health
- 5) Engineering / Maintenance
- 6) Supportive Services

1. Patient Care

- 1.1 Outpatient Service (including MRD)
- 1.2 Emergency Care
- 1.3 Inpatient Services (admission, one ward, OT, one ICU and discharge in detail)
- 1.4 Diagnostic Services
- 1.5 Community Health
- 1.6 Education, Research and Publications

2. Supportive Services

- 2.1 Maintenance Management
- 2.2 Front Office
- 2.3 Housekeeping
- 2.4 Dietary
- 2.5 Linen and Laundry
- 2.6 Security
- 2.7 Sales outlets (e.g. Pharmacy)
- 2.8 Inventory and Indent

At the completion of the one-month observation training the students are required to submit a detail individual report exhibiting their observations in a format as prescribed by the University.



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Course Outcome :

CLO 1. Effectively plan and implement hospital oriented projects

CLO 2. Obtain detailed knowledge maintain day care, reservation, appointment by phone

CLO 3. Handle emergency and trauma situations



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Semester - IV

Course Title : Health Insurance

Course Code : MSH 24

Course Credit : 3

Course Objective :

-
- CO 1. describe health insurance and its types
 - CO 2. develop designing benefit package and premium setting
 - CO 3. discuss provider payment mechanism
 - CO 4. design and plan of community health insurance
 - CO 5. explain HMO ,PPO, EPO, PHO, IPO
-

Course Syllabus :

BLOCK I: Health Insurance, Market Failure and Risks

- 1.1 Concept of Health Insurance
- 1.2 Types, origin, evolution and importance:
 - 1.2.1 Private Health Insurance for profit
 - 1.2.2 Private Health Insurance not-for-profit: Community Health Insurance (CHI),Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance
 - 1.2.3 Public Health Insurance: National Health Insurance, Social Health Insurance
 - 1.2.4 Fundamental differences among various Health Insurance Schemes
 - 1.2.5 Fundamental differences between Health and Life Insurance
 - 1.2.5 Various models of CHI and MHI tested / implemented in developingcountries
 - 1.2.6 Health Insurance in Indian Context
- 1.3 Social security: A fundamental concept
- 1.4 Risk and Insurance
- 1.5 Demand and Supply for Health Insurance
- 1.6 Economics of Scale
- 1.7 Welfare Loss from Health Insurance
- 1.8 Actuarially Fair Premium, Expected Loss, Load Factors
- 1.9 Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning
- 1.10 Risk Management Tools



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1.10.1 Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system

1.10.2 Adverse Selection: Collective membership, group policies

1.10.3 Cost Escalation: Treatment protocol, fixed fee per illness

1.10.4 Fraud and Abuse (free rider): Insurance card with photograph

BLOCK II: Designing Benefit Package and Premium setting

2.1 Designing Benefit Package: Introduction

2.2 Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand

2.3 Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs

2.4 Premium Setting: Calculation and determining premium

BLOCK III: Provider Payment Mechanism

3.1 Introduction, fee for services, case payment, daily charge, bonus payment, flat rate payment, capitation, salary, global budget, DRG

3.2 Comparison of different payment systems

BLOCK IV: Designing and Planning of Community Health Insurance

4.1 Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services, economic situation), information, education and communication, working groups, planning data collection

4.2 Data collection and analysis: household survey questionnaire design, production of information

4.3 Feasibility Study: Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management

4.4 Preparing for Implementation: Practical and logistics

4.5 Implementation: Launching, enrolment, premium collection, waiting period

4.6 Monitoring and Evaluation

BLOCK V: Managed Care

5.1 Origin, Growth and Development of Managed Care

5.2 Importance



5.3 Management Functions of Managed Care

5.4 System of Managed Care

5.4.1 Health Maintenance Organization (HMO)

5.4.2 Preferred Provider Organization (PPO)

5.4.3 Exclusive Provider Organization (EPO)

5.4.4 Physician Hospital Organization (PHO)

5.4.5 Independent Practitioner Organization (IPO)

5.5 Components of Managed Care System

5.5.1 Contractor Provider Network

5.5.2 Patient Access Systems

5.5.3 Utilization Management

5.5.4 Claims Payment

5.5.5 Customer Service

5.5.6 Quality Management

References:

1. Kongstvedt, P. R. (2001). The managed health care handbook. Gaithersburg, Md: Aspen Publishers.
2. Harpster, L. M., Veach, M. S., & American Society for Healthcare Risk Management. (1990). Risk management handbook for health care facilities. Chicago, Ill: American Hospital Pub.
3. Todd, M. K. (2009). The managed care contracting handbook: Planning and negotiating the managed care relationship. Boca Raton, FL: Taylor and Francis.

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2. <https://www.shrm.org/resourcesandtools/hr-topics/pages/howtodesignanemployeebenefitsprogram.aspx>
3. <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/howtodesignanemployeebenefitsprogram.aspx>
4. <https://www.investopedia.com/terms/f/feasibility-study.asp>
5. <https://www.investopedia.com/terms/h/hmo.asp>



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Course Outcome :

- CLO 1. analyse the various market failures and risks involved in health insurance
- CLO 2. Critically analyse the different welfare loss from health insurance
- CLO 3. Demonstrate the ways to design benefit package and premium setting for health insurance
- CLO 4. Analyze and control the various functions of managed care systems
- CLO 5. Analyse HMO ,PPO, EPO, PHO, IPO



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Course Title : Legal & Ethical Issues in Healthcare

Course Code : MSH 25

Course Credit : 4

Course Objective :

CO 1. Discuss the importance of understanding the legal obligations in healthcare industry

CO 2. Identify the ethical issues prevailing in the healthcare industry

CO 3. Realize the various laws related to labour relation and provisions of acts related to medical care

CO 4. Recognise the medical legal commitments

CO 5. List out the insurance and tax policies of health care

Course Syllabus :

BLOCK I: Promotion

1.1 Forming Society

1.2 The Companies Act

1.3 Law of Partnership

1.4 A Sample Constitution for the Hospital

1.5 The Tamil Nadu Clinics Act

BLOCK II: Labour Relations

2.1 Factories Act

2.2 Shops and Establishment Act

2.3 The Workmen's Compensation Act

2.4 The Employees' State Insurance Act

2.5 The Employees' Provident Funds Act

2.6 The Payment of Gratuity Act

2.7 The Maternity Benefit Act

2.8 The Payment of Wages Act

2.9 The Minimum Wages Act

2.10 The Industrial Disputes Act

2.11 The Industrial Employment (Standing Orders) Act

2.12 The Trade Union Act

2.13 The Apprentices Act



2.14 The Employment Exchanges (Compulsory Notification of Vacancies) Act

2.15 The Collection of Statistics Act

2.16 Labour Administration in India

BLOCK III: Medical Care

3.1 Medical Council of India

3.2 Medical Licensure Law

3.3 Doctors Patient Relationship

3.4 Medical Malpractice

3.5 Quality and Standard of Medical Care

3.6 Negligence

3.7 Medical Consent

3.8 Emergency Care

3.9 The Consumer Protection Act

3.10 Patients Rights and Responsibilities

3.11 Medical Ethics

BLOCK IV: Medico Legal Commitments

4.1 Mental Illness

4.2 Tuberculosis

4.3 Drugs Addicts and Alcoholics

4.4 Legal Issue in Death Cases

4.5 Legal Testimony in Medico-legal cases

4.6 Narcotic Laws

4.7 The Drugs and Cosmetic Act

4.8 Drug Control Policy

4.9 Clinical Investigation

4.10 Blood Transfusion

4.11 The Medical Termination of Pregnancy Act

4.12 The Prenatal Diagnostic Techniques Act

4.13 Dying Declaration

4.14 Medical Jurisprudence

4.15 The Human Organ Transplantation Act

4.16 Toxicology



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BLOCK V: Hospital Administration

5.1 The Biomedical Waste (Management and Handling) Rules

5.2 Radiation Safety System

5.3 Law of Insurance

5.4 Export Import Policy

5.5 Exemption of Income Tax for Donations

5.6 Tax Obligations: Filing Returns and Deductions at Source

References:

1. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
2. Anand, R., & Satpathy, S. (2000). Hospital Waste Management: A Holistic Approach. New Delhi, India: Jaypee Brothers Medical Publishers (p) LTD.
3. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press.

Web Resources:

1. <https://www.who.int/health-topics/health-law>
2. https://www.indiacode.nic.in/handle/123456789/1530?sam_handle=123456789/1362
3. <https://nyaaya.org/legal-explainer/patient-rights-in-india/>
4. <https://indiankanoon.org/doc/1727139/>
5. <https://indiankanoon.org/doc/69565448/>

Course Outcome :

- CLO 1. Critically analyse the Act of the Tamil Nadu Clinics
- CLO 2. Analyse the acts related to labour relations
- CLO 3. Apply ethical issues related to medical care
- CLO 4. Appraise the medical legal commitments
- CLO 5. Examine the insurance and tax policies of health care



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Course Title : **Managing Quality in Healthcare**

Course Code : **MSH 26**

Course Credit : **3**

Course Objective :

- CO 1. Describe the major components in quality management
- CO 2. Highlight the various roles in quality management
- CO 3. Identify the recent trends in ISO standardization
- CO 4. Effectively manage team and foster communication
- CO 5. Recognise the recent trends in managing health care

Course Syllabus :

BLOCK I: Fundamentals

- 1.1 History, Need and Importance of Quality Management
- 1.2 Core Values, Concepts and Model
- 1.3 Quality Gurus and their views
- 1.4 Dimensions of Quality
- 1.5 Principles of Quality Management: Structure, Process and Outcome
- 1.6 Quality Vs Productivity Vs Profitability
- 1.7 Cost of conformance and non-conformance to Quality
- 1.8 Major Components in Quality
 - 1.8.1 Setting Objectives
 - 1.8.2 Quality Investment
 - 1.8.3 Activity Monitoring
 - 1.8.4 Performance Assessment
- 1.9 Quality Management Process
 - 1.9.1 Leadership Commitment
 - 1.9.2 Corporate Framework on Quality
 - 1.9.3 Transformation of Corporate Culture
 - 1.9.4 Customer Focus
 - 1.9.5 Process Focus
 - 1.9.6 Collaborative Approach
 - 1.9.7 Education, Training and Development
 - 1.9.8 Learning by Practice and Teaching



1.9.9 Benchmarking

1.9.10 Quality Measurement and Statistical Report at all Levels

1.9.11 Recognition and Reward

1.9.12 Management Integration

1.9.13 Total quality management in Health Care

BLOCK II: Quality Foundation, Tools and Techniques

2.1 Leadership

2.2 Team Work

2.3 Communication

2.4 Problem Solving

2.5 Managing Time

2.6 Tools and Techniques

2.6.1 Flow Chart

2.6.2 Cause and Effect Diagram

2.6.3 Pareto Diagram

2.6.4 Statistical Process Control (SPC)

2.6.5 Statistical Quality Control

BLOCK III: Healthcare Quality

3.1 Quality / Customer Service

3.1.1 Define Customer and Identify Customers

3.1.2 Customer Experience: Core Service & Delivery of Service

3.1.3 Excellent Customer Service; Caring Service

3.1.4 Individual Behaviour: Stress, Communication and Interpersonal Relationship

3.2 Patient Satisfaction

3.2.1 Rights and Responsibilities of Patients

3.2.2 Satisfaction and Delight

3.2.3 Quality Indicators of Patient Satisfaction

3.3 Clinical Quality

3.3.1 Complication and Infection Rate

3.3.2 Admission, Follow Up and Continuity of Care

3.4 Measuring Quality

3.4.1 Setting Objectives and Agreeing upon Standards



3.4.2 Develop Key Result Areas and Performance Indicators

3.4.3 Feedback: Customers, Staff, Suppliers, etc.

3.4.4 Quality Audit and Review Techniques

BLOCK IV: Organisation and Roles in Quality

4.1 Quality Policy: Commitment to Patients and Staff

4.2 Code of Conduct for Health Professionals

4.3 Job Description of Quality Manager

4.4 Quality Steering Committee

4.5 Quality Council

4.6 Quality Teams: Task Force, Quality Circle

4.7 Obstacles to Practice Quality

BLOCK V: Recent Trends

5.1 ISO Certification; BS Mark

5.3 ISO 9001

5.2 Accreditation: JCI

5.3 Quality Awards Scheme

5.4 Business Process Reengineering

References:

1. Wilson, C. R. M. (1992). Strategies in health care quality. Toronto: W.B. Saunders.
2. Davies, N. (2018). Total Quality Management In Health Care. US: Tritech Digital Media.
3. Dlugacz, Y. D., Restifo, A., & Greenwood, A. (2004). The quality handbook for health care organizations: A manager's guide to tools and programs. San Francisco: Jossey-Bass.
4. Ross, T. K. (2014). Health care quality management: Tools and applications, ossey-Bass, a Wiley Brand, First edition.

Web Resources:

1. <https://study.com/academy/lesson/productivity-quality-profitability-and-the-role-of-managers.html#:~:text=A%20company%20is%20profitable%20by,higher%20han%20the%20budgeted%20cost>



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2. <https://sixsigmastudyguide.com/statistical-process-control-spc/>
3. <https://www.cms.gov/regulations-and-guidance/legislation/ehrincentiveprograms/clinicalqualitymeasures>
4. <https://www.economicdiscussion.net/human-resource-management/quality-circle/quality-circle/32204>
5. <https://www.iso.org/iso-9001-quality-management.html>

Course Outcome :

CLO 1. Sketch the quality management process

CLO 2. Analyse the problem solving, teamwork, communication and other tools and techniques to manage health care.

CLO 3. Handle individual behavior and customers.

CLO 4. Build quality policy

CLO 5. Evaluate the recent trends in managing health care



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Course Title : MIS & Application of Information Technology in Healthcare

Course Code : MSH 27

Course Credit : 3

Course Objective :

- CO 1. Develop knowledge on the basics of computers
- CO 2. Explain the process and maintain records
- CO 3. Identify the role of IT in Hospital
- CO 4. Relate the HIS in hospitals
- CO 5. Infer latest advancement in technology

Course Syllabus :

BLOCK I: Basics of Computers and Management Information System

1.1 Computers and its Components

1.2 IT: Appropriateness and as focus of Organizational Change

1.3 Software and Hardware Selection: Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures

1.4 Networking: Importance, Types, Methods of Networking, Network Planning and Management

1.5 LAN Security: Protecting Health Care Information, Internal Vs External Threats

1.6 MS Windows: Word, PowerPoint Presentations, Excel, Outlook Express, and Internet Exploring

1.7 Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Method of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management

1.8 MIS: How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS

1.9 Role of IT in Office Automation: Traditional VS IT Office; What is Office Automation; Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology ; CAD & CAM

BLOCK II: Systems Management, Software Applications and Developmental Process



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2.1 System – SSAD Approach: Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System

2.2 Managing System Personnel – Difference in Managing System Personnel; Types: Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining

2.3 Need Analysis

2.4 System Analysis

2.5 Feasibility Test: Economic, Technical, Political & Socio-cultural Factors

2.6 Tender Procedure: Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract

2.7 Software Development Procedure: Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation

2.8 After Development Procedure: Maintenance, Updates, Modules Addition

2.9 Features of Software in Hospitals and Health Care

BLOCK III: Hospital / Health Information System – HIS

3.1 Objectives, Characteristics, Elements, Categories

3.2 HIS for Various Levels of Management (Top / Middle / Operational)

3.3 Integrated HIS (IHMS)

3.4 Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

BLOCK IV: Application of Computers in Hospitals and Health Programs

4.1 Need and Importance of IT in Health Care

4.2 Centralized Vs Decentralized

4.3 Integrated Online HIS

4.4 Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy, Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping



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4.5 Implementing wireless computerized patient records

4.6 Complexity in computerizing Hospitals

4.7 Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

BLOCK V: Latest Advancement in Technology

5.1 Geographical Information System (GIS): Digitizing Map, Software and Hardware Required for GIS

5.2 Clinical Practices through Internet and Tele-health

5.3 Electronic Medical Documentation and Smart Cards

5.4 Useful Websites in Health Care

5.5 Future Trends in Health Care Information Systems

References:

1. Hebda, T., & Czar, P. (2013). Handbook of informatics for nurses & healthcare professionals. Boston: Pearson.
2. Worthley, J. A., & Disalvio, P. S. (1995). Managing computers in health care: A guide for professionals. Ann Arbor, Mich: Health Administration Press.
3. Maheu, M.M. (2002). E-Health, Telehealth, and Telemedicine: A Guide to Start-up and Success. Wiley.
4. World Health Organization, Geneva (Switzerland). (1988). Informatics and Telematics in Health. Present and Potential Uses. WHO Publications Centre USA.

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1. https://en.wikipedia.org/wiki/Microsoft_Office
2. <https://www.techtarget.com/searchsoftwarequality/definition/SSADM>
3. <https://www.measureevaluation.org/resources/training/capacity-building-resources/health-management-information-systems-hmis-1>
4. <https://www.aeologic.com/blog/the-importance-of-information-technology-in-healthcare/>
5. <https://www.manage.gov.in/studymaterial/gis.pdf>

Course Outcome :

- CLO 1. analyse the MS office and MIS
- CLO 2. Apply the HIS



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- CLO 3. Examine the Approaches to Conversion of a New System
- CLO 4. Use the Integrated HIS
- CLO 5. Critically analyse the need and importance of IT in health care



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Course Title : Project

Course Code : MSF -25

Course Credit : 6

GUIDELINES FOR PROJECT COURSE MSF - 25

Students can register for the Project Course with Course Code **MSF-25** in the second year. For registration purposes, the Project Course is treated as one Course, carrying a weight of 6 credits.

OBJECTIVE

The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.