

Master of Business Administration (M.B.A) - Hospital Administration

(From Calendar Year 2021 onwards)



தமிழ்நாடு திறந்தநீலைப் பல்கலைக்கழகம்

Tamil Nadu Open University

[A State Open University established by Government of TamilNadu, Recognized by UGC-DEB,
Member in Asian Association of Open Universities and Association of Commonwealth Universities]

School of Management Studies





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Tamil Nadu Open University, Chennai
சென்னை - 15

மேலாண்மையியல் புலம்
School of Management Studies

முதுகலை வணிக நிர்வாகம் - மருத்துவமனை நிர்வாகம்
Master of Business Administration
(M.B.A) - Hospital Administration
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பாடத்திட்ட அறிக்கை & விரிவான பாடத்திட்டம்
Programme Project Report (PPR) & Detailed Syllabus



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M.B.A (Hospital Administration) PPR-Detailed Syllabus
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SEPTEMBER 2020



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No- 577, Anna Salai, Saidapet, Chennai -600015, Tamil Nadu, India

Prof. K.Parthasarathy
Vice-Chancellor

FOREWORD

My dear Learners, Vanakkam,

I deem it a great privilege to extend a hearty welcome to you to the Post Graduate Programme being offered by the Tamil Nadu Open University (TNOU). I also appreciate your keen interest of know about the curriculum of the Programme, in which you shall gain an enthralling experience, and pleasurable and beneficial learning.

With passing a specific act in the Tamil Nadu Legislative Assembly (TNLA) in 2002, the TNOU came into existence as a State Open University (SOU). It has been offering the socially relevant academic Programmes in diverse disciplines with due approval of the University Grants Commission (UGC) and the Distance Education Bureau (DEB), New Delhi since its inception. This Post Graduate Programme is one among the approved Programmes.

The Board of Studies, a statutory academic body of the University, consisting of the versatile scholars, eminent teachers including both internal and external, well acclaimed industrialists, outstanding alumni, and prospective learners as members, has designed the robust curriculum of this Programme. The curriculum is overhauled to be more suitable to the socio-economic and scientific needs in the modern era based on the emerging trends in the discipline of State and National as well as International level and accordingly, modified to our local context. Moreover, the whole syllabi of this Programme have special focuses on promoting the learners to the modern learning environment.

With a Credit System / Choice Based Credit System (CBCS), this Programme is offered in semester / non-semester pattern. The Self-Learning Materials that are the mainstay of pedagogy in the Open and Distance Learning (ODL) have been developed incorporating both the traditional and the modern learning tools, like web-resources, multi-media contents, text books and reference books with a view to providing ample opportunities for sharpening your knowledge in the discipline.

At this juncture, I wish to place on record my deepest appreciations and congratulations to the Chairperson and the Members of the Board of Studies concerned for having framed the curriculum of high standard. I would also like to acknowledge the Director, the Programme Coordinator and the members of staff of the respective School of Studies for their irrevocable contributions towards designing the curriculum of this Programme.

Last but not least, I register my profuse appreciation to Prof. S. Balasubramanian, the Director (i/c), Curriculum Development Centre (CDC), TNOU, who have compiled this comprehensive Programme Project Report (PPR) that includes the regulations and syllabi of the Programme, and also facilitated the designing in the form of e-book as well as printed book.

I am immensely hopeful that your learning at TNOU shall be stupendous, gratifying, and prosperous. Wish you all success in your future endeavours!

With regards,

Date: 05.10.2020

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Master of Business Administration (M.B.A) - Hospital Administration (Distance Mode –Semester)

**Programme Project Report (PPR)
(From Calendar Year 2021 onwards)**

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

Masters 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

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 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 MBA (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: 30 Marks – Through Continuous Internal Assessment (CIA)

Theory 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 Miimum:

Candidates who have secured 50 percent of the marks in each course (both Continuous Internal Assessment and Term End Examinations) shall be declared to have passed the examination in that course. All other candidates shall be declared to have failed in that course.

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 LearnerSupport 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.

Cost Estimate of the Programme and the Provisions

The cost estimate for development, delivery and maintenance of the MBA (Hospital Administration) Programme is provided in the following Table.

S.No.	Details	Amount in (Rs.)
1.	Programme Development, Delivery and Maintenance (Expenditure)	40,28,138
2.	Programme Fee Charged for 2 Years (Income)	50,000
3.	Examination Fee Charged for 2 Years (Income)	4,425
4.	Examination Expenses Per Student for 2 Years (Expenditure)	1,000

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 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 Hospital 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.

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

Sl. No	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
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	



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Introduction to Health Systems
Course Code	MSH 10
Course Credit	3

Course Objective :

- To achieve a basic understanding of the major components of the current and potential healthcare.
- To state family planning by understanding population policy and national demographic goals.
- To describe Epidemiologic Methods and its uses.
- To promote Community health by diagnosis and treatment.

Course Outcome :

- Realize the demographic trends in India
- Describe the importance of family planning
- Control and prevent Epidemiology
- Differentiate among communicable and non-communicable diseases
- Aware of national and International Health

BLOCK I: Demography

- 1.1 Demographic Cycle
- 1.2 World Population Trend
- 1.3 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 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 Communicable and Non-communicable Diseases

BLOCK V: National and International Health

- 5.1 National Health Programmes in India
- 5.2 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.



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MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Health Care & Hospital Administration
Course Code	MSH 11
Course Credit	3

Course Objective :

- To have an idea about management concepts, theories, functions and process
- To describe the roles and levels of Hospital Management
- To understand current issues in healthcare including Disaster Management
- and Hospital Wastes Management

Course Outcome :

- Determine the various roles in health care management
- Describe the various management functions
- Identify the various types of hospitals
- Classify and structuring hospital organization
- Explain the current issues in Health care

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

BLOCK II: Management Functions and Process

- 2.1 Planning
- 2.2 Organizing
- 2.3 Staffing
- 2.4 Directing
- 2.5 Controlling

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 Structuring Hospital Organization

BLOCK V: Current Issues in Healthcare

- 5.1 Accreditation
- 5.2 Telehealth
- 5.3 Health Tourism
- 5.4 Health Insurance and Managed Care
- 5.5 Disaster Management
- 5.6 Hospital Wastes 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: Voluntary Health Association of India.



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MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Health Programme Management
Course Code	MSH 12
Course Credit	3

Course Objective :

- To develop a project plan by understanding the cause and effect
- To describe operations research
- To familiarize in main Activities, Regular Monitoring, Regular Reviewing Progress, Re-plan, Recordkeeping and Reporting

Course Outcome :

- Link vision, mission and strategic plans to project
- Demonstrate the key stages, elements, phases and project life cycle
- Effectively implement project plan
- Describe the various planning tools and techniques in project evaluation
- Discuss health care results

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

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 and Training Plan
- 4.7 Main Activities: Regular Monitoring, Regular Reviewing Progress, Re-plan
- 4.8 Recordkeeping and Reporting
- 4.9 Online Project Management

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 Feedback and evaluation

References:

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.



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MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Human Anatomy, Physiology and Medical Terminology
Course Code	MSH 11
Course Credit	3

Course Objective

- To describe human anatomy and physiology
- To analyse illness and its causes
- To be aware of infection control

Course Outcome :

- Understand the functioning of human anatomy and physiology
- Familiarize with the reasons for using medical terms
- Classify and understand diseases
- Deliver infection control measures
- Understand the abbreviations

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 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

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

References:

1. Grant, J. C. B. J. C. B., Grant, J. C. B., Slonecker, C. E., & Basmajian, J. V. (1999). 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. (2000). Stedman's medical dictionary, illustrated. Baltimore: Williams & Wilkins.
4. Park, K. (2015). Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition.



TAMIL NADU OPEN UNIVERSITY
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Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Health Economics
Course Code	MSPS 14
Course Credit	3

Course Objective

- To describe economic appraisal in healthcare and measurement of costs and benefits.
- To synthesize concepts of costs and economic evaluation.
- To analyze case studies.
- To understand decision rules in health economics and discounting.

Course Outcome :

- Conduct economic appraisal in the context of clinical decision making
- Calculate the issues to be considered in costs calculation
- Demonstrate the steps of economic analysis
- Explain the social rate of discount

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

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

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 Component of Costs: Fixed and Variable; Capital and Recurrent Costs
- 3.4 Issues to be considered in costs calculation
- 3.5 Cost-minimization Analysis (CMA)
- 3.6 Cost-Effectiveness Analysis (CEA)
- 3.7 Health Outcomes; Disability Adjusted Life Years (DALY), C/E Ratio, Sensitivity Analysis, C/B Ratio.
- 3.8 Cost-Utility Analysis (CUA) : Utility, value, preference
- 3.9 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 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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - I

Course Title	Hospital Work I: Visits to Healthcare Organisations
Course Code	MSPS 14
Course Credit	3

Course Objective :

The course will help to understand the functioning of different types of healthcare organisations in the following perspective:

- Regional Healthcare Planning
- Ownership and Mode of financing
- Role of Hospital Administrator
- Staffing
- Physical Facilities
- Managing Health Programmes

Course Outcome :

- Practically see the various departments and the role of hospital administrators
- Gain knowledge on the various treatment for patients
- Explore the mobility of resources in the health care organisations

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 Teaching Hospital
- 1.9 Government Regional Hospital (Referral Centre)
- 1.10 Nursing Home
- 1.11 Voluntary / Charitable Hospital
- 1.12 Corporate Hospital
- 1.13 Community Health Projects: Preventive, Curative and Rehabilitative Care
- 1.14 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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Strategic Management in Healthcare
Course Code	MSH 15
Course Credit	3

Course Objective :

- To describe the strategic management process by understanding the functional strategies
- To analyse the internal and external environment and form effective strategies
- To apply strategic management in national and international level

Course Outcome :

- Acquire knowledge on dimensions of strategic management
- Conduct external and internal environmental analysis
- Conduct situational analysis on adaptive strategies, market entry strategies, positioning strategies and operational

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 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 Institutionalising the Strategy
- 2.11 Evaluation and Control

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 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

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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Introduction to Health Systems
Course Code	MSH 16
Course Credit	3

Course Objective :

- To develop basic knowledge in HRM and its functions.
- To describe Training and development and compensation management.
- To understand performance management and emerging concepts of HRM

Course Outcome :

- Distinguish and understand relationship between HRM and HRD
- Assess training needs
- Describe the various pay and incentive system
- Explain the various performance indicators of individuals and groups
- Elucidate organization change and culture

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 Evaluating Training Program
- 2.6 Career Growth and Development
- 2.7 Management Development
- 2.8 Organizational Development

BLOCK III: Compensation Management

- 3.1 Pay and Incentive System
- 3.2 Rationale Wage and Salary Policy
- 3.3 Wages and Salary Administration

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
- 4.4 360 Degree Feedback
- 4.5 Information and Records
- 4.6 Periodic Reports on Manpower, Turnover and Compensation
- 4.7 Information on Planned Changes, Performance, Turnover, Absenteeism and Labour Market

BLOCK V: Emerging Concepts in HRM

- 5.1 Leadership and Learning Organization
- 5.2 Organization Culture and Change
- 5.3 Code of Conduct
- 5.4 Relationship
- 5.5 Values and Work Ethics
- 5.6 Staff Communication
- 5.7 Succession Planning
- 5.8 Health Issues and Repatriation
- 5.9 Occupational Hazards: Health and Safety
- 5.10 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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Healthcare Marketing and Public Relations
Course Code	MSH 17
Course Credit	3

Course Objective :

- To apply marketing in health care
- To describe marketing mix and utilize the strategy
- To explain public relations in healthcare

Course Outcome :

- Describe the challenges in practicing marketing in healthcare industry
- Measure current market demand
- Determine the nature of customer buying process
- Adopt optimal pricing strategy
- Prepare community opinion surveys to assess the image of an organization

BLOCK I: Application of Marketing in Healthcare

- 1.1 Marketing Concept
- 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 Measuring Current Market Demand
 - 2.1.3 Forecasting 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 Organization Buyer Behaviour
 - 2.3.3 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
- 3.3 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 Changing Role and Responsibilities of Health Service PRO

References:

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 companion. Chicago: Health Administration Press.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Introduction to Hospital Accounting and Finance
Course Code	MSH 18
Course Credit	3

Course Objective :

- To possess fundamental ideas of accounting
- To handle and manage cash
- To prepare financial statements
- To manage investment and fund raising

Course Outcome :

- Discuss the fundamentals of accounting
- Effectively conduct cash flow analysis
- Adhere knowledge on audits conducted
- Identify the functions and sources of funds
- Describe budget and costing
- Evaluate fund raising effectiveness

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

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 Need and Importance of Financial Discipline
- 4.2 Basic Concepts: Liquidity, Profitability and Leverage
- 4.3 Role of Finance Controller and Responsibility Accounting
- 4.4 Budgeting
 - 4.4.1 Need, Elements, Stages and Terms of Budgeting
 - 4.4.2 Operating Budget: Activity /Zero Based Budgeting
 - 4.4.3 Capital Budgeting: Return on Investment
 - 4.4.4 Problems of Budgeting in Hospitals and Overcoming Problems
- 4.5 Costing
 - 4.5.1 Basics of Cost Accounting: Types and Elements
 - 4.5.2 Cost Behaviour
 - 4.5.3 Cost Centres
 - 4.5.4 Cost Volume Profit Analysis / Breakeven Analysis
 - 4.5.5 Hospital Rate Setting / Pricing Decision
 - 4.5.6 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

References:

1. Seawell, L. V. (1960). Principles of hospital accounting. Berwyn, Ill: Physicians' Record Co.
2. Shi, L., Singh, D. A., & Shi, L. (2019). Essentials of the U.S. health care system, Burlington, Massachusetts : Jones & Bartlett Learning
3. Kukla, S. F. (1986). Cost accounting and financial analysis for the hospital administrator. Chicago, Ill: American Hospital Pub.
4. Kuchhal, S. C. (1987). Corporation finance: Principles and problems. Allahabad: Chaitanya Pub. House.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Hospital Materials Management
Course Code	MSH 19
Course Credit	3

Course Objective :

- To conversant with Inventory and various methods of control and Purchase management
- To describe inspection, storage and distribution of materials

Course Outcome :

- Describe the objectives of materials management
- Determine optimal purchase of materials for hospital management
- Understands the mobility of equipments in healthcare sectors
- Discuss Planning, Selection and import of Equipment
- Describe EOQ

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 Conditions of Contract
 - 2.5.2 Financial Rules
 - 2.5.3 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 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 Lead Time, Safety Stock and Reorder Level
- 5.5 Economic Order Quantity (EOQ)
- 5.6 Selective Controls
- 5.7 Case Studies on Inventory Control

References:

1. Shakti, G. (2004). Hospital stores management: An integrated approach. Place of publication not identified: Jaypee Brothers Medical P.
2. Maintenance and repair of laboratory, diagnostic imaging, and hospital equipment. (1994). Geneva.
3. Skeet, M., Fear, D., & Voluntary Service Overseas. (1995). Care and safe use of hospital equipment. London: VSO.
4. Vrat, P. (2014). Materials Management: An Integrated Systems Approach. New Delhi: Springer India.
5. Nieger, L., & Beckman, G. K. (1978). Materials management: A systems approach. Bradford, Eng: MCB Publications.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
I Year Syllabus - Semester - II

Course Title	Hospital Work II: Practical Training in Operational
Course Code	MSF 12
Course Credit	3

Course Objective :

The course will help to understand the operational management functions in a health-care organisation covering:

- Human Resources Management
- Marketing
- Public Relations
- Accounting
- Finance
- Materials

Course Outcome :

- Develop professional way of managing hospital operations effectively
- Describe the norms followed in the healthcare industry.

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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year Syllabus - Semester - III

Course Title	Patient Care Planning and Management
Course Code	MSH 20
Course Credit	4

Course Objective :

- To develop a plan for hospital
- To describe outpatient services
- To understand emergency and casualty services

Course Outcome :

- Describe the basics of diagnosis, physiotherapy and occupational therapy
- Identify the steps in hospital planning
- Maintain out patient service effectively
- Obtain detailed knowledge maintain day care, reservation, appointment by phone
- Apply knowledge in case of emergency and trauma situations

BLOCK I: Hospital Planning

- 1.1 Concept of Planning
- 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

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
- 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 Counselling
- 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

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 Organization
 - 4.1.6 Staffing
 - 4.1.7 Equipment and Facilities
 - 4.1.8 Key Result Areas and Performance / Quality Indicators

- 4.1.9 Admission, Transfer, Billing and Discharge Procedures
- 4.1.10 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 V : 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

References:

1. Patient care management. (2002). Frederick, MD: Aspen Publishers.
2. EBSCO Publishing (Firm). (2000). Patient care management. Frederick, MD: Aspen Publishers.
3. Llewelyn-Davies, R., & Macaulay, H. M. C. (1995). Hospital planning and administration. New Delhi, India: Jaypee Bros.
4. Ozcan, Y. A., & Linhart, H. A. (2017). Analytics and Decision Support in Health Care Operations Management.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year Syllabus - Semester - III

Course Title	Supportive Services and Facilities Management
Course Code	MSH 21
Course Credit	4

Course Objective :

- To discuss front office and Technology Advancements in medical records
- To describe diagnostic services
- To elucidate supportive services
- To enumerate sales outlets and maintenance management

Course Outcome :

- Analysis of medical records
- Determine the duties of radiologist
- Elaborate the functions of housekeeping
- Develop insight on location and space management
- Discuss about location and design sales outlet

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

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

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

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

References:

1. Kunders, G. D., Gopinath, S., & Katakam, A. (2003). Hospitals: Planning, design, and management. New Delhi: Tata, McGraw-Hill.
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TAMIL NADU OPEN UNIVERSITY
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MBA (Hospital Administration)
II Year Syllabus - Semester - III

Course Title	Health Systems Research & Research Methodology
Course Code	MSH 22
Course Credit	3

Course Objective :

- To describe research plan and design
- To discuss sampling methods and data collection
- To explain data collection
- To analyze data, interpret it and generate a report

Course Outcome :

- Enumerate the ethical aspects in health research
- Describe the various sampling techniques
- Discuss the steps in sampling design
- Describe the data collection methods
- Explain the significance of report writing

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 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 Statistical Quality Control

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

References:

1. Kothari, C. R. (2019). Research Methodology: Methods And Techniques. S.L.: New Age International.
2. Sundar, R. P. S. S., & Richard, J. (1996). An introduction to biostatistics: A manual for students in health sciences. New Delhi: Prentice/Hall of India.
3. Polgar, S., & Thomas, S. A. (2020). Introduction to research in the health sciences, Edinburgh : Elsevier, 7th edition.
4. Vittinghoff, E. (2012). Regression methods in biostatistics: Linear, logistic, survival, and repeated measures models. (Regression Methods in Biostatistics.) New York, NY: Springer.
5. Bhatia, D. K., & Gupta, V. (1986). Business statistics. New Delhi: Vani Educational Books.
6. Gupta, K. R. (2017). Business statistics, New Delhi : Atlantic Publishers & Distributors..



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year Syllabus - Semester - III

Course Title	Health Communication Planning and Management
Course Code	MSH 23
Course Credit	3

Course Objective :

- To describe communication and its process
- To develop strategies of implementation of communication programme
- to evaluate health communication
- To analyse methods and media of communication

Course Outcome :

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

BLOCK I: Communication: Fundamentals and Process

- 1.1 Meaning and Process of Communication
- 1.2 Barriers to Communication
- 1.3 Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity
- 1.4 Leadership and Motivation
- 1.5 Learning and Change Process
- 1.6 Types: Formal, Supportive, Rigid, Purposeful and Complex
- 1.7 Levels: Intra-personal, Interpersonal, Public and Mass
- 1.8 Process of Communication Planning
 - 1.8.1 Analysis of Audience and Situation

- 1.8.2 Setting Objectives
- 1.8.3 Designing Strategy: Message, Methods and Media
- 1.8.4 Planning Activities: Scheduling, Budgeting and Implementation
- 1.8.5 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 counselling
- 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.

References:

1. Hattersley, M. E., &McJannet, L. (2008). Management communication: Principles and practice. Boston: McGraw-Hill/Irwin.
2. Ramachandran, L. (1983). Textbook of health education. Place of publication not identified: Pub By VikasHouse Pvt. Ltd., New Delhi
3. Munter, M., & Hamilton, L. (2014). Guide to managerial communication. Harlow: Pearson.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year Syllabus - Semester - III

Course Title	Hospital Work III: Practical Training in Patient Care and Supportive Services Management
Course Code	MSF 21
Course Credit	3

Course Objective :

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

- Outpatient Service
- Inpatient Service
- Diagnosis
- Community Health
- Engineering / Maintenance
- Supportive Services

Course Outcome :

- Effectively plan and implement hospital oriented projects
- Obtain detailed knowledge maintain day care, reservation, appointment by phone
- Handle emergency and trauma situations

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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year - Semester - IV

Course Title	Health Insurance
Course Code	MSH 24
Course Credit	3

Course Objective :

- To describe Health insurance and its types
- To develop Designing Benefit Package and Premium setting
- To discuss provider payment mechanism
- To design and plan of community health insurance

Course Outcome :

- Discuss the various market failures and risks involved in health insurance
- Explain the different welfare loss from health insurance
- Demonstrate the ways to design benefit package and premium setting for health insurance
- Analyze and control the various functions of managed care systems
- Enumerate HMO,PPO,EPO,PHO,IPO

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 Various models of CHI and MHI tested / implemented in developing countries
- 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
 - 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 covered 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, diagnostics 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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year - Semester - IV

Course Title	Legal & Ethical Issues in Healthcare
Course Code	MSH 25
Course Credit	4

Course Objective :

- To discuss the importance of understanding the legal obligations in healthcare industry
- To Identify the ethical issues prevailing in the healthcare industry
- To Realize the various laws related to labour relation and provisions of acts related to medical care

Course Outcome :

- Define companies act and Act of the Tamil Nadu Clinics
- Explain the acts related to labour relations
- Discuss ethical issues related to medical care
- Enumerate medical legal commitments
- Describe insurance and tax policies of health care

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

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

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.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year - Semester - IV

Course Title	Managing Quality in Healthcare
Course Code	MSH 26
Course Credit	3

Course Objective :

- To describe the major components in quality management
- To highlight the various roles in quality management
- To identify the recent trends in ISO standardization
- To effectively manage team and foster communication

Course Outcome :

- Highlight quality management process
- Understand leadership, problem solving, teamwork, communication and other tools and techniques to manage health care.
- Handle individual behavior and customers.
- Familiarize quality policy
- Realise recent trends in managing health care

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

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)

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
- 5.2 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, Jossey-Bass, a Wiley Brand, First edition.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year - Semester - IV

Course Title	MIS & Application of Information Technology in Healthcare
Course Code	MSH 27
Course Credit	3

Course Objective :

- To develop knowledge on the basics of computers
- To process and maintain records
- To identify the role of IT in Hospital
- To apply the HIS in hospitals
- To understand Latest Advancement in Technology

Course Outcome :

- Enumerate Ms office and MIS
- Apply the HIS
- Explain Approaches to Conversion of a New System
- Define Integrated HIS
- Familiarize the need and importance of IT in health care
- Understand Clinical Practices through Internet and Tele-health
- Familiarize Electronic Medical Documentation and Smart Cards
- Discuss Useful Websites in Health Care

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

BLOCK II: Systems Management, Software Applications and Developmental Process

- 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
- 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 Startup and Success. Wiley.
4. World Health Organization, Geneva (Switzerland). (1988). Informatics and Telematics in Health. Present and Potential Uses. WHO Publications Center USA.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA (Hospital Administration)
II Year - Syllabus Semester - IV

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.

TYPE OF PROJECT

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- ii) Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management services.
- iii) Evolution of any new conceptual / theoretical framework.
- iv) Field study (empirical study).

PROJECT PROPOSAL (SYNOPSIS)

PROPOSAL FORMULATION

Synopsis of the project should be prepared in consultation with the guide and sent to **THE CO-ORDINATOR (PROJECTS)**, School of Management Studies, TNOU, Saidapet, Chennai – 600 015. The synopsis should clearly state the objectives and research

methodology of the proposed project to be undertaken. It should have full details of the rationale, sampling instruments to be used, limitations if any, and future directions for further research etc.,

ELIGIBLE PROJECT GUIDE

- i) Faculty at the School of Management Studies, TNOU, Chennai.
- ii) Faculty employed at Colleges / Institutions in the department of Business Management affiliated to any Indian University and having minimum five years of teaching experience.
- iii) Professionals holding Master's degree in Management or allied disciplines and having minimum 5 years of experience in the relevant area.

Students are advised to send their project synopsis and a complete and duly signed bio-data of the guide (in case of (ii) and (iii) above) to the Coordinator (Projects), School of Management Studies, TNOU, Saidapet, Chennai – 15.

In case the proposed guide is not acceptable to the Faculty at the School of Management Studies, TNOU, the student shall be advised so. In such cases, the student will have to resubmit the proposal afresh; the same one or a different one, with the signature of the new guide and it will be considered as a new proposal. Similarly, if the student wants to change her/his guide for any reason, she/he would be required to submit the project proposal along with the signature of the new guide on the new project proposal proforma, and it would be considered as a new proposal.

If Academic Counsellors of TNOU are selected as guides it should be clearly mentioned as to which are the Courses she/he is counseling for, and since when, along with the name and code of the TNOU centre she/he is attached with. The project guide will be paid a token honorarium of Rs.300/- by the University for guiding the student. At any given point of time a supervisor cannot guide more than five students.

After finalizing the topic and the selection of the guide, the student should send the Project Proposal Proforma along with a Copy of the synopsis and Bio-Data of the guide to the Co-ordinator(Projects), School of Management Studies, TNOU, Tamil Nadu Open University, Saidapet, Chennai – 600 015 for approval. Proposals incomplete in any respect will straight away be rejected. Students are advised to retain a copy of the synopsis. Proposals not accompanying a complete and signed Bio-Data of guide will not be considered for approval. The Project Proposal should be submitted at least 2 months before the last date of submission of the project work.

COMMUNICATION OF APPROVAL

A written communication regarding the approval/non-approval of the project proposal will be sent to the student within two weeks of the receipt of the proposal in the school.

RESUBMISSION OF PROJECT PROPOSAL

In case of non-approval of the proposal the comments / suggestions for reformulating the project will be communicated to you. In such cases the revised project synopsis should be submitted with revised project proposal pro-forma and a copy of the rejected synopsis and project proposal pro-forma bearing the comments of the evaluator and P.P.No. (Project Proposal Number) allotted by the School of Management Studies.

PROJECT REPORT

FORMULATION

- a) The length of the Project Report may be about 75 double line space typed pages.
- b) Each Project Report must adequately explain the research methodology adopted and the directions for future research.
- c) The Project Report should also contain the following:
 - i) Copy of the approved Project Proforma
 - ii) Certificate of originality of the work duly signed by the student and the guide.

SUBMISSION OF PROJECT REPORT

One typed copy of the project report is to be submitted to the Controller of Examinations, TNOU, Chennai 600 015. *For Academic Year students who submit their Project Reports before June 30th, the results will be declared along with the June*

Term-end examinations. For Calendar year students who submit their Project Reports before December 31st, the results will be declared along with the December term-end examinations. The students are requested to fill in and collect an acknowledgement from the Examination Section of the Controller's Office.

VIVA-VOCE

The student may be asked to appear for a Viva-voce, if the evaluator so recommends. In that case, she/he will be duly intimated about it.

ENQUIRIES

Enquiries regarding the project approval should be addressed to the Co-ordinator (PROJECTS), School of Management Studies, TNOU, Saidapet, Chennai 600 015 and regarding Project Reports, it should be addressed to: The Controller of Examinations, TNOU, Saidapet, Chennai 600 015.

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT PROPOSAL

- 1) Send only one copy of the Project Proposal, and retain a copy with you,
- 2) MSF - 25 should be written prominently on the envelope and should be addressed to The Coordinator (Projects), School of Management Studies,

Tamil Nadu Open University, Saidapet, Chennai – 600 015.

- 3) Enclose the following while submitting the Proposal:
- a) Pro-forma for Approval of Project Proposal, duly filled and signed by both, the student and the guide.
 - b) Bio-data of the guide duly signed by her/him
 - c) Synopsis of the Project
- 4) The synopsis should include the following:
- a) Rationale for the study
 - b) Objectives of the study
 - c) Research Methodology used for carrying out the study (detailing nature of data, data sources, collection methods, tools and techniques of analysis, sampling etc.,)
 - d) The expected contribution from the study
 - e) Limitations, if any and the direction for future research

CERTIFICATE OF ORIGINALITY

This is to certify that the Project titled " _____

_____ " is an original work of Mr/Ms _____

and is being submitted in partial fulfilment for the award of the Master's Degree in Business Administration of Tamil Nadu Open University. This report or part of this report has not been submitted earlier either to this University or to any other University / Institution for the fulfilment of the requirement of a course of study or published / presented for any other purpose.

SIGNATURE OF THE STUDENT

Place :

Date :

SIGNATURE OF GUIDE WITH SEAL

Place :

Date :

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT REPORT

- 1) The Project Work should be submitted in original in A-4 Size (29 x 20 cm), typed in double line space in a bound volume to the” **Controller of Examinations** “of the University by the Registered insured post.
- 2) Before binding the Project report the student should ensure that it contains the following:
 - i) Copy of the approved Project Proposal Pro-forma
 - ii) Certificate of Originality duly signed by the Student and the Guide (Pro-forma enclosed) If any Project Report is received in the absence of the above, the same will be returned to the students for compliance.
- 3) Mention on the top of the envelop “**PROJECT REPORT- MSF 25**”
- 4) Students should keep a copy of the Project Report with them. The submitted Project Report will not be returned to the student.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MSF -25

Project Proposal No. _____

(To be assigned by the School)

PROFORMA FOR APPROVAL OF PROJECT PROPOSAL

Enrolment No. _____

Learner Support Centre Code No: _____

Name and Address of the Student:

Title of the Project:

(Should be within Subject Area)

Name of the Guide:

Designation:

Office	Residence

Address with Phone No:

No. of the Students currently

Working under the Guide for MBA Degree:

Signature of the Student

Signature of Guide With seal

Date

Please do not forget to enclose the synopsis of the project and the Bio-data of the Guide. In case the complete and signed Bio-Data of the Guide (Even if the proposed guide is an academic counsellor of TNOU's Management Programme) is not enclosed, the proposal will not be entertained.

SYNOPSIS	SUPERVISOR
APPROVED	APPROVED
NOT APPROVED	NOT APPROVED

(For Office Use only)

(SIGNATURE OF THE FACULTY)

DATE

Comments / Suggestions for reformulation of the Project.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

BIO-DATA OF THE PROPOSED GUIDE FOR MBA PROJECT WORK

PERSONAL INFORMATION

NAME (in block letters) :

Date of Birth & Age :

Sex :

Academic Qualification :

Official Address :

Phone No. and e-mail id :

DETAILS OF EMPLOYMENT

Designation :

Field of Specialisation :

Others (Specify) _____

Teaching Experience (in years) :

Industrial Experience (in years) :

I _____ do hereby accept to guide Mr/Ms
_____ the student of the MBA Programme of the
Tamil Nadu Open University, Saidapet, Chennai – 600 015.

Signature of the Student

Signature of the Guide with seal