

# **MBA ( Hospital Administration)**

**(Syllbus with effect from 2015-16 batch)**

## **I Semester**

- 1. Perspectives of Management**
- 2. Organization Behavior**
- 3. Economics & Accounting for Hospitals**
- 4. Medical Terminology & Records**
- 5. Hospital Planning & Engineering**
- 6. Patient Care & Behaviour**
- 7. IT for Health Care Management**

# 1. Perspectives of Management

- Unit – I:**       **INTRODUCTION:** Management- Concept, Significance, Levels, Skills, Functions & Principles. Management as an Art, Science and Profession – Social responsibilities of business.
- Unit – II:**       **PLANNING:** Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management By Objectives: Concepts, Process, Preconditions.
- Unit – III:**       **ORGANIZING:** Nature, Purpose, Process; Formal and Informal Organizations; Departmentation: Importance-Methods of Departmentation; Span of Control; V.A. Graicuna’s Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Reasons for using Committees, Conditions for Successful Operations of Committees.
- Unit – IV:**       **STAFFING:** Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers.  
**DIRECTING:** Meaning, Assumptions of Human Behaviour by Douglas Mc Gregor, Edgar Shien and Elton Mayo.
- Unit – V:**       **MOTIVATION:** Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication.  
**CONTROLLING:** Basis Control Process, Pre-Requisites, Requirements of adequate Control.

## Suggested Books:

1. Koontz, H and Wihrich.H, **Management**, 10<sup>th</sup> ed., McGraw, New York 1995.
2. Stoner, J.etc., **Management**, 6<sup>th</sup> ed., Pearson Education, 1995.
3. Thomas S. Bateman, Scott A. Snell, **Management**, Tata McGraw Hill.
4. Maital Seshadri, **Innovation Management**, Sage Publications.
5. Stonner, Freeman, Gilbert, **Management**, Prentice Hall of India.
6. Stephen P. Robbins, **Management**, Pearson Publications.
7. Tripathi, Reddy, Principles of Management, SAGE

## 2. Organization Behavior

**UNIT – I:** Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.

**UNIT –II:** Individual: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context.

**UNIT – III:** Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills – Transactional Analysis.

**UNIT – IV:** Organisational change: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.

**UNIT- V:** Organisational Culture: Definition and characteristics, creating and sustaining culture. Organisational Development: objectives and techniques of Organisational Development.

### **Suggested Books:**

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P.Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Aswathappa.K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
4. Donald R.Brown & Don Harwey, *An Experimental Approach to Organisational Development*, Pearson Education.
5. Udai Parek, *Understanding Organisational Behaviour*, Oxford.
6. Archana Tyagi, *Organisational Behaviour*, Excel Books, New Delhi.
7. Dale, *“Organisations & Development”*, Sage Publications.
8. Sarma V. s. Veluri, *Organisational Behaviour*, Jaico Publishing House
9. Paton McCalman, *“Change Management”*, Sage Publications.
10. Venkata Ratnam, *“Negotiated Change”*, Sage Publications.
11. Jai, B.P.Sinha, *“Culture and Organisational Behaviour”*, Sage Publications.
12. Margie, Rajendra Gupta, *“Organisational Behaviour”*, Mc Graw Hill.
13. Snell, Bohlander,Vohra, *“HRM”*, CENAGE Learning.
14. Seijts, *“Cases in Organisational Behaviour”*,SAGE.
15. Arun Kumar N Meenakshi., *Organisational Behaviour*, Vikas Publishing Hous

### **3. Economics & Accounting for Hospitals**

**Unit – I: Nature and Scope of Economics:** Meaning and Scope Economics – Application of Economics to Business Decisions – Basic Economic Concepts – Opportunity Cost; Time Value of Money; Marginal Analysis; Risk and Uncertainty.

**Unit – II: Demand Analysis:** Law of Demand – Elasticity of Demand – Demand for and Supply of Health Services in India – Demand Forecasting in relation to health services – Techniques of Demand forecasting

**Unit – III: Market Structures and Price – Output Decisions:** Market Structures – Price Output determination under perfect competition; Monopoly, Monopolistic Competition and Oligopoly.

**Unit – IV: Principles of Accounting:** Principles of Accounting – GAAP – Journal ; Ledger and Trail Balance for a Hospital – Subsidiary Books – Cash Book – Bank Reconciliation Statement.

**Unit – V: Financial Statements:** Profit and Loss Account – Balance Sheet – Accounts of Non-Profit organizations – Methods of Depreciation.

#### **Reference Books:**

1. Thomas and Maurice, “Managerial Economics”, Tata Mc-Graw Hills.
2. Ahuja, H.L., “Managerial Economics”, S-Chand.
3. Dwivedi, D.N., “Essentials of Business Economics”, Vikas.
4. Shukla, MC and TS Gremal, “Advanced Accounts, S-Chand.
5. Maheswari, S.N. & SK Maheswari, “An Introduction to Accountancy”, Vikas.

## 4. Medical Terminology & Record

### Unit –I

Introduction –Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & Special Hospitals – Clinical Terms.

### Unit –II

Out patient services – Medical services – Surgical services - Operating department – Paediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecology services – Neuro-Surgery service – Neurology services.

### Unit-III

Intensive care unit – Coronary care unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services- Hospital standing services – Indian red cross society –Nursing services.

### Unit-IV

Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department.

### Unit –V

Medical Records – Fatal documents – Medical Registers – Statutory records.

### References:

1. BM Sakharkar, *Principles of Hospital Administration and Planning* –Jaypee brothers publications.
2. Francis CM, Mario C de Souza: *Hospital Administration*, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000.
3. odgli GD: *Medical Records, Organization and Management*, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
4. Sakharkar BM: *Principles of Hospital Administration and planning*, Jaypee brother's medical publishers (P) Ltd., New Delhi, 1999.
5. McGibony JR: *Principles of Hospital Administration*, GP Putnam's sons'. New York, 1969.
6. Rowland HS, Rowland BL: *Hospital Administration Handbook*, Aspen System Corporation: Rockville, 1984.

# 5. Hospital Planning & Engineering

## Unit 1

Introduction - Better patient care - Hospitals, beds, utilization, personnel, assets, finances

## Unit 2 Surveying the community

Area wide planning- planning for general hospital service- determining the logical centers for hospital location- determining the area served by them- non-acceptable hospitals, occupancy and bed ratios- determining the size and kind of hospital service, quality of facilities and services - evaluating the natural and human resources of each area in terms of capability to provide and sustain the support for the services.

Sourcing finance, hospital constitution.

## Unit 3 Functional plans for hospital construction

Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environmental regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.

## Unit 4 Functional Hospital Organization

Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended care facilities.

**Medical specialties-** Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

## Unit 5 Supportive services

Clinical laboratories, radiological services, medical records, front office, billing, staffing, house keeping, transportation, dietary services, emergency services, infection control, mortuary services.

## Reference Books:

1. Hospital Planning, WHO, Geneva, 1984.
2. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999.
3. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
4. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 2, Response Books, New Delhi, 2000.
5. Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2000.

## 6. Patient Care & Behaviour

**UNIT-1:** Introduction: Patient Rights – Patient Behaviour – Models of Patient Behaviour – Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making.

**UNIT-2:** Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria Audit of Patient Behaviour.

**UNIT-3:** Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, medicare standards.

**UNIT-4:** Hospital Administration: Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.

**UNIT-5:** Legal Responsibilities: Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.

### Reference Books:

1. Liewellyne Davis and H.M. Maccaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2001.
2. S.G. Kabra, Medical Audit
3. Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
4. Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000.
5. Environment Management Systems, ISO 14000 Documents.
6. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice, Oxford Publishers, New Delhi, 2001.
7. Liewellyne Davis and H.M. MacCaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2001.

## 7.IT for Health Care Management

**Unit I Introduction:** Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers

**Unit II Computer Networks** Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet- E- Commerce; ERP Evaluation and Growth

### **Unit III MS Word & Excel**

**MS-Word:** Creation of Document – Format Document – Text Editing and Saving – Organising information with tables and outlines – Mail merge – Index- Printing

**MS Excel:** Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.

**Unit IV Power Point:** Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

### **Unit V Data Analysis with Statistical Tools:**

**MS Access:** Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

**Overview of SPSS:** Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.

### **References:**

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
3. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
4. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
5. Cox et al – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Anita Goel, “Computer Fundamentals”, Pearson.
8. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.