

II Semester

- 1. Human Resource management**
- 2. Marketing for Health care Services**
- 3. Purchase & Inventory Management**
- 4. Financial Management**
- 5. Research Methods in Hospitals**
- 6. Health Care Technology & Pharmaceutical Management**
- 7. Medical Audit & Quality Management**
- 8. Clinical Postings**

1. **1. Human Resource management**

Unit - I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit - II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit - III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit -IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.

Unit - V: Quality of Work Life (QWL) – Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

Suggested Books:

1. Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
3. Edwin B.Flippo, *Personnel Management*, McGraw-Hill
4. Dessler, *Human Resource Management*, 10th Edition, Pearson Education.
5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
6. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
7. David Lepak, *Human Resource Management*, Pearson Publicaions.
8. Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
9. H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
10. T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
11. Peter J Dowling, “*International HRM*”, CENAGE Learning.

2. Marketing for Health care Services

Unit-I: Introduction:

Marketing Management – Meaning; task and importance Approaches to the study of Marketing - Evolution of Marketing Organization and Practices - Philosophy of Marketing.

Unit-II: Product:

Market Segmentation – Targeting; Positioning- Product Differentiation- Product Analysis and Characteristics- New product development - Management of the product life cycle, Product strategies- Branding & Packaging - Product line policies - Product Additions and Deletions.

Unit-III: Pricing:

Basic price concepts – Objectives of Pricing – Price Setting Procedure - Pricing policies - Government policies and regulations.

Unit-IV: Channels of Distribution:

Selecting and Managing the Channels - Retail Distribution – Wholesale Distribution.

Unit-V: Promotion:

Nature and importance of Promotion – Promotional methods – Advertising – Message content – Media selection – Advertising Effectiveness – Advertising Agency – Personal selling – Objectives; Functions and Process – Development and Operation of a Sales Force – Sales Promotion.

Reference Books:

1. Tapan K. Panday., Marketing Management Indian Context, Excell Books.
2. Phillip Kotler. Marketing Management. Tata McGraw – Hill Publishing Company Limited, New Delhi,
3. Stanton, William J. Fundamentals of Marketing. PHI
4. S.H.H. Kazmi., Marketing Management, Excell Books.
5. Reyburn D. Tousley, Eugene Clark & Fred B. Clark. Principles of Marketing.
6. Rajan Saxena, *Marketing Management*, Tata McGraw – Hill Publishing Company Limited, New Delhi, 2006.
7. Memoria C.B. & Joshi. Principles and Practice of Marketing in India.
8. Harvard Business Review
9. Journal of Marketing
10. Fortune (Journal).
11. The Economic Times (Daily).

3. Purchase & Inventory Management

Unit – I: Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchasing Management – Tendering procedures – procurement procedure Vendor development and rating – Methods of payment – Letter of credit – Foreign currency payments – Import documentation.

Unit – II: Inventory Control: Definition – Objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto's law – ABC/VED/SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control Systems.

Unit – III: Store Management: Stores function – location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

Unit – IV: Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment – Planning and procurement of spares / accessories / consumables.

Unit – V: Recent Trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management – Concept of just in time and Central purchasing.

Reference Books:

1. K.S.Menon, Stores Management, 2nd Edition, McMillan India Limited.
2. Rupanarayan Bose, An Introduction to Documentary Credits, McMillan India Limited.
3. B.S.Sahay, Supply Chain Management, McMillan India Limited.
4. Gopalakrishnan & Suderasan, Materials Management.
5. O.P.Khanna, Industrial Engineering.

4. Financial Management

Unit-I: Finance Function

Financial Management- Concept, scope - Goals of the firm-Finance Function – Functions of Financial manager –Time value of money –Agency conflict.

Unit-II: Working Capital Management

Concept of working capital and operating cycle –Determinants of working capital –Estimating working capital requirements - Liquidity Vs Profitability - Management of inventories – Inventory control systems –Cash Management.

Unit-III: Financing Decision

Capital structure planning –Basic theories of capital structure –Traditional Vs. MM Hypothesis – Optimum capital structure –Trading on equity –Sources of long term funds –Concepts of Financial and operating leverage

Unit –IV: Investment Decision

Capital budgeting –Techniques –Pay back period –Accounting Rate of Return methods –Concept of present value of money –Discounted cash flow techniques, NPV, P I and I R R

Unit –V: Dividend Decision

Dividend theories –Traditional position –Walter’s model, Gordon’s model –M M Hypothesis

Reference Books:

1. James C. Vanhorne, Financial Management & Policy (Prentice Hall of India Pvt. Ltd., New Delhi, 2001).
2. Pandey, I.M. Financial Management (Vikas Publishers, New Delhi).
3. Prasanna Chandra, Financial Management (Tata McGraw Hill Publishing Company Ltd., New Delhi).
4. Ezra Solomon & John J. Pringe. *An Introduction to Financial Management*, (Prentice Hall of India Pvt. Ltd., New Delhi).
5. Kulkarni. P.V. & Satyaprasad.B.G., Financial Management, Himalaya Publishing House, 2005.
6. Khan.M.V. & Jain. P.K., *Theory and Problems in Financial Management*, (Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001).

5. Research Methods in Hospitals

Unit I Measurement and scaling

Nature, structure and types of measurement scales: nominal, ordinal, interval, ratio; levels of measurement, techniques for scaling, validity and reliability in scaling, limitations, outline of MDS, ranking and rating scales; Likert's summated scale; Thurstone's equal appearing intervals, Q-sort, Scalogram.

Unit II Theory of sampling Concept of sampling, probability and non-probability sampling techniques, selection methods, size of sample, sampling distribution.

Sources of information Respondents, interviews, observation, questionnaire, survey, direct and indirect research techniques.

Unit III Data collection and presentation

Primary and secondary data, methods of collecting primary data, designing a questionnaire, pre testing the questionnaire, editing primary data, sources of secondary data and its uses, census and sample; experiments, panels and simulation.

Data Presentation Classification of data, objectives and types of classification, construction of discrete and continuous frequency distribution, guidelines for class selection, commutative and relative frequencies, charting of data - Bar Chart, Histogram, and dimensional and two dimensional graphs.

Unit IV Multivariate Analysis

Multiple Regression analysis, Cluster Analysis, Conjoint Analysis, Discriminant analysis, Factor Analysis, Principal component analysis and Multi dimensional scaling (MDS)

Application of computers in research Statistical packages: SPSS, Minitab.

Unit V Health and hospital statistics

Introduction, utilization of the basic data, sources of health statistics, problems in collection of sickness data, measurement of sickness, vital statistics.

Reference Books:

1. Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.
2. G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996.
3. Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, New Delhi, 1996.
4. Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996
Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.

6. Health Care Technology & Pharmaceutical Management

UNIT –I DRUG DEVELOPMENT

Economics of new drug development need, invention methods Chemical, natural, microbial biotechnological, etc, Including devices, toxicity, activity screening methods, pre –chemical development stages : Acute, sub and chronic toxicity studies, Special tests and their significance, dose determination, Investigational new drugs (IND) status, clinical development phase, I,II,III studies and their significance. (NDA) new drug application, product launch.

UNIT – II PHARMACEUTICAL DEVELOPMENT PROCESS

Pre-formulation studies importance of Pharmacopeias, Pharma co –dynamics, understanding of oral dosage forms: Powders tablets : creating syrups, elixirs, suspensions, capsules topical preparations, radio diagnostic and therapeutic agents, vaccines, hormones, cosmetics biotechnological and surgical products, concepts of sustained release, modified release dosage forms, herbal drug, prosthetic materials, Neutraceuticals.

UNIT – III PHARMACY LAW

Pharmaceutical legislations, Drugs and Pharmaceutical Industry, Drugs, and Cosmetics Act and rules 1945 and its amendments, Pharmacy Act 1948, Drugs price control order, Drug and magic Remedies (Objectionable Advertisements) Act, 1954, National Health Policy.

UNIT – IV CONCEPTS AND ISSUES RELATED TO HEALTHCARE TECHNOLOGY

Introduction – Problems and constraints associated with healthcare Technology – present trend in Healthcare Technology – Hospitals and Technology – Dealing with Technological Problems.

UNIT –V PLANNING PROCESS FOR INTRODUCTION OF TECHNOLOGY IN HEALTHCARE

Healthcare Technology in developing countries – Planning and adopting appropriate Technology in healthcare - Mechanism to ensure appropriate use of healthcare Technologies – Developing sources of information on hospital technology – Evaluation methods of health technology- Application in diagnostic Service areas (Radiology, Lab Services etc) Clinical Services areas (Nephrology, Urology, Cardiology etc) – Therapeutic services – Patient support areas.

7. Medical Audit & Quality Management

UNIT-1: Introduction – Definition – Origins & Development in Medical Audit – Medical Audit Policy – Concept of Medical Audit – Medical Record, Medical Audit Relationship – Medical Audit related to Diagnosis, Investigations and therapy.

UNIT-2: Use of Computers in Audit Process – Medical Audit – Global Perspective – Types of Medical Audit – Appraisal of Medical Audit – Methods of Medical Audit.

UNIT-3: Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals – Prerequisites of Quality Management in Hospitals – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

UNIT-4: Quality Management in Hospital : Front Office – OPD – Casualty – Labs – OT – CSSD – IP – Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM team work – Employee involvement – Key result areas – leadership – TQM Tools - JIT (Just in Time) – Kaizan – ‘O’ defect programme – Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals.

UNIT-5: Accreditation –Concept of Hospital Accreditation – Accreditation Scenario in India and abroad – Organisations, authorities for accreditations in India – Accreditation process – Role of the government in developing an accreditation system.

Suggested Books:

1. ‘Hospital Administration’ by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011
3. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010