

# **University of Calicut**

## **Regulations of Master of Business Administration – Health Care Management (MBA-HCM)**

### **1.0 Title of the programme**

This degree shall be called MASTER OF BUSINESS ADMINISTRATION- HEALTH CARE MANAGEMENT (MBA-HCM). This is an exclusive management program designed to develop human resource to cater the unique needs of managing health care sector.

1.1 maximum intake for a batch: maximum intake is 40 students per batch.

### **2.0 Eligibility for admission**

Any student who has passed any degree of the University of Calicut (including degree programmes of SDE/ Open degree programme of SDE, University of Calicut) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed the bachelor degree examination with not less than **50 % marks** in aggregate including the marks of languages if any (without approximation, that is, 49.9999 % is not eligible since it is less than 50%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

### **3.0 Admission Procedure**

#### **3.1 For University Department or its Full time and Part time centres**

The admission to the programme shall be made on the basis of the score in the CMAT examination conducted by the All India Council of Technical Education (AICTE)/KMAT examination conducted by Admission Supervisory Committee, Govt. of Kerala/CAT conducted by consortium of IIMs and the marks of the Group Discussion, Personal Interview obtained by the candidates and the marks of the Plus Two /Pre degree examination put together in the following proportion:

**3.2** The rank score shall be arrived at as follows:

Entrance test score: out of **120**

Plus Two / PDC marks: out of **30**

Group discussion : out of **25**

Personal Interview: out of **25**

Total : out of **200**

**The minimum required test score to be eligible for calling group discussion and interview for admission to MBA-HCM programme of this University is 10 % of the maximum of the respective entrance examinations for all candidates and 7.5% for SC/ST candidates. All entrance tests shall be considered at par and will be converted to a common denominator of 120 for the purpose of preparing rank list.**

**3.3** The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III).Up to 50% aggregate marks obtained in the plus two examination: No Weightage. Every one per cent of over and above 50 percent, one mark will be given subject to a maximum of 30 marks for plus two/ Higher Secondary or equivalent thereof. For calculating this academic weightage, marks obtained in the Plus two/ Higher Secondary / PDC up to 0.49% will be rounded to lower full digit marks and 0.5 and above will be rounded to next full digit marks.

**3.4** A rank list shall be prepared by the University based on the final rank score computed as above and a counseling session shall be conducted for admission to the MBA-HCM Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

The candidates admitted to the MBA-HCM programme must produce the qualifying degree mark list/ provisional certificate/ confidential mark list, latest at the last date of closing MBA-HCM Admission by the University. If he/she fails to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student. Reservation of seats shall be followed strictly for admission both in the Department and also at its centres as per the Kerala Government Rules applicable for the professional colleges.

### **3.5 For Affiliated Management Institutes**

For admission to MBA-HCM Programme in private management institutes affiliated to Calicut University Clause 3.1 of the regulation is applicable. However for the academic year 2016-17 MAT entrance examination conducted by the All India Management Association will also be considered as eligible entrance test for MBA-HCM program in the affiliated colleges. Candidates while appearing for the selection must produce valid test score before the selection committee both for merit seats and management quota seats. During the month of **March/April** the University shall invite applications for admission to MBA programme under merit seats. Before the last date of receipt of applications for admissions, the candidate shall have obtained his/her Test Score and the score card shall be submitted along with the application on or before the last date of receipt of filled up application form each year. Based on the Test Score, the candidate shall be shortlisted for Group Discussion and Personal Interview at least thrice the number of seats or the actual number of applicants whichever is lesser shall be the number of candidates invited for Group Discussion and Personal Interview.

**3.6** Out of the total seats, 50% shall be Merit Quota (Government Quota) and 50% shall be Management Quota. University shall conduct the Group Discussion and Personal Interview for merit quota seats in self-financing institutes and a common rank list shall be prepared, for all the self financing institutes. Options will be collected by the university from the candidates during the counseling and will make allotment of candidates to different institutes on the basis of merit and according to the choice of the candidates, keeping all community reservation rules applicable as per rules of Government of Kerala rules. Based on this, allotment letter will be given by the University to the candidates and the college shall give admission to the candidates in the merit quota seats based on the allotment letter. Fees for these seats are fixed by the University from time to time.

**3.7** If sufficient candidates are not joining in the merit quota seats as per the University allotment letter, the college/institute shall report the matter to the University and with the written permission of the University, the college/institute may fill the seats from the rank list prepared by the University based on the Entrance and GD/PI conducted by the University. However, the management can collect only the fees fixed for the self financing centres run directly by the

University. The management quota seats shall be filled up after preparing a rank list based on the CMAT/KMAT/CAT shall use for ranking candidates for Management Quota seats.

**3.8** Admission shall be strictly based on the rank list or lists that the institutes prepare and publish based on the above. The institute shall send one copy each of such rank list or lists of the candidates admitted to the Registrar, University and the Dean, Faculty of Commerce and Management Studies within two weeks of its closing admission each year.

**3.9** The University may prepare a calendar of MBA-HCM program events for admission, class commencement and ending, end-semester university exam, etc. The date of publication of notification inviting applications, last date of receipt of filled up applications, date of admission and commencement of classes shall be based on the calendar of events for MBA-HCM issued by the University. If the University does not publish the calendar for MBA-HCM events the institutes shall admit students and start classes only after getting a letter of approval of the schedule for the above from the University.

**3.10** Those candidate seeking admission under Merit and Management Quota through tests mentioned in clause 3.1 willing to obtain combined score card from the University shall produce the original test score card to the University.

#### **4.0 Medium of Instruction and examination**

The medium of instruction and examination shall be English.

#### **5.0 Schedule and Hours of Lecture**

##### **5.1 Duration of the programme**

The programme shall have four semesters. Each semester shall consist of 16 weeks. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

| <b>Semester</b>          | <b>Beginning Month*</b>             | <b>Closing month*</b>               | <b>Duration</b> |
|--------------------------|-------------------------------------|-------------------------------------|-----------------|
| 1 <sup>st</sup> Semester | 1 <sup>st</sup> August every year   | 31 <sup>st</sup> January every year | 6 months        |
| 2 <sup>nd</sup> Semester | 1 <sup>st</sup> February every year | 31 <sup>st</sup> July every year    | 6 months        |
| 3 <sup>rd</sup> Semester | 1 <sup>st</sup> August every year   | 31 <sup>st</sup> January every year | 6 months        |

|                          |                                     |                                  |          |
|--------------------------|-------------------------------------|----------------------------------|----------|
| 4 <sup>th</sup> Semester | 1 <sup>st</sup> February every year | 31 <sup>st</sup> July every year | 6 months |
|--------------------------|-------------------------------------|----------------------------------|----------|

\* **However, the University has the right to change these schedules according to circumstances.**

## 5.2 Lecture Hours

Each full course (4 Credit) shall have four hours and each half course (2 Credit) shall have two hours of lecture classes per week. Each course having a maximum of 4 credits will be considered as full course and all courses having a maximum of 2 credits shall be considered as half courses. Each full course shall have a minimum of 60 hours of lecture and each half course 30 hours of lecture in a semester.

## 6.0 Attendance

A student shall attend at least a minimum of 75 % of the number of classes actually held for each of the courses in a semester to be eligible for appearing for university examination of that semester. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

## 7.0 Internal Assessment

All courses shall have internal assessment.

### 7.1 Internal assessment components

The internal assessment will be based on the following components. Each faculty shall have the freedom to decide the appropriate weight of individual components except for tests, which shall be minimum of 50% of the total internal assessment. But the following components may be followed:

|  |     |
|--|-----|
| Periodic tests (Marks of best 2 out of a minimum of 3 tests) | 50% |
| Seminar paper and presentation                               | 20% |
| Classroom participation and attendance                       | 10% |
| Case analysis/ other assignment                              | 20% |



**8.4** The Department or Centre or Institute shall publish the list of internal assessment marks of all the students within a week of conclusion of the lecture classes in each semester before sending it to the Controller of Examinations.

**8.5** The internal marks of the student shall be communicated to Controller of Examinations along with Attendance and Progress Certificate (APC) within two weeks from the last day of class in each semester.

**8.6** The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal assessment.

**9.0** Procedure for grievance handling of internal assessment

**9.1** If the students have any grievance against any member of faculty, such grievance shall be dealt with at three levels for a solution. First the concerned student may present the grievance and discuss it with the concerned faculty.

**9.2** If the grievance is not solved at the faculty level, the student shall submit a written complaint with all the relevant details to the Head of the Department, centre, or institute.

**9.3** The complaint shall be dealt with by a Committee of Teachers with the Head of the institute, one senior teacher and the teacher whose assessment is a matter of dissatisfaction for the student or students.

**9.4** If it is not solved at the Department or centre or institute level the head of the institution shall forward the written complaint of the student along with the reply of the concerned faculty member to the Controller of Examinations, University of Calicut.

**9.5** The student and the faculty member may be invited to present the facts of the dispute in writing before a Committee consisting of the Controller of Examinations, Head, Department of Commerce and Management Studies, University of Calicut and the Dean, Faculty of Commerce and Management Studies of the University. This Committee may take a final decision based on the facts presented by the student(s) and the concerned teacher and the answers they get from them.

**10** External Examination

**10.1** The University shall conduct semester end examinations, carrying 2.4 credits for full course and 1.2 credits for half course, for each of the courses in the first, second, third and fourth semesters.

**10.2** The duration of examination shall be three hours for full courses and 1½ hours for half courses.

**10.3** A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time. Part appearance shall not be allowed for first appearance.

### **11.0 Project Report- Minor**

**11.1** During the third semester the student shall do a minor project in a hospital under a faculty guide.

**11.2** The faculty guide must have either (a) M. Phil or Ph.D. in Management or Commerce or Economics or (b) two years' MBA teaching experience.

**11.3** The student shall prepare and submit a project report to the University through the Centre to which the student is attached.

**11.4** The report shall be printed and bound (preferably spiral bound) with not less than 50 A4 size pages.

**11.5** The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared if the organization or the guide or both ask for one copy each.

**11.6** The project report should be submitted to the centre two weeks before the date of commencement of University examinations in the third semester MBA-HCM courses.

**11.7** If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

**11.8** However such submission shall not be accepted after the end of University Examinations of the third semester MBA-HCM.

**11.9** Project work shall have the following stages

- Project proposal presentation
- Field work and data analysis
- Report writing



- Draft project report presentation
- Final project report submission

**11.10** The project is done individually.

**11.11** Resubmission of such project reports shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

**11.12** The duration for minor project work is three weeks for data collection and field work.

**11.13** A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

**11.14** Structure of the report (Common for minor and major projects)

Title page

Certificate of the Head of the Dept. /Institution

Certificate from faculty guide

Certificate, in original, from the organization (for having done the project work)

Declaration

Acknowledgements

Contents

Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V: Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

**12.0 Major Project**

**12.1** The students shall do a major project during their final semester of MBA-HCM under a faculty guide, preferably in their area of specialization.

**12.2** For guide, the qualification is the same as for minor project.

**12.3** The duration of fieldwork for major project is six weeks.

**12.4** This project work is to be done individually by the students.

**12.5** The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text, to the Head of the Department or Centre or Institute before the last working day of the final semester.

**12.6** The head of the institute shall send the projects of all the students together to the Controller of Examinations well in time so that they are received in the Pareeksha Bhavan within two weeks from the last date for project submission to the institute.

**12.7** Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

**12.8** However, such late submission shall be done within one month of the last date for final semester project submission.

**12.9** All other regulations for MBA-HCM minor project are applicable to major project.

### **13.0 Evaluation of Minor Project Reports**

**13.1** The minor projects project done during the third semester shall be evaluated in two stages; the first being an evaluation of presentation of project by the student at the respective department or centre or institute.

**13.2** Each student is required to make a presentation of the project. The presentation shall detail the problem studied, objectives, scope and significance, research methodology adopted, data analysis, findings and recommendations.

**13.3** A committee, consisting of the guide/HOD/ Course Co- ordinator and another member of faculty, shall evaluate the minor project based on the report and its presentation by the student.

**13.4** In the second stage of evaluation, the Board of Examiners appointed by the University for the Evaluation of III Semester MBA-HCM Examinations shall evaluate these project reports and award a maximum of 2.4 credit based on the content, style, research methodology, originality of the problem and solutions recommended, etc.

**13.5** Sum of the marks awarded to each student in the internal evaluation out of 1.6 credit and the external evaluation out of 2.4 credits together shall be awarded to the student for the minor project. While evaluating the minor project report 36 weights may be distributed in the following order.

| No | Compulsory Criteria  | Minor Project (Weights) |
|----|----------------------|-------------------------|
| A  | Problem Formulation  | 6                       |
| B  | Methodology Adopted  | 6                       |
| C  | Analysis of the data | 12                      |
| D  | Clarity of Findings  | 6                       |
| E  | Report Writing       | 6                       |
|    | Total                | 36                      |

#### **14.0 Evaluation of Major Project Report**

**14.1** The major project report during the fourth semester shall be evaluated in two stages.

**14.2** Internal assessment by the faculty guide out of 2.4 credit for the project.

**14.3** External evaluation by the final semester Board of Examiners appointed by the University for a maximum of 3.6 credits for the major project in the final semester. While evaluating the project report 54 weights may be distributed in the following order.

| No | Compulsory Criteria  | Major Project (Weights) |
|----|----------------------|-------------------------|
| A  | Problem Formulation  | 9                       |
| B  | Methodology Adopted  | 9                       |
| C  | Analysis of the data | 18                      |
| D  | Clarity of Findings  | 9                       |

|   |                |    |
|---|----------------|----|
| E | Report Writing | 9  |
|   | Total          | 54 |

**14.4** The criteria for evaluation shall be the same as for external evaluation of minor project report as stated above.

**14.5** Head of the Department or centre or institute shall send all the projects of final semester students to the controller of Examinations after internal evaluation.

**14.6** Sum of the marks awarded to each student in the internal evaluation out of 2.4 credit and the external evaluation out of 3.6 credits together shall be awarded to the student for the major project.

### **15.0 Minimum credits for Project Report**

**15.1** The student should get a minimum of D grade for project report for a pass in both minor and major projects.

**15.2** If the student fails to get D grade for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

### **16.0 Viva Voce Examination**

**16.1** At the end of fourth semester, each student shall attend a comprehensive viva voce examination. Viva Voce examination shall be for 2 credits with 18 weights.

**16.2** The Viva Board shall have at least two members. The University shall appoint the examiners.

**16.3** The viva voce will be about all the courses of the four- semester programme, including project reports.

**16.4** The student should get D grade for a pass in viva voce. Weightage for viva voce examination shall be split in the following order

- a. Knowledge in the subject- 6 Weights
- b. Knowledge in the Project Report-6 Weights
- c. Communication skills, presentation skills etc- 6 weights

## 17.0 Scheme of Instruction and Examination

### SYLLABUS FOR MBA (HEALTH CARE MANAGEMENT)

#### Semester One

| Course code | Course title                              | Internal credit | External credit | Total credit | Type              |
|-------------|---|-----------------|-----------------|--------------|-------------------|
| SEMESTER 1  |   |                 |                 |              |                   |
| BUS- HCM01  | Business and Health Care Communication    | 0.8             | 1.2             | 2            | Core              |
| BUS- HCM02  | Management Theory and Health Care Ethics  | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM03  | Medico-legal and Business laws            | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM04  | Health Care and Hospital Environment      | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM05  | Basics in General Medical Science         | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM06  | Quantitative Techniques                   | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM07  | Accounting for Health Care Managers       | 1.6             | 2.4             | 4            | Core              |
| BUS- HCM08  | Health Care Economics                     | 1.6             | 2.4             | 4            | Core              |
|             | Residency in Hospital( Visit for 15 days) |                 |                 |              | Non credit course |
|             | Total in a Semester                       | 12              | 18              | 30           |                   |

#### Semester Two

| Course code | Course title                                       | Internal credit | External credit | Total credit | Type |
|-------------|--|-----------------|-----------------|--------------|------|
| SEMESTER II |  |                 |                 |              |      |
| BUS- HCM09  | Marketing for Health Care Services                 | 1.6             | 2.4             | 4            | Core |
| BUS- HCM10  | Financial Management in Health Care                | 1.6             | 2.4             | 4            | Core |
| BUS- HCM11  | Health Care Operations Management                  | 1.6             | 2.4             | 4            | Core |
| BUS- HCM12  | Health Care Human Resources Management             | 1.6             | 2.4             | 4            | Core |
| BUS- HCM13  | Management Science                                 | 1.6             | 2.4             | 4            | Core |
| BUS- HCM14  | Hospital Project and Medical Facilities Management | 1.6             | 2.4             | 4            | Core |
| BUS- HCM 15 | Research Methodology for Healthcare Management     | 1.6             | 2.4             | 4            | Core |
| BUS- HCM16  | Health Education and                               | 1.6             | 2.4             | 4            | Core |

|  |   |      |      |    |                   |
|--|---|------|------|----|-------------------|
|  | Management Information System             |      |      |    |                   |
|  | Residency in Hospital( Visit for 15 days) |      |      |    | Non credit course |
|  | Total in a Semester                       | 12.8 | 19.2 | 32 |                   |

### Semester Three

| Course code  | Course title   | Internal credit | External credit | Total credit | Type         |
|--------------|--|-----------------|-----------------|--------------|--------------|
| SEMESTER III |  |                 |                 |              |              |
| BUS- HCM17   | Strategic Healthcare Management                        | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM18   | Health Care Cost Management                            | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM19   | Supply Chain Management in Health Care                 | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM20   | Epidemiology, Public health and Social Science         | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM21   | Patient Behavior and care                              | 1.6             | 2.4             | 4            |              |
| BUS- HCM22   | Health Care and Insurance                              | 1.6             | 2.4             | 4            |              |
| BUS- HCM23   | Human Resource Planning and Development in Health care | 1.6             | 2.4             | 4            |              |
| BHUS- HCM24  | Minor Project for( 15 days in a Hospital)              | 0.8             | 1.2             | 2            | Dissertation |
|              | Total in a Semester                                    | 12              | 18              | 30           |              |

### Semester Four

| Course code | Course title                                    | Internal credit | External credit | Total credit | Type         |
|-------------|---|-----------------|-----------------|--------------|--------------|
| SEMESTER IV |   |                 |                 |              |              |
| BUS- HCM25  | Service Quality Management in Healthcare        | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM26  | Bio –Medical And Innovation In Health Care      | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM27  | Hospital Medical Records Management             | 1.6             | 2.4             | 4            | Core         |
| BUS- HCM28  | Risk and Disaster Management                    | 1.6             | 2.4             | 4            | core         |
| BUS- HCM29  | Entrepreneurship and Consultancy in Healthcare. | 1.6             | 2.4             | 4            | core         |
| BUS- HCM30  | Major Project of 6 weeks in a Hospital          | 2.4             | 3.6             | 6            | Dissertation |

|            |                         |      |      |     |  |
|------------|-------------------------|------|------|-----|--|
| BUS- HCM31 | Comprehensive Viva-Voce |      | 2    | 2   |  |
|            | Total in a Semester     | 10.4 | 17.6 | 28  |  |
|            | Grand Total             | 47.2 | 72.8 | 120 |  |

#### 18.0 Exception Clause

If any clause or clauses mentioned above does not sufficiently explains or silent with regard to the scheme, syllabi and regulation in respect of administration of course or courses or the entire programme and the final award of Degree, the MBA (CUCSS) Regulation and Common PG Regulation of University of Calicut is applicable.

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
 BUS--HCM 01 BUSINESS AND HEALTH CARE COMMUNICATION

Time: 30 hrs

2 credits

Course objectives:

- To understand the process of business communication, and
- To acquire required skills to manage business communication
- To give awareness about and help to develop the personality of the students.

#### Module I

Business Communication - meaning - need - process - methods - written, verbal, non-verbal, Visual, telecommunications; - internal and external, upward and downward, lateral; barriers to communication - physical, psychological, linguistic, mechanical.

#### Module II

Communication through letters, business letters, layout of letters, kinds of business letters, Characteristics of a good letter; application for appointment - resume - references; Appointment orders; Business enquiries - offers and quotations; orders- execution of orders - Cancellation of orders. Letters of complaint, letters of agency - status enquiries; circulars. Circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports. Non-verbal communication - Body language - kinesics - proxemics, Effective listening: Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.

#### Module 111

Self development and Communication; development of positive personal attitudes; SWOT Analysis, Personality Development; concept of personality, concept of self, perception; Personality types; Transactional analysis - Games and exercises; Business games, Group Discussions; mock interviews; seminars; effective listening exercises; report writing. Public Speaking; preparing and delivering effective public speeches. Physical exercises; Yoga and

Meditation for personality development

Books:

1. Dan O'Hair et al. Strategic Communications in Business and the Professions, Pearson, 2008.
2. Dalmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
3. Thill Bovee and Schatzman, Business Communication Today, Pearson, 2004.
4. Chaturvedi P.D. and Mukesh Chaturvedi: Business Communication, Pearson Education New Delhi 2013.
5. Nithin Bhatnagar & Mamta Bhatnagar: Effective Communication and Soft Skills, Pearson Education New Delhi 2013.
6. Balasubramanyam: Business Communications; Vikas Publishing House, Delhi.
7. Kaul: Effective Business Communications; Prentice Hall, New Delhi.
8. Sangheetha Magan: Business Communication, International Book House, New Delhi

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS -HCM 02 MANAGEMENT THEORY AND HEALTH CARE ETHICS

Time: 60 hours

Credits 4

Course objectives:

- To understand the process of business management and its functions, and
- To familiarize the students with current management practices.

Module I

Nature and scope of Management; evolution of management- Schools of management Thought; F.W.Taylor and Henry Fayol; principles of management; management as a science and an art; management process.

Module II

Functions of management- planning: planning premises; types of plan; planning process; Organization – Span of control and organization structure- Line and Staff functions and conflicts; centralization and decentralization; delegation. Staffing: Manpower planning, Recruitment, selection and Placement, induction, Training. Directing; principles of direction, Coordinating and Controlling.

Module III

Manager Vs Leader, Leadership and Motivation ,Leadership styles– Theories of motivation,MBO,Management of Performance ,Understanding and managing group processes; Characteristics of Work Group, work group behavior and productivity. Team Creation and management

Module IV

Medical ethics-meaning, objective, importance and nature of ethics. Sources of ethics-values, norms, beliefs and standards. theories of ethics. Ethical obligations in medical world-Indian instrument of ethical obligations-code of medical ethics 1972-Hippocratic oath –Declaration of Geneva-Declaration of Tokyo 1975-The international code of medical ethics-professional conduct, Etiquette and code of ethics-“Duty to take care and duty to treat”-Non malfeasance.

Ethical decision making-Ethical dilemma- types of management ethics-Kohlbergs levels of moral development-Ethical dilemma-Ethical climate-Ethics audit-ethics training programs –ethics committee-ethical hotlines-whistle blowing-CSR and its dimensions in hospital sector-Environmental issues.



## Module V

Medical ethical issues-Abortion-Euthanasia and Physician-Assisted suicide-conception, contraception-prenatal sex –determination –IVF,AID,SIFT,GIFT,ZIFT,Genetic Engineering-stress and burnout-malpractice-gender discrimination-professional privacy and confidentiality- Medical Negligence-Charging of fees, Fee-splitting-Prescription of drugs-Over –investigating the patient.

### Books:

1. Koontz, H and Wehrich, H: Management, McGraw Hill Inc, New York, 1995.
2. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
3. Betman, Thomas S and Snell, Scott A.: Management: Competing in the New Era, Tata McGraw Hill, New Delhi 2003.
4. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson, 2012
5. Jonsen, Albert, Siegler, Mark, and Winslade, William(2006).Clinical Ethics:A practical Approach to Ethical Decisions in Clinical Medicine.
6. Stephen P Robbins, and Mary Coulter, Management, Pearson, 2003

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 03 MEDICO-LEGAL AND BUSINESS LAWS

60 Hours

4 credits

### Module I

Law of contract—Indian Contract Act 1872-essentials of a valid contract-offer, acceptance, Competence, consent, consideration, legality of objects-performance of Contracts — breach of Contract and remedies—quasi contracts. Special contracts—bailment- agency- Sale of Goods Act 1930 - definitions - essentials of a contract of sale and hire purchase- Sale and agreement to sell - goods, types - Conditions and warranties - transfer of property in goods - delivery - rights of an unpaid seller—auction sale.

### Module II

Indian Partnership Act 1932—definition -formation-registration-partnership deed, minor in partnership- rights, duties and liabilities of partners—dissolution.  
Indian Companies Act 1956—Nature and types of companies - incorporation, commencement.

### Module III

Negotiable Instrument Act 1881 —Types and characteristics of negotiable instruments - Promissory notes, bills of exchange, cheques. — parties- holder and holder in due course - negotiation—crossing, endorsement, dishonor and discharge-banker and customer. Right to information Act 2005—salient features - information-request-fee—response- social issues.  
Consumer Protection Act-1986

### Module IV

Law on medical practices- Consent to Medical Treatment- variety of conditions, criteria, limitations  
Refusal of Medical Treatment- Withholding and Withdrawing Care-medical futility-duty to prolong

life- euthanasia, physician assisted suicide (PAS). Medical negligence- the law of negligence. Patient Confidentiality- content - circumstances which constitute exceptions.

#### Module V

Human Rights and Medical Practice- reasons- issues of access to health care, role of human rights. Research and Ethical Approval-attitudes, conditions, standards and safeguards. Mental Capacity and Mental Health- issues of mental health law, Genetics, Reproduction and the Law

#### Reference:

1. Gulshan: Business law
2. M.C. Kuchhal, Business Laws, Vikas
3. M.C. Shukla: Mercantile Law, S. Chand New Delhi, 2010
4. B. N. Tandon: Indian Company Law
- 5 Negotiable Instrument Act.
6. Right to Information Act.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 04 HEALTH CARE AND HOSPITAL ENVIRONMENT

60 Hours

4 Credits

#### Objective:

To make the student understand Health Care Sector and Hospital set up in a larger perspective with an emphasis on the systems.

#### Module I

Introduction – Theoretical frame work – Environment – Internal and External – Environmental scanning – Economic Environment – Competitive Environment – natural Environment – Politico Legal Environment – socio Cultural Environment- International and Technological Environment.

#### Module II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings – Out Patient services – Medical Services – surgical Services – Operating Department – Pediatric services – Dental services – Psychiatric services – casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecology services – Neuro – Surgery service – Neurology services.

#### Module III

Overview of Health care sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – preventive care – General & special Hospitals – Understanding the hospital management – Role of medical, Nursing staff, Paramedical and Supporting Staff – Health Policy – Population Policy – Drug Policy – Medical Education Policy

#### Module IV

Health Care Regulation – WHO, International Health Regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

#### Module V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology – Methods – Uses

#### Reference :

1. Paul's Reading in Economics, Tata McGraw Hill, New Delhi, 1992
2. Dwivedi, D.N. Microeconomic Theory, Vikas Publications, New Delhi, 1996
3. Seth, M.L., Lakshminarayana Agarwal, Macroeconomics, Edu, Pub. agra. 1996
4. Varshey, R.L. & Maheshwari, K.L. Managerial Economics, Sulthan Chand, Delhi, 1996
5. Peter, Z. & Fredrick, B., Health Economics, Oxford Pub., New York, 1997
6. Shanmugansundaram, Y., Health Economics, Oxford Pub. New York, 1997 Mills
7. A & Lee, K., Economics of Health, OUP, Oxford, 1983.
8. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
9. Park JE, Park K., Textbook of preventive and social medicine, 20<sup>th</sup> edition, Banarsidas Bhanot Publishers. 2009
10. S.L GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt.Ltd., New Delhi.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 05 BASICS IN GENERAL MEDICINE

60 Hours

4 credits

#### Module I

Introduction to biological sciences-living and non-living evolution of life-plants and animals, position of man in animal kingdom. Concept of basic human biology-anatomical position-medical-lateral-superior-inferior-physiological and biochemical, normalcy and variations-names of tests and methods –nutrition metabolism-catabolism-ageing cells-tissues-organ system-degeneration. Fundamentals of genetic genes-chromosomes-heredity-chromosomal disorders-congenital diseases

#### Module II

Introduction to Anatomy-terms used in Anatomy-general histology-cell structure-cell division-Overview of various human systems-Anatomical & Physiological perspective-musculoskeletal system-thorax and abdomen-respiratory system-nervous system-gastro intestinal system-urogenital system-nervous system-cardiovascular system-lymphatic system-endocrine system

### Module III

Introduction to microbiology-history-definitions-classification of microbes-parasites-vectors-disease causes and transmitted-common pathogenic bacteria-viruses-fungi-parasites-protozoa-helminths-Entomology-ector of malaria-filaria-plague-rodents.Sterilisation-methods-applications-home-hospital-community. Bacteriology of water-milk-food pasteurization-chlorination-water sanitation

Display of automatical systems and identification: Microscopic slide demonstration .Demonstration of laboratory investigation procedure and preparation of report. Visit to a major hospital, primary health Centre and institutions of health importance

### Module IV

Medical Sciences-Introduction-present status-modern medical practices-ayurveda - allopathy-holistic health-industrial health

Modern medicine-Introduction-major topics-major specialties-super specialties-first aid

Medical Ethics-Introduction-person centered ethics-ethics and ethical codes-international code of medical ethics-code of medical council of India-services of life and death-duty of preserving life-medical experimentation in man-truth and professional secrecy-medical terminology-history-uses-types-roots-suffix-prefix-colours-symbols-system wise study of medical terminology.

Medical records science-uses-values-forms-formats-follow of IP records-consents Bio-medical equipments-requirements-function-allocation to various therapeutic and investigate departments.

### Module V

Radiology-X-ray-fluoroscopy-CT-MRI-Biochemistry-Calorimeter-Flame Photometer-Spectrometer-Blood cell counter-Blood gas analyzer

Physiotherapy-Muscle stimulator-short wave diathermy-ultrasonic & microwave diathermy-Urology-heamodialysis-lithotripsy-Cardiology-ultrasound scanner& Echocardiogram-treadmill-ECG monitor and recorder-Neurology-EEG-EMG-VEP-ENTs-audiometer Cardiac Care Unipacemakers-defibrillator-ventilator-infusion pumps-patient monitoring system. Ophthalmology -fundus camera-Nd-YAG & argon lasers-perimeter-Operation Theatre-ECG monitor-anesthesia machine-pulse oxymeter suction apparatus-endoscope electro surgical unit-heart lung machine-oxygenators-autoclave sterilizers

### References:

Anatomy and Physiology for Nurses, K.Madhavankutty

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM- 06 QUANTITATIVE TECHNIQUES

70Hours

4 credits

Course objectives:

- To understand statistical tools for quantitative analysis
- To understand the process of using statistical tools for validating findings and interpreting statistical results.

Module I

Probability: basic concepts; approaches; theorems- addition, multiplication, conditional and Bayes; business applications of probability.

Module II

Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module III

Correlation and regression: Simple, partial and multiple correlation; regression analysis; business application of correlation and regression.

Module IV

Statistical inference: Basic concepts; standard error; central limit theorem; Sampling and types of sampling; large sample tests, small sample tests; tests for means; tests for Proportions; tests for paired observations; Non-parametric tests- Chi-square test, sign test, Wilcoxon, Kruskal Wallis test, Waid - Wolfowitz test; analysis of variance.

Module V

SPSS for data analysis: data entry in SPSS; Data analysis tools in SPSS; Calculation of Descriptive statistics, Correlation and Regression; Regression model for forecasting with SPSS, Multi dimensional scaling, factor analysis and conjoint analysis with SPSS.

References:

1. Tulsian, P.C. and Vishal Pandey,: Quantitative Techniques, Pearson Education, New Delhi 2004.
2. Aczel: Complete Business Statistics, Tata Mc McGraw Hill, New Delhi.
3. Levine, David M, Timothy C. Krehbiel and Mark L.Berenson: Business Statistics, Pearson Education, New Delhi 2004.
4. Richard L.Levin and David S. Rubin; "Statistics for Management", Prentice Hall of India, New Delhi.
5. N.D. Vora: "Quantitative Techniques in Management", Tata McGraw Hill, New Delhi.

6. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P.: "Statistics For Business and Economics", Macmillan, New Delhi.
8. GC Beni, Business Statistics, Tata McGraw Hill Co, New Delhi
9. SPSS Manual

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 07 ACCOUNTING FOR HEALTH CARE MANAGERS

60 Hours

4 Credits

Objectives: To enable students to familiarize with the basic concepts in accounting and finance. Focus must be laid on fundamental principles rather than doing complicated problems.

Module I

Accounting system; Sources of financial information: Financial Accounting: Concepts and Conventions: Financial Accounting and Management accounting; Generally Accepted Accounting Principles (GAAP); Accounting standards; International accounting standards; Regulatory framework of financial reporting in India.

Module II

Books of account: Journalizing, posting, balancing and preparation of trial balance; preparation of financial statements; Relationship between Profit and loss Account and Balance Sheet. Special practices in Hospital Accounting, Consultant fee Accounting, Cross Subsidy Accounting.

Module III

Interpretation of final accounts of companies; Tools for analyzing financial statements, Ratio analysis, fund flow and cash flow statements.

Module IV

Accounting for price level changes: Human Resource Accounting; Social Cost accounting. Accounting and taxation- statutory compliance of Income tax, VAT, Service tax, Customs duty, excise duty and GST.

Module V

Accounting with tally: Company creation; Ledger creation, voucher entry: Accounts without inventory; preparation of financial statements; Cash flow statement: fund flow statement; Ratio Analysis.

Books:

1. Financial accounting—Ashoka Banerjee - Excel publications, New Delhi,

2. Accounting principles—Anthony—Irwin Publishers
3. Financial Accounting of Management—Ambariosh Gupta—Pearsons Education
4. Fundamentals of Financial Accounting—Narayanaswamy
5. Corporate Accounting—Dr. V.K.Goyal—Excel books
6. Introduction to Accounting—Pru Marriott & J R Edwards -Sage Publications
7. Accounting for Managers, NEC Guptha & Vidhu Bansal, International Book House

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
 BUS HCM 08 HEALTH CARE ECONOMICS

60 Hours

4 credits

Objective:

The Primary aim of this subject is to provide a clear, concise introduction to micro and macro economics in general and economics as applied to hospital and health care sector in specific. The student will be exposed to Indian health care policies and will also introduce to recent trends in health care sector.

Unit 1: Introduction of Economics

Nature of Economics Analysis - – functioning of Economic systems – Circular flow and interdependence of Economic activity – Basic Economic concepts – scarcity – Opportunity cost – Discounting principle – Concept of marginal Utility – Demand – Supply and Elasticity – Relevance of Economics to health and medical care.

Unit 2: Demand Analysis and Production Function

Utility analysis – Nature of Demand and determinants – law of demand – Elasticity of Demand – Supply Curves – Cost Concepts and Cost Analysis. Production function – production with one variable input. Law of variable proportion: production with two variable inputs: production isoquant: isocost lines. Estimating production functions: cost concepts and break even analysis.

Unit III: Health Determinants

Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care – Economic Evaluation in Healthcare.

Unit IV: Market Analysis

Market Configuration – price determination under different marker conditions- nature and Characteristics of Health care markets – Demand for supply of health care services – Market failure and Government intervention and control.

Unit V: Health care Finances and Trends

Health care indicators – Health policies -Health care expenditure – Financing of Health care, Allocations under 5 year plans – National Rural Health Machine ( NRHM ) – Human Development indices.

.Public Health in India: Public health challenges, cost concern, consumer empowerment, fostering experimentation in the health sector. New delivery and financing models, policy reform and entrepreneurial ventures, innovation in health delivery organization.

Reference:

1. Dwivedi D.N, Micro Economic Theory, Vikas publications, New Delhi 1996
- 2 James Henderson , Health Economics and policy – South Western College publishing,
3. Paul S, Reading in Economics, Tata McGraw Hill
4. Rexford E Santerre , Health Economics Dryden Publishers, Florida ( USA) 2000
5. Mills.A.& Lee, k., Economics of Health, OUP Oxford, 1983
6. UNDP, Human Development report, OUP, Newyork
7. Peter Zweible , Health Economics, Oxford university Press, Oxford
8. V Raman Kutty, A Premier of Health Systems Economics, Allies Publication Ltd. New Delhi.
9. H.S.Rout&P.K.Panda, Health Economics in india, New Century Publications, New Delhi



UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM RESIDENCY IN HOSPITAL (NON CREDIT COURSE)

To provide a basic understanding of various types of hospitals, their methods of working, physical layouts, working conditions, strategies, culture, policies, and structure of organizations

Pedagogy:

Students to visit minimum of 10 different hospitals (Govt. hospitals, Trust Hospitals, Single Specialty hospitals, super specialty/ corporate Hospitals, Nursing homes. etc.)

Evaluation – 100 marks / grade – Attendance / report writing / presentation of reports

Unit 1

Introduction to hospitals and health care facilities – Different types of hospitals

Unit 2

Description of functions of each facility

Unit 3

Visit to various hospitals guided by a faculty

1. Brief introduction given by Host Hospital Administer / Medical superintendent about the history and functioning of hospitals
2. Students tour the hospital and visit various departments
3. Students note down the salient features of each department they visit and prepare individual reports

Unit 4

A structured report has to be presented by the students in each hospitals visit and one consolidated report by compiling all individual reports on the hospital

SEMESTER -2  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 09 MARKETING FOR HEALTH CARE SERVICES

60 Hours

4 credits

Module I

Introduction to marketing management--Concept, nature and importance of marketing; Evolution of marketing concept; Marketing environment—Micro environment of marketing and macro environment of marketing –Domestic marketing and international marketing.

Module II

Consumer behavior- buying roles and behavior; Individual consumer behavior and institutional consumer behavior-- models of buying decision; factors influencing buying decision—cultural ,social, personal and psychological factors—buying process—consumer adaptation process—changing pattern of consumer behavior.

Module III

Market segmentation, targeting and positioning – levels and patterns of segmentation; effective segmentation; market targeting; positioning methods and strategies. Marketing research - Scope and types of marketing research.

Module IV

Product and pricing decisions- Concept of product; product line and product mix; new product development; packaging and branding; brand extensions; Pricing decisions factors influencing price decisions; pricing strategies; Product life cycle stages and strategic marketing decisions; Promotion and Distribution-Promotion mix; advertisement budget; media planning; measuring advertisement effectiveness. Sales promotion - objectives, tools and techniques. Distribution channels- physical distribution decisions; channel intermediaries; channel management. Wholesaling and retailing- retail marketing, retail formats.

Module V

Marketing organization and control systems- organizing marketing department; marketing control techniques- annual plan control, profitability control, strategic control. Services marketing –Basic concepts- product Vs services marketing-Service characteristics and marketing implications-Service marketing mix-service quality- service strategies- Health care services marketing.  
Compulsory case..

REFERENCES:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Pearson Education, New Delhi 2004.
2. Stanton, W.J., Fundamentals of Marketing, McGraw Hill, New York 1994.
3. Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi 2004.

4. Kotler, Philip: Marketing Management, Pearson Education, New Delhi 2005.
5. Ramaswamy, V.S. and Namakumari S: Marketing Management, Macmillan, New Delhi, 2003.
6. Rajendra P. Maheswari, Marketing Management, International Book House, 2012
7. Neelamegham, S, Marketing in India; Cases and Readings, Vikas New Delhi, 1988
8. Ravisanker, Services marketing. Excel books.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 10 FINANCIAL MANAGEMENT IN HEALTH CARE

60 Hours

4 credits

Objectives:

1. To understand the different financial functions to be discharged by a finance manager.
2. To analyze the impact of financial decisions on business enterprise.

Module I

Financial Management—objectives—profit maximization, wealth maximization— finance function—role of finance manager—strategic financial management—economic value added—time value of money.

Module II

Investment decision—capital budgeting techniques—pay back method—accounting rate of return—NPV—IRR—discounted pay back method—capital rationing—risk adjusted techniques of capital budgeting—capital budgeting practices.

Module III

Capital structure decisions—cost of capital—computation of cost of debt, preference shares, equity and retained earnings—weighted average cost of capital—Theories of capital structure—NI approach-NOI approach-traditional—MM theory—indifference point— fair Capitalization—over and under capitalization.

Module IV

Working capital management—factors determining working capital—estimation of working capital—inventory management techniques—receivables management— management of cash and marketable securities—techniques of cash management— committees on working capital and their findings and recommendations.

Module V

Sources of long term finance—conventional and innovative sources—Leasing — Factoring — securitization—dividend theories—Walter's model—Gordens model—MM approach—

legal aspects of dividend—formulation of dividend policy. Corporate governance. Financial Engineering

(Coverage of the questions: 60% Problems and 40 percent theory)

Reference Books:

1. Van Home James.C: Financial management and policy, ( Prentice Hall of India)
2. Jim Mc Menamin : Financial management- An Introduction, ( Oxford)
3. Pandey. I.M: Financial Management, (Vikas Publishing House)
4. Ravi M Kishore: Financial Management, ( Taxmann)

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 11 HEALTH CARE OPERATIONS MANAGEMENT

60 Hours

4 credits

Course objectives:

The course helps the students to acquaint knowledge about the clinical and supportive services needed for patients, doctors and other allied medical personnel so that the hospital services can be better organized and administered for generating effective health care services.

Module I

Principle and methods of organizing clinical and supportive services for hospitals of various sizes. Functions, organizations, staffing pattern, utilization and work load, records ,location and area, equipment, standards and evaluation.

Module II

Clinical Services-Out patient, In patient, medical surgical, obstetrics and gynecological , pediatric, orthopedic, radiotherapy, casualty and emergency, intensive care unit, physiotherapy and operation theatre services, physiotherapy and occupational therapy

Module III

Supportive services-Enquiry, Radiology, Admission office, business office, nursing services, house keeping, pharmacy services, laundry services, blood bank, clinical laboratory, central sterile.

Supply services, dietary services, medical records, maintenance and repair, medical and social services, out reach programs, mortuary.

#### Module IV

Facility location and layout importance of location, factors, general steps in location and selection decision process, types of layouts-product, process, service facility layout; work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipments, Productivity measures, value addition, capacity utilization, productivity-capital operations, HR incentives calculation- applications in hospital

#### Module V

Purchasing strategy process-organizing the purchasing function-financial aspects of purchasing-tactical and operational applications in purchasing management Inventory Management: valuation and accounting for inventory-physical location and control of inventory-planning and replenishment concepts-protecting inventory; Value management, Value engineering, value analysis.

#### Reference Books:

1. Mac Eacheran M.T: Hospital Administration and management(3<sup>rd</sup> Ed), 1957,Chicago
2. William James A: Hospital management in the tropics and subtropics: Macmillan, New Delhi
3. \Robert C Benjamin and Rudolph C: Hospital Administration, Desk Book, Prentice Hall, New Jersey
4. Francis C.M: Hospital association: selected readings in Hospital Administration, New Delhi
5. Indian Hospital Association: Selected readings in Hospital Administration, New Delhi
6. Robinson G.A Hospital Administration: London, Butter worth
7. Peters R.J and Kinnaird J: Health services Administration, Edinburgh

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 12 HEALTH CARE HUMAN RESOURCES MANAGEMENT

60 Hours

4 credits

#### Module I

Introduction to Human Resource Management—Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personnel management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management— HRM and HRD-- Growth of HRM in India.

#### Module II

Human resource planning, Recruitment and selection—Job analysis—uses of job analysis process of job analysis-job description- job specification methods of job analysis- methods of

human resource planning- Conventional Vs strategic planning—job evaluation- Recruitment--constraints and challenges of recruitment-source of recruitment-methods- Indian experience in recruitment-selection

### Module III

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-philosophy of training-training environment areas of training- Training evaluation- Executive development- Concepts- methods and program- promotion and transfer.

### Module IV

Performance appraisal and career planning. Need and importance- objectives- process methods and problems of performance appraisal- performance appraisal practices in India. Concept of career planning -features- methods -uses career development- succession management in Indian context.

### Module V

Compensation management and grievance redressal. Job evaluation-Compensation planning-objectives-Principles of wage administration-wage systems-state regulations in wage administration factors influencing wage system-Indian practice in wage administration. Grievance redressal procedure- discipline- approaches- punishment-essentials of a good discipline system. Labour participation in management and workers empowerment. Compulsory Case

### Reference Books:

1. Human Resource Management- Text and Cases-- VSP Rao
2. A hand Book of Personnel Management Practice-Dale Yolder
3. Human Resource Management—Snell, Bohlander
4. Personnel Management and Human Resources-Venkata Ratnam, Srivastava
5. Human Resource Management- Pravin Durai, Pearson, 2010

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 13 MANAGEMENT SCIENCE

60 Hours

4 credits

## Module I

Management Science: Scope and importance; Linear Programming- Applications, advantages and disadvantages - formulation of problem - assumptions - Graphic and simplex methods - Duality and shadow pricing; sensitivity analysis

## Module II

Transportation and Assignment Problem - Transportation model and its applications in business problems - without degeneracy. Assignment Model and its applications to solution of business problems.

## Module III

Decision theory: framework; payoff tables; regret tables; Decision under certainty, uncertainty and risk; methods of incorporating risk; value of perfect information; Decision tree and its uses.

## Module IV

Network Analysis: Construction of network diagram - CPM and PERT - Time Analysis, Cost Analysis - Time cost trade off - crashing

## Module V

Queuing Theory: Structure, assumptions, uses and characteristics. Single channel with infinite population - multiple channel with infinite population - Simulation: concepts and applications. Monte Carlo Simulation - limitations of simulation - simulation through computer software

## Reference Books:

1. Frederick S and Hillier, Mark 5: Introduction to Management Science, Tata McGraw Hill, New Delhi 2004.
2. Mathur K and Solow, D, Management Science, Eaglewood Cliffs, New Jersey Prentice Hall Inc, 1994.
3. Theirouf, R.J. and Klekamp, RC.: Decision Making Through Operations Research, John Wiley, New York 1989.
4. Hillier, Frederick S and Lieberman, Gerald J: Introduction to Operations Research, Tata McGraw Hill, New Delhi 2003.
5. Narang A.S., Linear Programming and Decision making, Sultan Chand, New Delhi 1995.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM14 HOSPITAL PROJECT AND MEDICAL FACILITIES MANAGEMENT

60 hours

4 credits

Course objectives:

1. To provide a brief introduction to general issues of project management
2. To examine project management roles and environments, the project life cycles, and Various techniques of work planning and control and evaluation to achieve project
3. To increase awareness of how people work as team members and as individuals

Module I

Project Management Concepts; Characteristics of a project - Need for project management - Roles of project managers in organizational environments - key objectives of project Management - Evolution of project management.

Module II

Project Development Cycle; Project life cycles - Conception - definition - execution - Operation - systems & procedures - Planning - Project organization structure and Responsibilities - project management system.

Module III

People issues in project management - Change - external forces of change - effect of change on the project manager - Leadership and motivation - Communication - Team - Cultural and Ethnic diversity - Setting goals and commitment

Module IV

Project Scheduling: WBS - Gantt Charts - PERT/CPM Networks - Resource management-- Project control - purposes - approaches - project control process - project control process - Project control techniques - periodic control techniques - preventive control techniques - Cost control - managing risk in projects.

Module V

Project Management Information Systems (PMIS) - functions of PMIS - Project Evaluation, Reporting and Termination - project Evaluation, reporting closing the contract. Functional plans for hospital construction-role of hospital consultants, planning stage, role of architects, working drawings, legal formalities- hospital sites, design considerations, environment regulations- equipment planning. Bed distribution- space requirements-construction cost.

Reference books:



1. John M. Nicholas, Project Management for Business and Technology, New Delhi, 2004
2. Ghattas, R.G. and Sandra L McKee: Practical project management, Pearson, 2003
3. Joseph Phillips, Project Management Professional Study Guide, Tata McGraw Hill, 2004.
4. David I.Cleland, Project Management, McGraw Hill, Singapore, 1999.
5. Harold Kerzner, Project Management, CBS Publishers, 2004
6. K. Nagarajan, Project Management, New Age International, 2004.
7. Sid Kemp, Project Management Demystified, Tata McGraw Hill, 2004
8. Prasanna Chandra: Projects-planning, analysis selection-implementation &Review.
9. Hospital planning: WHO 1984.
10. Kunders GD, Gopinath .s and Katakam.A: Hospital planning- Design and Managemet, TMH.

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
 BUS-HCM 15 RESEARCH METHODOLOGY FOR HEALTH CARE MANAGEMENT

60 Hours

4 credits

Module I

Meaning of Research—nature and scope of research-important applications of managerial research in decision making-research process and types of research-definition and research problem-methods of problem formulation-role of literature review in formulation of research problem-research design-exploratory, descriptive, experimental research designs-administrative structure for management research.

Module II

Population survey and sample study-sampling theories-random sampling and non random sampling-different methods of random and non random sampling-sample size decisions-factors influencing sample size decision-optimum sample size-pilot study

Module III

Methods and Techniques of Data collection observation and survey methods-tools of data collection-questionnaire and interview schedule-Questionnaire preparation-attitude measurement-scaling – scaling techniques-different types of scales-validity and reliability of scale-scale values.

Module IV

Field work and data processing-classification and tabulation-data summarization-analysis and interpretation of data-correlation and regression analysis-testing of hypothesis-parametric and non parametric tests-multivariate analysis-factor analysis, discriminate analysis, conjoint analysis, cluster analysis-Use of statistical software packages

## Module V

Report Writing –types of reports—substance of reports —format of reports –executive summary-  
content of the report-bibliography-references-presentation of reports.

### Reference Books:

1. Bennet Roger: Management research
2. Claire and Morton: Research methods in social relations.
3. Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
4. Luck and Rubin: Marketing research
5. Neil J Salkind: Exploring research
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 16 HEALTH EDUCATION AND MANAGEMENT INFORMATION SYSTEM

60 Hours

4 credits

## Module I

Health education-introduction—definition, objectives, principles, methods, application and tools. Basic concepts of health education-health for all strategy-Development and promotion of health education through primary health centre's-National health policy. Health education Vs propaganda-adoption process-Rogers model-application-measurement of health status-educational diagnosis-community participation-health promotion

## Module II

Role of professional health education in health promotion-community organization, neighborhood-community structure-leadership pattern-development strategies-planned social change. The Ottawa Charter 1986-Health development in India in five year plans-Panchayath Raj and health education. Development of health promotion strategies in community and hospitals

### Module III

Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organizational Behaviour, MIS and Management. Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concept; definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

### Module IV

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, outputs for users), activity subsystems, functional subsystems and decision support - synthesis of multiple approaches into a conceptual structure for MIS.

### Module V

Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems.  
Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation - information system audit.

### Reference Books:

1. O'Brien, James A: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
2. George M.Scott: Management Information Systems, McGraw Hill Book Company, New Delhi.
3. Schultheis, Robert and Summer, Mary: Management Information Systems, Tata McGraw Hill, New Delhi, 2005.
4. Gordon B Davis, et. El: Management Information Systems, Prentice Hall of India, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems - Managing the Digital Firm, Pearson Education, New Delhi 2011 .
6. Effy Oz, Management Information Systems, Vikas Publishing House, New Delhi.
7. Haag, Cummings and Mccubbrey: Management Information Systems for the Information Age, Tata McGraw Hill, New Delhi, 2004
- 8.Ramachandran& Dharmalingam: Health Education a new approach.
- 9David Morley: Practicing health for all, Oxford University Press, London
- 10.Banerji D, Health and disease in developing countries, Macmillan Press, London

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS HCM  
RESIDENCY IN HOSPITAL (NON CREDIT COURSE)

Students correlate the theoretical and practical knowledge of the hospital administration and be involved in problem identification, decision making and implementation of concrete solution as related to the allotted departments

**Pedagogy**

Students to be visit a hospital in rural area ( Govt. Hospitals, Trust hospitals, single specialty hospitals, super specialty / corporate hospitals, nursing homes etc)

1. Each candidate will study the allotted department comprehensively. They will accompany the medical superintendent / deputy medical superintendant on his weekly rounds of the hospital and attend presentation such in class room teaching conferences
2. The students will also be required to carry out detailed study of any emergent hospital problem and attempt to solve the problem under the guidance of the faculty in charge
3. They will learn how to send convening orders for a meeting, prepare agenda items, and write down minutes of meeting
4. The programmes of didactic lectures will be so arranged that they are able to spend around 12 hours per week which will solely devoted towards orientation of the candidate to the hospital and protocol presentation

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 17 STRATEGIC HEALTH CARE MANAGEMENT

60 Hours

4 credits

Objectives:

1. To understand the fundamentals of strategic management, and
2. To develop the capability to formulate and implement strategies

## Module I

Strategic Management - types of strategy: functional strategy, business strategy, global strategy and corporate strategy - strategic management process; role, functions and skills of board and top management in strategic management.

## Module II

Strategy formulation - strategic choices - role of vision and mission statements.

## Module III

Choice of Strategic alternative - Environment Analysis, Industry Analysis and Corporate Analysis, General environment scanning; SWOT Analysis; tools and techniques for Strategic Analysis; Value chain analysis; Experience curve; Critical Success Factor Analysis; Core competence; Portfolio analysis; BCG Matrix, GEC Model; 7S Framework; stakeholders' expectations analysis; competitive analysis; Scenario planning.

## Module IV

Strategy Implementation - project implementation - procedural implementation - behavioural implementation; managing resistance to change.

## Module V

Strategy Evaluation and Control - tools and techniques of evaluation - control techniques and process - 7S Model; DuPont Control model, etc. Michael Porter's approach to strategic management.

## Reference Books:

1. William Glueck : Business policy - Strategy formulation and management action
2. Rue : Strategic Management
3. Donal F Harvey : Business policy and Strategic Management.
4. R.M Srivasthava: Management policy and Strategic Management
5. Ravi M. Kishore: Strategic Management- Text & Cases, Taxmann
6. Francis Cherunilam: Business Policy and Strategic Management
7. Azhar Kasmi : Business Policy
8. Bhattacharya : Strategic Management

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 18- HEALTH CARE COST MANAGEMENT

60 Hours

4 credits

**Objective:**

- \* To understand the concept of cost and its behavior
- To learn to design cost control assures and to effectively manage costs

**Module I**

Nature and scope of Cost Accounting: Introduction, Limitations of financial accounting, meaning of cost accounting, and cost accountancy, meaning of management accounting, scope of cost accounting, objectives of cost accounting, advantages of cost accounting, costing-an aid to management, financial accounting vs cost accounting, limitations of cost accounting, objections against cost accounting, general principles of cost accounting, costing system-characteristics of an ideal costing system, Installation of a costing system, steps for installation, practical difficulties in installing a costing system, steps to overcome practical difficulties, cost unit, methods of costing, types or techniques of costing, Evolution and development of cost accounting

**Module II**

Cost elements and cost sheet: Introduction, Elements of costs-Functional classification of costs, cost sheet, Basic cost Accounting principles, Different product costs for different purposes

**Module III**

Inventory cost management: EOQ, inventory control tools, ABC analysis; VED analysis; perpetual inventory; Budgetary control, labour cost management, linking wages and salaries to productivity, over head cost management, Nature of overhead costs; volume of production and overhead costs

**Module IV**

Marginal costing: Break even analysis; Cost-Volume-Profit Analysis; make or buy decisions; Standard costing: variance analysis: material variance; price variance and overhead variance

**Module V**

Service Costing and output Costing: Introduction, Motor transport costing, staff canteen costing, Hotel costing, Boiler-house costing, powerhouse costing, Hospital costing, single or output costing  
Reference Books:

1. Asish K Bhattacharyya: principles and practice of cost accounting; PHI Learning, New Delhi
- 2.. Blocher and Chen: Cost Management—Mc Gray,- Hill

3. Jain & Narang: Cost Accounting—Kalyani Publications

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
BUS-HCM 19 SUPPLY CHAIN MANAGEMENT IN HEALTH CARE

Time: 60

4 credits

Course objectives:

- To provide an understanding of supply chain and materials requirement with reference to healthcare scenario.

#### Module I

Importance of supply Chain principles to Healthcare management –Supply chain Drivers for Healthcare practices-Key Supply Chain Terminology and Concepts-Integrating Healthcare Processes through Supply Chain Principles-Healthcare Supply Chain :Demand planning-Healthcare Supply Chain: Sourcing –Healthcare Supply Chain: Making –Healthcare Supply Chain; Selling –healthcare Supply chain : Delivering –Interfaces among Healthcare Functions

#### Module II

Strategic Alliance among Healthcare Partners-finding right partners-Organizational learning through Partnerships-performance Metrics for the healthcare Supply chain-Key performance Indicators-Healthcare supply chain performance Metrics-Balanced Scorecard approach-technological evolution for managing Healthcare supply chains.-RFID Applications in Healthcare –RFID Vs Bar coding-Blue prints for the futuristic Healthcare supply chain.

#### Module III

Purchasing -Centralized purchasing Vs Decentralized purchasing-Group Purchasing-Principles of purchasing-Receipts and inspection of stores-points for consideration while inspecting the drugs-inventory control-types of inventory-lead time-Buffer stock-reorder level-optimum safety stock-Economic order quantity-Inventory Control costs.

#### Module IV

Inventory analysis-ABC Analysis-VED Analysis-SDE Analysis-HML Analysis-FSN Analysis-Ordering systems-Cyclic ordering System-Fixed Order Quantity System-Stock verification system-Techniques of verification –steps for carrying out physical Verification-preservation of stores.-general precautions to avoid deterioration-Pilferage-preventive measures-Stores Documentation-Documents used for stores recording.

#### Module V

Export policy-letter of credit-import of goods or equipments-general considerations- import documentation and Customs clearance –Imported medical equipment-procurement considerations.

Reference Books:

- 1.Honey Min,healthcare supply Chain management :Basic Concepts and Principles(Business Expert Press,LLC)
- 2.Shakti Guptha and Suil kant,Hospital Sores management;An integrated Approach (Jaypee Publications,NewDelhi)
3. Chopra, Sunil and Peter Meindle: Supply Chain Management, Pearson Education, New Delhi 2005.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 20 EPIDEMIOLOGY, PUBLIC HEALTH AND SOCIAL SCIENCE

60 Hours

4 credits

Module I

Fundamental measures of disease frequency (Prevalence, cumulative incidence, incidence density) and of risk factors-disease associations(risk, relative risk, attributable risk, odds, ratio) Applied measures of disease frequency. Guidelines for the development of a well-conceived research question. Overview and detailed aspects of the most relevant types of epidemic-logical study design: ecological design, cross sectional design, case control design, prospective and retrospective cohort design, experimental design. Similarities and dissimilarities between epidemiological research and social science research types.

Module II

Core principles of health measurement and diagnosis (Validity, reliability, sensitivity to change, feasibility). Development of health measurement scales .Principle and applications of screening for disease .Source of bias in the interpretation of cytological prognostic and diagnostic research

Module III

Epidemiological of communicable diseases: classification of communicable diseases-agents-vectors-disinfection-surveillance-investigation-containment-control-eradication. Respiratory infections-chicken pox-measles-rubella-influenza-mumps-diphtheria-whooping cough-meningitis-tuberculosis

Module IV

Intestinal infections-polio militias-viral hepatitis-cholera-acute diarrhea disease-typhoid fever-food poisoning-amocbiasis, ascariasis-hookworm-helminthes infections-pinworm, Arthropod borne diseases-bionomics and control of vectors-malaria yellow fever-filarial-dracontiasis-dengue-encephalitis

Zoon sis-Rabies-Japanese Encephalitis-KFD-Brucellosis -plague-Human Salmonellosi-Teaniasis-Liydatid disease-Leishmaniasis -Leptospirosis -Rickettiosos-Scrub Typhus-Maurine typhus-Tick Typhus



## Module V

Surface infections: Trachoma-Tetanus-Leprosy-STD-Yaws-Seabees-Ebola-HIV AIDS, Epidemiology of non-communicable diseases and conditions: Risk factors-gap in natural history

Coronary heart diseases-Hypertension-stroke-rheumatic heart disease, cancer-diabetics-Obesity-Blindness-Accidents-Peptic ulcer-Arthritis Nutrition-Nutrition intervention for health promotion

Lifestyle diseases-Geriatrics-Mental Health

## References:

1. Park K, Text Book of Preventive and social medicine, M/sBanarsida, Jabalpur
2. Robert L Heatal, Principles of Epidemiology-A self teaching guide, Academic Press, London
3. Morris.I.N, Uses of epidemiology, Churchill Livingstone, London
4. Holand WW Detels R, Text Book of Public health, Oxford, London
5. Kelsey.J.L, Methods of observational research, Oxford University Press, London
6. Strainer J.I, Norman G.R, Health measurement scales: A practical guide to their development and use, Oxford University Press, London
7. Abelin T, Measurement in health promotion & protection, WHO Regional Publications
8. Karis S, Lankimen et el. , Health and disease in developing countries, Macmillan Press, London

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 21 PATIENT BEHAVIOUR AND CARE

60 Hours

4 credits

**Objective:** The objective is to make the student to understand the psycho social aspects of the patient and resulting behavior in a stressful condition.

Unit I

Introduction – Patient Rights – Patient Behavior – Models of Patient Behavior – Patient Motivation – patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making

Unit II

Policies and procedures of the hospitals for – patient and personnel. Service Buying Behavior Psychographics – Lifestyles – Information Search Process – Evaluating criteria – audit of patient behavior

Unit III

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 IV

Hospital Administration-Role 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 V

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 Collections, segregations, Disposal, Dumping, Incineration and training.

Reference Books

1. Llewellyne Davis & H.M Macaulay, Hospital administration and Planning, J.P Brothers, New Delhi,2001. S.G. Kabra, Medical Audit
2. Arun Kumar, (ed) Encyclopedia of Hospital administration And development, Anmol Publications, New Delhi,2000. Sreenivasan A.V. (ed) Managing a modern hospitals, response books, New Delhi2000
3. Environment management systems, ISO 14000 documents.
4. Syed Amin Tabish, Hospital and health services administration principles and practice, Oxford Publishers ,New Delhi,2001

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
 BUS-HCM 22HEALTH CARE AND INSURANCE

60 Hours

4 credits

Objective: The student is expected to understand the nuances of insurance and in particular the health insurance.

Unit I

Introduction – Economics of life and health insurance – importance, socio political realities insurance terminology.

Unit II

Health policy vis-à-vis health insurance policies – Indian scenario - Different products – Demand and Scope – Limitations.

Unit III

Administration of health insurance schemes like CGHS and ESI and Social security measures. TPAs, Governing mechanisms including IRDA.

Unit IV

Health insurance Taxation. Standardization and grading of hospital services, Role of vigilance and real time information about the services.

Unit V

Health insurance providers – Government and private – micro insurance, the role and responsibilities of provider – insurer – Patient and the Regulatory Agencies.

Reference Books

Gupta, P.K, Insurance and Risk Management, Himalaya Publishing house,2004

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 23 HUMAN RESOURCE PLANNING AND DEVELOPMENT IN HEALTH CARE

60 Hours

4 credits

Course objectives:

1. To give the students a deep understanding of process of HR planning.
2. To familiarize them with the methods for HR development.

Module I

Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, HR demand forecasting techniques-HR supply forecasting skill inventories-management inventories, wastage analysis. Redundancy strategies, retention strategy, retention plan, macro level man power planning and labour market analysis-recruitment and succession planning.Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. Recruitment and succession planning.

Module II;

Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Job design— career management and career planning- selection process.

Module III

Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

Module IV

HRD climate; work culture; Quality of work life (QWL) and management of change; TQM and HRD strategies; HRD in strategic organization.

Module V

HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment - Models.

Reference Books:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford, 1995.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 24 MINOR PROJECT

12 Hours

2 credits

Course objectives:

To give practical exposure to the students about various aspects of health care management.

1. Identification of project problem.
2. Preparation of proposal and class room presentation of the proposal
3. Field work
4. Internal presentation of the project.
5. Final submission of the project report

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 25 SERVICE QUALITY MANAGEMENT IN HEALTH CARE

60 Hours

4 credits

Course Objectives:

- To develop insights into emerging trends in service sector of the economy
- To gain practical knowledge in marketing service products

Module I

Emergence of Service Economy: Nature of services, Unique characteristics of services; Goods and services marketing; Classification of services; origin and growth of service marketing, service marketing mix.

Module II

The service encounters; Service consumer behavior; Service Management trinity; Service Experience; Service Quality. Service failure and recovery; Service blue printing.

### Module III

Service vision and service strategy ; Quality issues and quality models of service management; Quality function deployment; Customer defined service standards; services cape; customer satisfaction; customer satisfaction surveys; integrated marketing of services.

### Module IV

Service Project Development, Demand and supply management for services; Advertising, branding and packaging of services; Employees roles in service delivery.

### Module V

Marketing of various services: Marketing of financial services; Marketing of Health Care Services; Marketing of Hospital Services; Marketing of Tourism services; Marketing of educational services; Marketing of legal and professional services.

### Reference Books

1. Zeithami, Valarie A and Bitner, Mary JO: Services Marketing, Tata McGraw Hill, New Delhi 2004
2. Woodruffe, Helen: Services Marketing, Macmillan India, New Delhi
3. Lovelock, Christopher, H: Managing services:Marketing operations and Human resources, Prentice Hall of India, New Jersey
4. McDonald, Malcm and Payne: A marketing planning for services, Heinemann, Butterworth 1996

## UNIVERSITY OF CALICUT

### MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT) BUS-HCM 26-BIO-MEDICAL AND INNOVATION IN HEALTH CARE INDUSTRY

Time: 60 hrs

4 credits

### Course objectives:

1. To know how to use technologies and sources of clinical and biomedical information and equipments in order to obtain, organize, interpret and convey clinical, scientific and health-related information and application in various procedures .
2. To use biomedical search and information systems and few models.
3. To learn clinical and non clinical documentation using innovative technology like HIS .
4. To learn the principles of telemedicine

### Module 1

Biomedical and technology equipments in hospitals- ICUs, Operation theatres, cardiology, Radiology, health Check, Labs. .Hospital Information systems, Telemedicine.

#### Module II

Biomedical equipments- basic application/ usage, technical principle - radiology X ray, CT, US, MR.

#### Module III

Functioning of telemedicine, Application and usage; The benefits to patients , Doctors and hospital on both clinical and non clinical aspects

#### Module IV

Hospital Information Systems. Integration of clinical, patients details and accounting and finance systems. Benefits to patients, hospital and payers like Insurance companies

#### Module V

Listing various brands suppliers of higher value biomedical equipments and HIS systems, A comparative study of cost and features (to cover the range of radiology, Nuclear medicine, and cardiology equipments). Familiarizing with few supplier/ brand names in HIS systems and Features

#### Reference Books

1.Khandpur, Hand book of Bio medical Instrumentation,Tata Mc Graw-Hill Education ,2003

2.Toonika Rincken,State of the Art in Biosensors - Environmental and Medical Applications

3.Richard Aston,Medical Instrumentation for Nurses and Allied Health-Care Professionals

Jones & Bartlett Publishers .

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UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 27 HOSPITAL RECORDS MANAGEMENT

Time: 60 hrs

4 credits

Objectives:

- To understand the medical records to be maintained in the hospital
- To learn about the medical records system

Module I

The History and significance of Medical records: History –meaning, purpose, development and content-format, uses, role and importance.

Module II

Medical Record department –objective- standards and policies .Assembling-filing coding-indexing-deficiency-checking retrieval-Retention and storage.

Module III

Other services-Inpatient, outpatient, control of movement of records, statistics. Legal aspects of medical records.

Module IV

Medical forms and registers standardization, availability, design and control, basics forms, hospital administrative records, clinical records.

Module V

Computerization /EMMR of medical records quality control of medical records, administrative application, active, inactive records. Qualitative and quantitative analysis, Medical audit,-standards-responsibility-infection control documentation-general instructions.

Reference Books;

- 1.Huffman Edna K. , Medical Record Management, Physicians' Record Company,1990.
- 2.GD Mogli, Medical Records Organisation and Management, Jaypee- The health ppublisher,2006



UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
HCM 28 RISKS AND DISASTER MANAGEMENT

60 Hours

4 credits

Objective: To familiarize the students to identify the areas of safety and risk, and managing of the same, to familiarize the hospital administrators in the area of disaster management

#### Unit I

Security Organization and Management : Security threats and vulnerabilities of hospitals – Threat groups – Security sensitive areas – Strategic security system – Functions of hospital security department – non – Traditional “ service “ Functions – Security Organization and physical security measures – The Staff compliment – Perimeter Protection System – Implementing Physical controls – Access Control concepts – Definition – means and Components – Need for Security Technology Plan – Computer and information security – Selection and management of Departmental security staff /contract security agency and security training – system choice – verification of security personnel – security staff discipline – effective security management in hospitals – central security control room – patrols and post procedures / techniques – Control of visitors / OPD Patients / Attendants – Standing instructions for security of cash – Security budgeting – security committee – Periodic security audit and updating of security procedures – bomb Threats / Response

#### Unit II

Hospital Acquired Infection ( HAI ): Objectives – Control and prevention – House keeping – Dietary services – Linen and laundry – Central sterile supply department ( CSSD ) – Security – Engineering aspects – Nursing care - Waste Disposal – Anti biotic policy – Hospital infection control committee – composition – Role and Functions – Surveillance – High risk procedures – Training and education – Universal precautions for health care workers.

#### Unit III

Fire Hazards” Elements of fire – Fire Hazard Triangle – Causes of hospital fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Harness communication zone – Building services – Central air conditioning facilities – Electric installation – special hazards – Fixed installation – Hazards associated with furnishing material, curtains, upholstery, dresses ,bed and bedding materials – water supply – fire points and escape routes – fuel store – Manual call points – Means of escape and evacuation – Risk evaluation .

#### Unit IV

Radiation Hazards: Introduction – Biological effects of radiation – diagnostic imaging – Radiation protection and safety – Radiation safety monitoring – Principle in the lay out of a diagnostic X ray room – Video imaging modalities – Contrast media – laser imaging – magnetic resonance imaging – planning constraints – preventive measures against magnetic field hazards – Nuclear medicine department – Facility planning – Radiation protection aspects – Radio active waste collection and disposal – procedure for obtaining clearance.

## Unit V

Disaster Management: Objectives – basic concepts – Disaster classification – Disaster process – Spectrum of disaster management – special characteristics – Principles of disaster planning – Disaster and health problems – Organization for medical relief – Principles of mass casualty management – objectives of and need for hospital disaster plan – Disaster committee – Organization – Role and Responsibilities – Organizing disaster facilities – Disaster response – alert and recall – Deployment – Disaster administration – Disaster manual – Disaster drill.

## References

1. Shailendra K Singh: Safety and risk management , Mittal Publishers
2. J.H.Diwan : Safety, Security and risk management, APH

## UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 29 ENTREPRENEURSHIP AND CONSULTANCY IN HEALTH CARE

60 Hours

4 credits

### Objective:

To create interest in students to start a venture, learn the intricacies of starting an enterprise, identifying opportunities, inculcating enterprising values with orientation toward setting up own enterprises and equip the student to take up consultancy work in various facets of hospital management.

## Unit I

Overview of Entrepreneurship: Definition and meaning of Entrepreneurship- Characteristics and Function of Entrepreneur- Importance and Limitations of Entrepreneurship: Entrepreneurial Laboratory: Types of Entrepreneurs -Entrepreneurship Games- Innovation and Entrepreneurship. Idea generation: Brain Storming in terms for Project ideas, Normal Group Technique; Creativity. Lateral thinking; Research & Development, Reverse Engineering IPR, Patenting: Environment Scanning Opportunities in Health care; NGO Collaboration.

## Unit II

Feasibility Study: Operational Feasibility, Technical Feasibility, Market Feasibility, Financial Feasibility, Economic Forecasting, Project Report Writing. Support Systems for New Enterprise Creation, New Enterprise Identification and Selection Enterprise Establishment and Management.

### Unit III

Sources of finance: Short term sources – Instruments – Long term sources Instruments – sources – Commercial banks, Development Agencies. Indian and international funding organizations, capital market venture and startup capital .

### Unit IV

Overview of health care consultancy: Consulting industry with specific reference to hospital and health care consulting perspective. Professionalism and ethics in consulting consultant – Client Relationship, behavioral roles of consultants.

### Unit V

Consulting process in health care: Entry: Initial contracts – Preliminary problem diagnosis – Terms and reference – Assignment strategy and plan – proposal to the client – consulting contract

Diagnosis: Conceptual frame work of diagnosis – Diagnosing purpose and problem – Defining necessary facts – Sources and ways of obtaining facts – Data Analysis – Feed back. Action planning : possible solutions – evaluating alternatives – presentation of action. Implementation and termination : Consulting in various areas of health care management.

### References

1. J.B.Patel and D.G.Allampally : Manual on how you prepare a project report , Entrepreneurship Development Institute, Ahamadabad
2. J.B.Patel and S.S.Modi : Manual on business opportunity, identification and selection, Entrepreneurship Development Institute Ahamadabad
3. Edward Bono: Lateral Thinking, Penguin books, London 1990
4. Holt H.G.David : Entrepreneurship, Prentice Hall India publisher, New Delhi 2001
5. S.S Khanka : Entrepreneurial Development, S.Chand and Co New Delhi 2007
6. Anilkumar.S : Entrepreneurial Development, New Age Publications, New Delhi 2003
7. Vasanth Desai : Dynamics of entrepreneurial development and management, Himalaya publishing house

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 30 COMPREHENSIVE VIVA VOCE

Time: 30 hours

2 credits

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION (HEALTH CARE MANAGEMENT)  
BUS-HCM 31 MAJOR PROJECT

Course objective:

- To give practical exposure to the students about various aspects of Health Care Management.

Structure of the Report.

Title Page

Acknowledgement

Contents

Chapter I Introduction – Problems in Hospital, Objectives and scope, Research Methodology.

Chapter II Industry profile and Company profile

Chapter III Literature review

Chapter IV Data analysis and interpretation

Chapter V Findings, suggestions and conclusion

Appendix

Bibliography