

**ACHARYA NAGARJUNA UNIVERSITY**

**CENTRE FOR DISTANCE EDUCATION**

**NAGARJUNA NAGAR, GUNTUR, ANDHRA PRADESH**



**PROGRAMME PROJECT REPORT  
(PPR)**

**MASTER OF BUSINESS ADMINISTRATION  
(HOSPITAL ADMINISTRATION)**

**Programme Code: 197**

# **MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION) Programme Code: 197**

## **MISSION :**

To educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large; to develop new scholars and teachers, and to create and disseminating pathbreaking knowledge, concepts, and tools which advance the understanding and practice of management.

## **OBJECTIVES :**

The main objective of this programme is to provide intensive theoretical and practical knowledge of management along with relevant case studies and technical knowhow. This programme is designed for leaders seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. ... In the first class, students analyze the overall role in business and basic frameworks.

## **RELEVANCE :**

The MBA programme offered through Open and Distance Learning mode is purely relevant and aligned with the goals and mission of CDE, ANU. The Management programmes are impregnated with the concepts and practices of globalised business scenario with a focus on innovation and creativity retaining fundamentals. This programme is helpful for enhancing the employability skills with the global perspective and conforming to the vision and mission of ANU which is thriving to empower the students at every portal of the University in building of the core competence.

## **NATURE OF PERSPECTIVE TARGET GROUP OF LEARNERS :**

Aim of open and distance education is to enhance the academic competence in those who were deprived of higher education for various socio-economic reasons. This programme is designed for candidates to provide quality education at affordable cost to larger sections of population by facilitating the reach of education to the doorsteps of people living in remote and far-flung areas. This program is also useful for candidates interested in career advancement, improving skills, upgrading the qualification, add on course, Working Professionals, Entrepreneurs, Service Personnel, Academic Faculty, Government Officials, Researchers, Home Makers etc.

## **SKILLS AND COMPETENCE OF THE PROGRAMME :**

Inconsideration of the huge gap in education and industry and also in skill development now it is imperative on the part of every university to reach out every nook and corner of the country where the institutions with significant infrastructure are not available in order to elevate the status of the marginalised sections of the society especially living in rural areas of the country. The only solution appears to be "open and distance education" and Acharya Nagarjuna University takes initiative by reaching out those unreached by ICT enabled blended mode of distance learning programmes. MBA programme is an innovative programme. The learning outcomes of this programme are as follows:

- Professional development of teachers.
- Incorporating generic transferrable skills and competencies
- To develop critical learning, analytical skills and research skills.

**INSTRUCTIONAL DESIGN:** Course structure and detailed syllabi

# Acharya Nagarjuna University

## Centre for Distance Education

Nagarjuna Nagar, Guntur-522510

### MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)

**Programme Code: 197**

#### PROGRAMME STRUCTURE

Course Code	Course Name	Internal Assessment	External Assessment	Max. Marks	Credits
<b>FIRST YEAR: Semester-1</b>					
101HA26	Perspectives of Management	30	70	100	3
102HA26	Organizational Behaviour for Healthcare Organizations	30	70	100	3
103HA26	Health Economics	30	70	100	3
104HA26	Information Technology for Healthcare Management	30	70	100	3
105HA26	Medical Terminology, Clinical, Diagnostic and Therapeutic Services	30	70	100	3
106HA26	Healthcare Business Environment	30	70	100	3
107HA26	Medical Records Management	30	70	100	3
<b>FIRST YEAR: Semester-2</b>					
201HA26	Human Resource Management for Healthcare Organizations	30	70	100	3
202HA26	Accounting for Hospitals	30	70	100	3
203HA26	Purchase and Inventory Management for Hospitals	30	70	100	3
204HA26	Research Methodology and Healthcare Analytics	30	70	100	3
205HA26	Healthcare Laws, Ethics and Counselling Skills	30	70	100	3
206HA26	Hospital Administration	30	70	100	3
207HA26	Medical Tourism	30	70	100	3
<b>SECOND YEAR: Semester-3</b>					
301HA26	Hospitals Operations Management	30	70	100	3
302HA26	Marketing of Healthcare Services	30	70	100	3
303HA26	Management Information System for Healthcare Organizations	30	70	100	3
304HA26	Public Health System	30	70	100	3
305HA26	Healthcare Management and Pharmaceutical Management	30	70	100	3

<b>306HA26</b>	<b>Corporate Grooming &amp; Managerial Skill Development for Healthcare Professional</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>307HA26</b>	<b>Total Quality Management and Hospital Accreditation</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>308HA26</b>	<b>Supply Chain Management in Hospitals</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>SECOND YEAR: Semester-4</b>					
<b>401HA26</b>	<b>Strategic Management in Healthcare Organizations</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>402HA26</b>	<b>Hospital Enterprise Resource Planning</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>403HA26</b>	<b>Healthcare Insurance</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>404HA26</b>	<b>Financial Management</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>405HA26</b>	<b>Hospital Waste Management</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>406HA26</b>	<b>Ethics in Hospital Administration</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>407HA26</b>	<b>Hospital Hazards and Disaster Management</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>408HA26</b>	<b>Community Healthcare Management</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>
<b>409HA26</b>	<b>Project Work</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>4</b>
<b>410HA26</b>	<b>Viva-Voce</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>4</b>
<b>-</b>	<b>Total Credits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98</b>



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## Centre for Distance Education

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### MASTER OF BUSINESS ADMINISTRATION (HOSPITAL ADMINISTRATION)

**Programme Code: 197**

### PROGRAMME SYLLABUS

#### 1<sup>st</sup> YEAR – 1<sup>st</sup> SEMESTER SYLLABUS

#### **101HA26: PERSPECTIVES OF MANAGEMENT**

**UNIT – I Management:** Concept –Nature- Levels- Skills- Functions - Management as an Art, Science and Profession – F.W.Taylor’s Scientific Management Theory - Fayol’s Theory of Management- Human Relations Approach; Healthcare Management: Significance- Role and Responsibility of Healthcare Manager in Hospital – Corporate Social Responsibility.

**UNIT – II Planning:** Concept-Nature-Purpose-Process of Planning-Types of Plans – Premising; Decision Making: Concept- Decision Making Processes; Management by Objectives: Concept-Process.

**UNIT – III Organizing:** Nature-Purpose-Process-Formal and Informal Organizations- Departmentation- Span of Control-Delegation-Decentralization-Line and Staff - Committees.

**UNIT – IV Staffing:** Nature and Importance of Staffing – Recruitment - Selecting - Training and Development - Performance Appraisal; **DIRECTING:** Meaning-Nature and importance- Principles of effective Directing – Directing Process

**UNIT – V Motivation:** Concept – Significance - Theories of Motivation - **Leadership** - Leadership Styles-Leadership Theories; **Communication:** Concept -Importance-Process-Barriers- Principles of Effective Communication; **CONTROLLING:** Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.

#### **Reference Books:**

1. Principles and Practices of Management, LM Prasad, Sulthan Chand& Sons, New Delhi-2019.
2. Management an Introduction, David Boddy, Pearson Education, Seventh Edition- 2018.
3. Essentials of Hospital Management & Administration, Dr.D.L. Ramachandra, Educreation Publishing-2018.
4. Principles of Management, 6<sup>th</sup> Edition, PC Tripathi and PN Reddy, McGraw Hill Education-2017.
5. Management Principles for Health Professionals, Joan GrattoLiebler, Charles R.Mc Connell, Jones and Bartett Publishers, Inc, 7<sup>th</sup> Edition-2016.

6. Hospital Administration and Management –A Comprehensive Guide, Joydeep Das Gupta, Jaypee Brothers Medical Publishers; Second Edition-2015.
7. Hospital Management; Text & cases, Pearson Education India, First Edition-2013.
8. Healthcare Management (Text and Cases), S.K.Sarangi, Himalaya Publishing House-2011.
9. Dunn&Haimann's Healthcare Management, Rose.T.Dunn Health Administration Pr; 9<sup>th</sup> Edition-2010.
10. Hospital Management and Administration Principles and Practice Including Law, BV Subramanyam, CBS Publishers& Distribution Pvt Ltd.

## **102HA26: ORGANIZATIONAL BEHAVIOUR FOR HEALTHCARE ORGANIZATIONS**

**Unit - I Focus and Purpose of Organisational Behaviour:** Definition and Meaning, nature and scope, Goals of OB – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.

**Unit - II Individual Behaviour:** Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context

**Unit - III Group Dynamics:** Meaning and types of groups, Dynamics of group formation, framework of group behaviour. Developing inter-personal skills

**Unit - IV Organisational change and Development:** Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, and change management. Organisational Development: objectives and techniques of Organisational Development.

**Unit - V Organisational Conflict & Culture:** Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution- **Organizational Culture** Definition and characteristics, creating and sustaining culture

### **Reference Books**

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
2. Organisational Behaviour - Text, Cases & Games by K. Aswathappa
3. Organizational Behavior -Stephen .P. Robbins, Prentice Hall of India
4. Udai Parek, Understanding Organisational Behaviour, Oxford
5. Jai, B.P. Sinha, "Culture and Organisational Behaviour", Sage Publications
6. K. Aswathappa, Organisational Behaviour Text, cases & games Himalaya Publishing house 8<sup>th</sup> revised edition.
7. Suja R. Nair. Organisational Behaviour Text & cases, Himalaya Publishing house
8. LM Prasad Organisational Behaviour, Sulthanchand & sons
9. Dr. C B Gupta, Organisational Behaviour Text & cases. S. Chand Publication
10. Avinash K. Chitale Organisational Behaviour Text & cases 2020 edition PHI publishers,

## **103HA26: HEALTH ECONOMICS**

**Unit – I: Health Economics:** Need & Scope of Health Economics; Principles of Health Economics; Basic Economic Concepts – Application of Economics to Business Decisions

**Unit – II: Demand Analysis:** Law of Demand – Elasticity of Demand –Utility and Health; the Demand for and Supply of Medical Care- Demand Forecasting in relation to health services – Techniques of Demand Forecasting;

**Unit – III: Market Structures and Price – Output Decisions:** Market Structures – Price out Put determination under Perfect Competition; Monopolistic Competition

**Unit – IV Healthcare Reforms in India:** Healthcare Policy; Experiences of healthcare reform, Impact of reform; Economic Evaluation of National Health Program. The Impact of Economic Evaluation on Decision Making in Healthcare, Government involvement in healthcare market

**Unit – V Health Policy:** Health Policy Conundrum– Arrow’s Impossibility Theorem, Health Policy Trilemma, Working of health insurance markets, regulation of healthcare providers, comparing National Health Policies, Bismark Model.

### **Reference Books**

1. Thomas and Maurice, “Managerial Economics”, Tata Mc-Graw Hills.
2. Ahuja, H.L., “Managerial Economics”, S-Chand.
3. Charles E. Phelps “Health Economics” Routledge Publications. 6<sup>th</sup> Edition 2017
4. David Wonderling, Reinhold Gruen, Nick Black “Introduction to Health Economics” Open University Press 2018 revised edition
5. Dutta Shuvendu Bikash “Health Economics for Hospital Management” Jaypee Brothers Medical Publishers.
6. Dr D Amutha “A Text Book of Health Economics” IBP Publisher, 2016
7. By Frank A. Sloan and Chee-Ruey Hsieh “Health Economics” The MIT Press, 2019
8. Battacharya, Jay Hyde Timothy & TU Peter (2014). Health Economics. Palgare Mac Miller Publication.

## **104HA26: INFORMATION TECHNOLOGY FOR HEALTH CARE MANAGEMENT**

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

**Unit - II Computer Networks** Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet, Intranet, Extranet, MIS.

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

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

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

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

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

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

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

### **Reference Books**

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

## **105HA26: MEDICAL TERMINOLOGY, CLINICAL, DIAGNOSTIC AND THERAPEUTIC SERVICES**

**Unit - I Introduction:** Primary care, Secondary care, Tertiary care; Rural Medical care, Urban medical care; Curative care & Preventive care; General & Special Hospitals; Clinical Terms; Common Terms of Healthcare Management: Terms related to levels of healthcare, Primary, Secondary and Tertiary; Systems of Medicine: Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc

**Unit - II Outpatient & Inpatient services:** Medical services; Surgical services; Pediatric services; Dental services; Psychiatric services; Casualty & Emergency services; Hospital Laboratory services; Anesthesia services; Obstetrics and Gynecology services; Neuro-Surgery service; Neurology services; Intensive care unit; Coronary care unit; Burns, paraplegic & malignant disease treatment; Nursing services.

**Unit – III Medical Terminology:** Glossary of medical terms: Major diseases and medical specialties: Roots, Prefixes, Suffixes, Abbreviations and symbols; Common roots: element referring to, usage and definition; Common prefixes and suffixes; Common abbreviations: departments, time, general healthcare, routes of medication and laboratory; Symbols.

**Unit -IV Specialty-wise terminology:** Pathology terms of common use; Diagnostic and therapeutic terms; Pediatric services; ENT; Ophthalmology; Orthopedics; Dermatology; Cardiology

**Unit - V** Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning;

### **Reference Books**

1. Mogli GD: Medical Records, Organization and Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
2. Francis CM, Mario C de Souza: Hospital Administration, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000.
3. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press.
4. Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984.
5. BM Sakharkar, Principles of Hospital Administration and Planning –Jaypee brothers publications.
6. Medical records manual: A guide for Developing countries WHO regional office, stylus Publication

## **106HA26: HEALTHCARE BUSINESS ENVIRONMENT**

**Unit –I Healthcare systems in India:** Types of Healthcare Services, Health Services pyramid, Issues in Healthcare Delivery. Patterns of old Healthcare and New Healthcare; Factors Influencing Change in Healthcare Delivery System. Future trends of Indian Health Care system.

**Unit – II. History of Hospitals:** Hospitals in India; Emergence of healthcare care Delivery System and Hospitals in Independent India; Changing Roles of Hospitals; Role of Hospitals in New Millennium: Globalization of HealthCare;

**UNIT III Administration of Health Services in India:** Health committees Appointed by the Government and their influence; International Health Agencies.

**UNIT IV Economics of Health Care:** Financial Resources for Healthcare Services; Role of Health insurance; Government and Voluntary Health Agencies in India; western Economics of Health Care -Concept of Medicare and Medicaid

**UNIT V Emerging Approaches in Health Care and Recent trends:** Related Ethical and Legal issue; contracting in Health care; Effective Media communication; Robotic 'surgery, Telemedicine; Medical Tourism.

### **References:**

1. Joshi D C & Joshi, Mamta (2009). Hospital administration. Jaypee Brothers Medical Publications. New Delhi.
2. Joshi. S. K (2010). Law and practice of Medicine, Jaypee Brothers Medical Publications, New Delhi
3. Jaydeep Das Gupta, Hospital Administration and Management
4. Walshe Healthcare Management, McGraw Hill Edition.

## **107HA26: MEDICAL RECORDS MANAGEMENT**

**Unit I: Introduction to Medical Records** – Definition – Characteristics of Good Medical Record – Types of Medical Records – History of Medical Records.

**Unit II: Medical Record Forms and their Content** - Standard Order of Arrangement of Medical Record forms - Analysis of Medical Record-Quantitative & Qualitative - Incomplete Record Control – Filing of Medical Record - Numbering and Filing Systems – Storage - Microfilming and Disk Storage – Retention - Registers & Indexes - Record movement control

**Unit III: Organizational Aspects of Medical Record Department/Services** – Policies – Functions - Location, Space and Layout – Equipment - Forms Designing and Control - Medical Records Flow and Processing - Centralized Admitting Services - Methods of Collection of Identification Data - Types of Central Admitting Services

**Unit IV: Medical Record Department Management** - Planning, Organizing, Directing and Controlling – Personnel - Principal Responsibilities and Duties of the Medical Record Administrator/ Director - Tools of Management in the Hands of the Medical Record Administrator/ Director

**Unit V: Medico-Legal Aspects of the Medical Records** - Medical Ethics - Hippocratic Oath and Code of Ethics for the Medical Record Professionals - Ownership of the Medical Record Privileged

### **References:**

1. Dean F. Sittig (2014) Electronic Health Records challenges in design and implementation, Apple academic press.
2. Jem Rashbass & Heidi Tranberg Medical Records Use and Abuse, CRC press (Taylor and Francis Group)
3. Neil S. Skolnik Electronic Medical Records A Practical Guide for Primary Care, Humana Press. ISBN 978-1-60761-605-4
4. Giovanni Rinaldi New Perspectives in Medical Records Meeting the Needs of Patients and Practitioners, springer publications
5. Francis CM & Mario C de Souza, Hospital Administration, 3 rd Ed., Jaypee Brothers, N. Delhi
6. George, MA, Hospital Administrator, Jaypee Brothers, N.Delhi, 2003.



## 1<sup>st</sup> YEAR – 2<sup>nd</sup> SEMESTER SYLLABUS

### **201HA26: HUMAN RESOURCE MANAGEMENT FOR HEALTHCARE ORGANIZATIONS**

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

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

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

**Unit -IV: Job Evaluation – Significance, Methods and Problems:** Career Planning and Development: Concept, need, process. Counselling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life.

**Unit – V: NABH - Human Resource Management Standards:** HRM Standard 1 to HRM Standard 13 – Excellence, Core, Achievement, and Commitment.

#### **Reference Books**

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

## 202HA26: ACCOUNTING FOR HOSPITALS

**Unit – I: Financial Accounting:** Meaning and Objectives and Functions of Accounting; Principles of Accounting – GAAP – Journals, Ledgers and Trail Balance for Hospitals; Subsidiary Books – Cash Book

**Unit – II** Financial Statements: Profit and Loss Account – Balance Sheet (**Problems**) – Accounts of Non-profit organizations. Depreciation Methods to be used for the Hospital Equipment

**Unit – III: Costing:** Fundamentals of Cost Accounting; Costing of Service Departments and Other Related Areas: Estimation of Cost-of-Service Departments – Allocation and Apportionment of costs to various departments – Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, housekeeping – Activity Based Costing (ABC) in a Corporate Hospital. (Theory Only)

**Unit – IV: Management Accounting:** Nature and Scope; – Management Accounting Vs Financial Accounting – Management Accounting Vs Cost Accounting – Functions and Duties of Management Accountant in Hospitals.

**Unit – V Marginal Costing:** Definition, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Managerial Decision-Making Areas – Make or Buy.

### Reference Books

1. Michael Nowicki “Hfma’s Introduction to Hospital Accounting”, Health Administration Press, 7<sup>th</sup> Edition, 2018
2. M N Arora “A Textbook of Cost and Management Accounting” Vikas Publishing House, II/e, 2021
3. Debra C.Jeter, Paul K.Chaney “Advanced Accounting” 7<sup>th</sup> Edition, E-Book, 2019
4. A.Murthy, T.S. Reddy “Financial Accounting” Margham Publications, 2017
5. Shukla, MC and TS Gremal, “Advanced Accounts, S-Chand.
6. Arora R.K. “Financial Accounting” Wiley India Pvt. Ltd, 2/e
7. Praveen Sharma “Advanced Accounting” by Taxmann, 3<sup>rd</sup> Edition, Aug., 2021
8. Maheswari, S.N. & SK Maheswari, “An Introduction to Accountancy”, Vikas.
9. Dr. A.K. Singhal & Dr. A.K. Ahlawat “Fundamentals of Accounts” Vayu Education of India publications
10. “Beginners Guide on Goods and Services Tax” published by The Institute of Company Secretaries of India, 2017
11. Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118: 2nd edition.
12. Periasamy. P, Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.
13. Jain, S.P. and Narang, Advanced Cost and Management Accounting, Kalyani Publishers Ludhiana, Revised Edition, 2019.

## **203HA26: PURCHASE AND INVENTORY MANAGEMENT FOR HOSPITALS**

**UNIT – I Purchase Management:** Objectives –scope-centralized vs. decentralized purchasing- Principles of Purchasing Management- Tendering Procedures – Procurement procedure - Letter of credit.

**UNIT – II Hospital Supply Chain:** significance- objectives-categories of hospital inventories- types of Inventory cost –Inventory Control Systems – Pareto's law; Inventory techniques: ABC/VED Analysis– Lead Time Analysis – Maximum and Minimum Level - Reorder level – Economic Order Quantity (EOQ) - JIT.

**UNIT – III Hospital Store Management:** importance- objectives and functions- location and layout- documentation and store procedure- storekeeper-Types of stores in a hospital.

**Unit – IV Hospital Equipment Planning:** hospital equipments- Steps in equipment selection – replacement and buy back policy; equipment history and documents- maintenance and monitoring of biomedical equipments– Factors leading to poor utilization of equipment.

**Unit – V Materials Management:** scope and objectives of hospital materials management- Types of Materials used and stored in a Hospital – Standardization-Codification and Classification of materials - Recent trends in Materials management.

### **Reference Books:**

1. Purchasing and Materials Management, K C Jain & JeetPatidar, S. Chand Publishing, 2019.
2. Introduction to Materials Management, Pearson, Pearson Education, Eighth edition, 2017.
3. Purchasing and Materials Management, P. Gopalakrishnan, McGraw Hill Education; 1st edition, 2017.
4. Purchasing and Supply Chain Management Hardcover, Robert Handfield, Larry Giunipero, James Patterson, Robert Monczka, South-Western College Publishing; 6th edition, 2015.
5. Handbook of Materials Management, Gopalkrishnan P, Prentice Hall India Learning Private Limited; Second edition, 2015.
6. Purchasing And Materials Management, PatidarJeet S Chand & Company, 2011.
7. Hospital Stores Management An Integrated Approach, Sunil Kant Gupta Shakti, Jaypee Brothers Medical Publishers; First edition, 2007.
8. Purchasing And Materials Management, PatidarJeet, S Chand & Company, 2011.
9. Purchasing And Inventory Management - Revised Edition, K. S Menon, Sarika Kulkarni, Shroff Publishers; First edition, 2011
10. Inventory Management, Chandra Bose, Prentice Hall India Learning Private Limited; 1st edition, 2006.

## 204HA26: RESEARCH METHODOLOGY AND HEALTHCARE ANALYTICS

**Unit-I: Research Methodology:** An introduction- meaning of research-objectives of research- types of research- research process- Defining the Research Problem – Criteria for a good research problem.

**Unit-II: Theory of Sampling:** concept of sampling- probability and non-probability sampling techniques- size of the sample- sampling distribution- sampling error- criteria for selecting-sampling procedure- census and sample.

**Unit-III: Measurement and Scaling:** nature- types of measurement scales- nominal, ordinal, interval and ratio- validity and reliability in scaling- MDS & ranking and rating scale- Likert's Summated scale- Thurstone's Equal Appearing intervals- outline of MDS-Q sort.

**Unit-IV: Data collection and Presentation:** primary and secondary data- methods of data collection- questionnaire- designing questionnaire, pre testing questionnaire- **Data Presentation:** editing of primary data, classification of data, guidelines for class selection- objectives and types of classification, frequency distribution- charting of the data- bar chart, histograms and two-dimensional graphs, mean, median, S.D, Regression analysis correlations- chi-square.

**Unit-V: Healthcare Analytics and Report Writing:** introduction of health care analytics- data-utilization of basic data-sources of health statistics - problems in collection of sickness data-measurement of sickness- vital statistics- Report Writing.

### Reference Books

1. Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.
2. G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996.
3. Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, New Delhi, 1996.
4. Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996
5. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.
6. C.R.Kothary“ Research Methodology”New Age International Pvt Ltd Publishers; 2nd edition 2009
7. CR Kothari GauravGarg Research Methodology methods and Techniques, New Age International Publishers.
8. **Healthcare Analytics : Foundations And Frontiers 1St Edition by Ross M. Mullner Edward M. Rafalski, T&F/Routledge**
9. **Chandan K Reddy &Charu C Agarwal, Healthcare Data Analytics, CRC Press**
10. [PandianSundara P](#) , [Muthulakshmi S](#) , [Vijayakumar T](#). Research Methodology and Applications of SPSS in social science research.
11. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.

## **205HA26: HEALTH CARE LAWS, ETHICS & COUNSELING SKILLS**

**Unit - I Establishment:** Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.

**Unit - II Hospital Services and Law:** Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.

**Unit – III Hospitals and Labour Enactments:** Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions– Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance

**Unit - IV Legal frame work:** Patient right's and responsibility; Medical malpractice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anesthesia and Surgery.

**Unit - V Counseling skills:** Introduction, growth of Counseling Services; Approaches to counseling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counselling strategies & interventions; Changing behavior through counseling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.

### **Reference Books:**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House.

## **206HA26: HOSPITAL ADMINISTRATION**

**Unit – I: Concept of Hospitals:** Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.

**Unit – II: Introduction to Hospital Administration:** Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.

**Unit – III: Overview of Hospital Services:** Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport.

**Unit – IV: Hospital Management:** Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization

**Unit – V: Evaluation of Hospital Services;** Management Techniques in Hospitals; Recent Advances in Hospital Administration.

### **Reference Books:**

1. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
3. JoshiDC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
4. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers

## **207HA26: MEDICAL TOURISM**

**Unit-1: Medical Tourism – an Introduction.** Tourism- Meaning, Definition, history and growth of medical tour operation business, Motives, classification and components of tourism-medical tourism – Nature and scope- origin and growth of travel agencies.

**Unit - II: Growth of Medical Tourism Industry** – SWOT analysis – Medical Tourism Products – Factors and steps for designing product or tour package – Approvals and formalities – Pre-tour arrangements – Tour operators- post tour management – claiming health insurance in medical tourism- Medical tourism facilitators.

**Unit III: Medical Tourism** – Legal Aspects: Certification and accreditation in Medical tourism – Ethical, Legal Economic and environmental issues in medical tourism- medical malpractice.

**Unit IV: Medical Tourism and Promotional strategies:** Branding – Digital marketing – Public Relations- word of mouth communication- Promotion strategies adopted by various Hospitals. Public relations

**Unit V: Recent Trends in Medical Tourism** – present business trends and future prospects problems and issues.

### **References:**

1. P.N. Girija Prasad, Medical Tourism New Directions, Adhyayan Publishers & Distributors
2. Amitabha Ghose**Health Tourism: A Case for India, SBS Publishers and Distributors Pvt Ltd**
3. Bezbaruah M.P. (New Delhi) Indian Tourism Beyond the Millennium
4. Dixit. Medical Tourism Geography and trends, Royal Publication.

## **2<sup>nd</sup> YEAR – 3<sup>rd</sup> SEMESTER SYLLABUS**

### **301HA26: HOSPITAL OPERATIONS MANAGEMENT**

**Unit –I Hospital Operations Management:** concept-role and decisions- application of computer and advanced operations technology- front office & back office-operations of supportive services in hospital.

**Unit-II Operations Strategy:** significance of Operations Strategy- elements-technology selection and process development- developing operations strategy; Facility Location and Layout: importance of location- factors- general steps in location and selection decision process- types of lay outs.

**Unit-III Productivity And Work Measurement:** Concept - factors affecting the productivity- Productivity measures; Work Study: objective and scope of work study -Techniques-Method Study; Work Measurement: different methods- work sampling.

**Unit-IV Hospital Maintenance Management:** Objectives – types of Maintenance – operations and maintenance of lighting, plumbing, electrical distribution, air conditioning/heating system, finishes of all hospitals buildings and preventive maintenance program- coding requirements for hospitals and NABH/ASHRAE standards on facility management and safety.

**Unit-V Operations Of Utility And Auxiliary Facilities :** Bio-Medical Engineering-Bio-Medical technology application in hospital environment- calibration tests, bio medical hazards-waste disposals; Role of Operations of utility and auxiliary facilities in hospital management.

#### **Reference Books:**

1. Healthcare Operations Management: A Systems Perspective, Dr.James Laungabeer, Jeffrey Helton, Jones&Bartlett Learning; 3<sup>rd</sup> Edition-2020.
2. Operations Management, William J Stevenson, McGraw Hill, 12<sup>th</sup> Edition-2018.
3. Production and Operations Management, S.A. Chunwalla, D.R.Patel, Himalaya Publishing House, 9<sup>th</sup> Edition-2018.
4. Healthcare Operations Management, Daniel B.Mc Laughlin, John R.Olson, Third Edition-2017.
5. Production Management; Advanced Models, Tools and Applications for Pull Systems, YacobKhojasteh, 1<sup>st</sup> Edition Productive Press-2017.
6. Fundamentals of Operations Management, SandeepShrestha, Durga Prasad Chapagai, Asmita Books Publishers & Distributions (P) Ltd-2017.
7. Operations Management in Healthcare: Strategy and Practice, Corinne M. Karuppan, Nancy E. Dunlap, Michael R.Waldrum, Springer Publishing Company, 1<sup>st</sup> Edition-2016.
8. Production and Operations Management, R.B.Khanna, PHI-2013.
9. Production and Operations Management, Prof.K.C. Jain, Dr.P.L.Verma, Mr.PrabhatKartikey, Dreamtech Press-2013.
10. Hospital Operations-Principles of High Efficiency Healthcare,Wallace J. Hopp, William S. Lovejoy, Jeffery S. Desmond, Christopher R.Friese, Steven L. Kronick, Michael W.Mulholland , Jeffrey L. Myers, Pearson F T Press, 1<sup>st</sup> Edition-2012.



11. Operations Management A Quantitative Approach-PB Mahapatra, Prentice Hall India Learning Private Limited-2010.
12. Production and Operations Management,K.Aswathappa, Himalaya Pub.House-2009.
13. Healthcare Operations Management, Daniel B. McLaghlin, Julie M. Hays, Health Administration Press-2008.
14. Cases in Operations Management, K.N.Krishnaswamy, M.Mathirajan, Prentice Hall Learning Private Limited-2008.

## **302HA26: MARKETING OF HEALTH CARE SERVICES**

**UNIT – I Understanding Service Markets,** Introduction – Characteristics: distinctive marketing challenges in services. Service marketing mix, Customer Behaviour in Service encounters; the models of service consumption.

**UNIT – II Building the Service Model:** Planning and creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services. Methods of service delivery, Delivering Services in cyberspace; the Role of Intermediaries; The challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.

**UNIT – III Service Pricing and Revenue Management:** Objectives for Establishing Prices; pricing Strategy- Cost-based, Value based. Competition based. Measure the Effectiveness of a Firm's Revenue Management, price Elasticity.

**UNIT – IV Designing and Managing Service Processes:** Service Process- Designing and Documenting Service Processes. Developing a Service Blue Print, Service Process Redesign, Customer participation in Service processes.

**UNIT– V Implementing Profitable Service Strategies:** customer Loyalty, customer-Firm Relationship, the wheel of Loyalty, creating Loyalty Bonds. Strategies for reducing customer Defections. CRM in Healthcare Sector, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Improving Service Quality and Productivity.

### **Suggested Readings:**

1. Christopher Lovelock, C., & Wiltz. J. (2016). Service marketing, people, technology strategy, a south Asian perspectives Pearson publication 2018.
2. Douglas Hoffman & John E.G. Bateson “service Marketing concepts, strategies and cases, cengage publications, 2017.

## **303HA26: MANAGEMENT INFORMATION SYSTEM FOR HEALTHCARE ORGANIZATIONS**

**Unit – I Information System Concept** – Information Resource Management – Data and Information Management

**Unit – II Management Information System** – Evolution – MIS in Strategic Advantage – Systems Approach in Problem Solving – MIS in Decision Making – DBMS Models

**Unit – III Decision Supporting Systems** – Data Mining for Decision Support – Sensitivity Analysis – Goal Seeking Analysis – What if Analysis – Optimization Analysis

**Unit – IV Developing MIS System** –System Development Life Cycle – System Specification – System Analysis – System Design – System Implementation

**Unit – V Hospital Information System:** Introduction to HIS – Scope of HIS – Benefits of HIS – HIS Selection Criteria – Guide for Purchasing Software – **Some Commonly Used Software:** Tele health, EHR/EMR: Clinical Decision Support System, Administrative Information System, health Information System – RFID in healthcare.

### **Reference Books:**

1. Gordon B.Davis and M.H. Olson, *Management Information Systems* – Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.
2. EridMuford. *Effective Systems design and requirements analysis*, McGraw Hill, 1995.
3. Mahadeo Jaiswal& Monika Mital, *Management Information System*, Oxford University Press, 2005.
4. Rajesh Narang, *Data Base Management System*, Prentice-Hall India Private Limited, New Delhi, 2004.
5. Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.
6. Kenneth.C. Laudon & Jane P.Laudon, *Management Information System* Prentice-Hall India Private Limited, New Delhi, 2006.
7. Jerome Kanter, *Managing with Information*, Prentice-Hall India Private Limited, New Delhi, 2004. 4<sup>th</sup> Edition.
8. P. Weill & M. Broadbent “Leveraging the New Infrastructure: How Market Leaders Capitalize on IT”, Harvard Business School Press, May 1998

## **304HA26: PUBLIC HEALTH SYSTEMS**

**Unit - I Public health System:** Definition and scope; Organizations and sectors that are involved in the public health system; Roles and functions, Essential Public health services; Public health system in India; Healthcare infrastructure in India – public and private; Public health Policy, History of public health in India, Bhore committee, national health committees since Independence.

**Unit – II Issues, Theories and Concepts in Policy Formulation:** Welfare economics and investments in human capital; Health Economics–Demand of Health and Health services; Demand elasticity and health; Economic evaluation of health care; Economics of markets and market intervention; Role and responsibility of Government in the Health Sector; Evidence Based Policy

**Unit - III Financing, Resource Allocation and Health Sector Reform:** Mobilizing finance & model of financing; Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option; Role of International Agencies; Health systems around the world: Reliance on the state, voluntary insurance-based system, social insurance system, parallel systems; Health sector reform – trends, country experiences, Analytical Approaches

**Unit - IV Plan Implementation and Control:** National Health Programmes; Tools for improving planning process; Regulation of Health services and research; Measurement of Health / medical needs and services utilization; Resource Allocation: cost benefit analysis – Eco based budgeting; System analysis and operation research in Health Care Programmes; Control mechanisms.

**Unit - V Recent trends in public health systems:** Emerging trends in health care; Recent Trends in Public Health; Future trends affecting public health: challenges and opportunities; Changes in health care delivery systems, Information technologies, Changing needs of public health work force, Growth in health-related partnerships, Population risk factors; Consumerism and healthcare; Social Determinants of Health

### **Reference Books:**

1. Park K, Park's Textbook of Preventive and Social Medicine, Publisher, BanarsidasBhanot. 26th Edition, 2021
2. Srinivasan R, Health Care in India - Vision 2020 - Issues and Prospects, [https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/bkpap2020/26\\_bg2020.pdf](https://niti.gov.in/planningcommission.gov.in/docs/reports/genrep/bkpap2020/26_bg2020.pdf)

## **305HA26: HEALTH CARE MANAGEMENT & PHARMACEUTICAL MANAGEMENT**

**Unit - I Introduction;** Physical Environment – Water requirements, Pollution, Purification; Air, Sound, Ventilation – Pollution and control; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care.

**Unit - II Evolution of health care systems** – Changing concepts of health and disease; Public health; Health Committees in India; Primary Health Care approach – Principles and elements; Public & private sectors in health; Indigenous systems of medicine (AYUSH); Voluntary organizations.

**Unit - III National health Policy;** Population Policy; Drug Policy; Blood Policy; Medical education Policy; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defence and Railways health programmes.

**Unit - IV Pharmacy** Pharmacopeias, Pharmacodynamics, Economics of new drug development; Drug formulations – Powders, tablets, syrups, elixirs, suspensions, capsules, topical preparations; Slow/sustained release preparations; Medical devices; Pharmacy legislations and regulations; IND; New drug promotion and launching; Nutraceuticals.

**Unit - V Emerging Approaches in Health Care and Recent trends:** Related Ethical and Legal issues; Contracting in Health care; Effective Media communication; Robotic surgery, Telemedicine; Medical Tourism.

### **Reference Books**

1. Joshi. S. K (2010). Law and practice of Medicine. Jaypee Brothers Medical publications
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. S.L.GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt. Ltd., New Delhi.
4. Joshi' D C & Joshi, Mamta. (2009). Hospital administration. Jaypee Brothers Medical Publications

## **306HA26: CORPORATE GROOMING& MANAGERIAL SKILL DEVELOPMENT FOR HEALTHCARE PROFESSIONAL**

**UNIT-I: Personal Skills:** Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.

**UNIT – II: Problem Solving and Relationship Building:** Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

**UNIT III: Effective Presentation Skills:** Steps in Effective Presentation Reducing the content to suit presentation, representing content on PowerPoint Presentations, creating presentations, Practical exercises on presentations.

**UNIT IV: Power Dressing and Corporate Etiquettes: Dressing** for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues. Mannerisms and Etiquettes to be followed in a Corporate Environment.

**UNIT V: Overview of Life Skills:** Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ

### **References**

1. Dr.V.K.Jain Om Prakash Biyani (2007) Business Communication S.Chand& Co
2. J.Priyadharshini(2010) Business Communication Charulatha Publications
3. P.Varsheny (2012) Managerial Skill Development Alfa Publications
4. Sarvesh Gulati (2012), Corporate grooming, Rupa publications.
5. A Handbook of Personality Development (2021) , Finger Print publishing
6. R.K.Madhukar (2018) Business Communication 3<sup>rd</sup> Edition Vikas Publishing House
7. ShikaKappor(2020) Personality Development and Soft skills Wiley Publications  
Nancy R.Mitchell,(2021) Etiquette Rules A Field Guide to Modern Manners.

## **307HA26: TOTAL QUALITY MANAGEMENT & HOSPITAL ACCREDITATION**

**Unit - I Evolution of Quality Management:** Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.

**Unit - II Quality Management in Hospital:** Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.

**Unit - III Team work and Tools in TQM:** TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.

**Unit - IV Organisation and Roles in Quality:** Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.

**Unit - V Hospital Accreditation:** Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organisations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.

### **Reference Books**

1. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
3. SundaraRaju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. D.D. Sharma, Text book of Quality Management
5. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd

## **308HA26: SUPPLY CHAIN MANAGEMENT IN HOSPITALS**

**Unit I: Overview on SCM**, Evolution of SCM, Key issues of SCM, Competitive strategy vis-à-vis supply chain strategy, Achieving strategic fit- Supply chain planning framework.

**Unit II: Supply Chain dynamics**, managing demand fluctuation, risk and uncertainty in a supply chain: Quick response/Efficient customer response (ECR) strategy, Global score card.

**Unit III: Supply chain coordination**: Bullwhip effect - causes and consequences, Bullwhip effect quantification, Impact of centralized information on bullwhip effect, mitigating strategies, Information sharing and incentives.

**Unit IV: Selective Inventory Control in health care**, Role of logistics and transportation in a health care supply chain, Modes of logistics, transportation and their performance characteristics, Trade-offs in transportation, Reverse logistics, Best practices in supply chain and logistics in health care.

**Unit V: Supply chain data analytics**, Data based Supply chain performance analysis and benchmarking: Challenges and opportunities in SCM, Managing sustainability and ethics in Supply Chain Management. Recent trends in Supply chain management.

### **References:**

1. Chopra, S. and Meindl, P, 'Supply Chain Management: Strategy, Planning and Operation', 2015, 6 th edition, Pearson Education
2. Cachon, G. and Terwiesch, 'Matching supply with demand', 2013, Tata McGraw Hill, New Delhi.
3. Rangaraj, N., Raghuram, G. and Srinivasan, M.M., 'Supply Chain Management for Competitive Advantage: Cases and Concepts', Tata McGraw Hill, New Delhi, 2009.
4. Sharma, Sunil, 'Supply Chain Management: Concepts, Practices and Implementation', Oxford University Press, New Delhi, 2010
5. Webster, S. 'Principles & tools for Supply Chain Management', 2008, McGraw Hill.

## **2<sup>nd</sup> YEAR – 4<sup>th</sup> SEMESTER SYLLABUS**

### **401HA26: STRATEGIC MANAGEMENT IN HEALTHCARE ORGANIZATIONS**

**Unit – I Introduction:** Strategic Management – Meaning, Importance, strategic planning and Management – Benefits and limitations –Strategic Management Process-Strategic Intent –Vision – Mission, Goals and Objectives.

**Unit – II Environmental Analysis:** Environmental Analysis – Internal and External Environment – Techniques of Internal Analysis - SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage

**Unit – III Strategy Formulation:** Strategic Analysis and choice –Steps of strategy Formulation – Input, Matching and decision stages – BCG Matrix, GE Nine Cell Matrix

**Unit – IV Strategy Implementation:** Inter relationships between Strategy formulation and Implementation –Mckinsey7.s model –Organizational Structure –Relation between Strategy and Structure –Strategic leadership.

**Unit – V Strategy Evaluation & Control:** Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control

#### **Reference Books**

1. AppaRao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
4. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases(The Indian Context), Macmillan Business Books
5. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers
6. AppaRao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
7. LM Prasad Strategic Management, sulthanchand&sons
8. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
9. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
10. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases (The Indian Context), Macmillan Business Books
11. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers



## **402HA26: HOSPITAL ENTERPRISE RESOURCE PLANNING**

**Unit - I Introduction** - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems

**Unit - II ERP Solutions and Functional Modules** - Overview of ERP software solutions- small, medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP Business Modules – Finance – Manufacturing – Human Resources – Plant maintenance –Materials Management – Quality management – Marketing – Sales, Distribution and service.

**Unit - III ERP Implementation** - Planning Evaluation and selection of ERP systems- Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

**Unit - IV Post Implementation** - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

**Unit - V Emerging Trends on ERP** - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on – Significance and challenges of Artificial Intelligence in E.R.P

### **Reference Books:**

- 1 Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
- 2 Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
- 3 Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
- 4 Vinod Kumar Grag and N.K. Venkita krishnan, ERP- Concepts and Practice, Prentice Hall of India,2nd edition, 2006.
- 5 Summer, ERP, Pearson Education, 2008.

## 403HA26: HEALTHCARE INSURANCE

**UNIT – I: Introduction to Healthcare Insurance:** Concept –importance- nature and scope- need of health insurance-benefits- principles of health insurance- Challenges in health insurance. Classification of health insurance products –Group Health Insurance-Standard Products Health Insurance-Specific ailment-based products-Community based health insurance- ESIS and CGHS - Marketing of Insurance Products.

**UNIT – II Health Insurance Documentation:** Concept-Need for Insurance Documentation- Role of health insurance Agent, Field Officer, Surveyors assessor & responsibilities of insurer in documentation-Role of intermediary – Underwriting: Concept – need –process- Pros and Cons.

**UNIT-III Health Insurance Claims:** Concept – **Formalities for a death and maturity claim-** Role of claims management in insurance company - claims process - Documentation – Claims reserving -Rejection of Claims– Role of third-party administrators.

**UNIT-IV Health Insurance Law & Regulations:** Insurance Regulatory and Development Authority (IRDA) for health insurance- role of Health Insurance Advisory Committee-Ombudsman- Regulations relating to the intermediaries-Appointment of Actuaries- Policyholder Protection Committee- Servicing of Insurance Orphan Policies- Portability of Health Insurance- Insurance Councils in India.

**UNIT-V Health Insurance Frauds:** Concept of Health insurance frauds- Components of Health Insurance Fraud-types- Measures to control insurance fraud- Renewability of Health Insurance- Role & Objectives of Insurance Repositories-Recent trends in healthcare insurance.

### Reference Books:

1. Health Insurance Today, 7<sup>th</sup> Edition, Janet Beik Julie Pepper, Saunders Published, 2020.
2. Health Insurance, [Michael A. Morrissey](#), AUPHA/HAP Book, 3<sup>rd</sup> Edition, 2020.
3. How To Buy Health Insurance, [Jagendra Rana](#), Blue Rose Publishers, 1<sup>st</sup> Edition, 2019.
4. Understanding Health Insurance, A Guide to Billing and Reimbursement 10<sup>th</sup> Edition Michelle A. Green and JoAnn C. Rowell, Delmar Cengage Learning , 2019.
5. India Insurance Guide L. P. Gupta, Self Published, Revised Edition 2018.
6. Law Of Insurance , J. Usha, P. Jaganathan, J.P Arjun, UshaJaganath Law Series, 2018.
7. The Fundamentals of Insurance - Theories, Principles and Practices Hargovind Dayal, Notion Press, Edition: 1, 2017.
8. Health Insurance Sector in India Mahendran T, Abhijeet Publications, 2017.
9. Introduction to Insurance Laws Naresh Mahipal, Central Law Publications, 2<sup>nd</sup> Edition, 2017.
10. General Principles of Law of Insurance, RN Chaudhary, Central Law Publications, 3<sup>rd</sup> Edition, 2017.
11. Medclaim and Health Insurance, [Patukale Kshitij](#), Prabhat Prakashan, 1<sup>st</sup> Edition, 2016.
12. Fundamentals of Life Insurance: Theories and Applications , Mishra Kaninika, PHI Learning, 2016.
13. Technicalities of Health Insurance, [Harish Sihare S. D. Gupta](#), Global Academic Publishers & Distributors, 2015.

## **404HA26: FINANCIAL MANAGEMENT**

**Unit-I Financial Management-** Concept, scope and Objectives; Finance Function – Functions of Financial manager –Time value of money –Agency conflict.

**Unit-II Working Capital Management** - Concept of working capital and operating cycle – Determinants of working capital –Estimating working capital requirements (**Theory**) - Liquidity Vs Profitability - Cash Management.

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

**Unit –IV Investment Decision** - Capital budgeting –Techniques –Payback period –Accounting Rate of Return methods; discounted cash flow techniques, NPV, PI and IRR

**Unit –V Dividend Decision** - Dividend theories –Traditional position –Walter’s model, Gordon’s model –M M Hypothesis

### **Reference Books**

1. James C. Vanhorne, Financial Management & Policy (Prentice Hall of India Pvt. Ltd., New Delhi, 2011) revised edition, 2011.
2. Pandey, I.M. Financial Management (Vikas Publishers, New Delhi). 20/e, 2021
3. Prasanna Chandra, Financial Management (Tata McGraw Hill Publishing Company Ltd., New Delhi).
4. Ezra Solomon & John J. Pringe. An Introduction to Financial Management, (Prentice Hall of India Pvt. Ltd., New Delhi).
5. Kulkarni. P.V. & Satyaprasad.B.G., Financial Management, Himalaya Publishing House, 14<sup>th</sup> Edition, 2018.
6. Khan.M.Y. & Jain. P.K., Theory and Problems in Financial Management, (Tata McGraw Hill Publishing Company Ltd., New Delhi, 2018, 8/e

## **405HA26: HOSPITAL WASTE MANAGEMENT**

**Unit - I Hospital Waste:** Definition. Classification, Categories, Sources. Routes. Associated Diseases, Risks, Control of Hazards, Associated Problems in India; Need, Objective and importance of Bio Medical Waste Management Programme in Health Care Facilities; Steps in Management of BMW

**Unit - II Control of Hospital Acquired Infection:** Types of Infection; Common Nosocomial Infection and their Causative Agents; Prevention of Hospital Acquired Infection; Role of Central Sterile Supply Department; Infection Control Committee; Monitoring and Control of Cross-Infection; Staff Health.

**Unit - III Biomedical Waste Management:** Meaning, categories of Biomedical wastes; Disposal of biomedical waste products; Incineration and its importance; Standards for Waste Autoclaving, Micro Waving and Deep Burial; Segregation, packaging, transportation and storage.

**Unit - IV Human Waste Disposal and Sewage Disposal:** Diseases carried from excreta; Sanitation barrier; Methods of Excreta disposal; Sewage wastes: Meaning, composition; Aims of Sewage disposal; Decomposition of Organic Matter; Modern Sewage Treatment; Drawbacks of improper disposal of wastes; Solid and liquid waste disposal.

**Unit - V Safety and Protective Measure:** Principles of Safe Handling; Personal Protective Devices and other Protective Measures; Occupational Safety; Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers.

### **Reference Books:**

1. Singh, Anant. Preet&Kaur. Sukhjait.(2012). Bio-medical waste disposal. Jaypee Brothers Medical Publishers.
2. Bahera. P.K. (2009). Sustainable bio-medical waste management. Dominant Publishers & Distributors.
3. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006

## **406HA26: ETHICS IN HOSPITAL ADMINISTRATION**

**Unit-1 Introduction**, Ethics and Values, Work Culture, Code of Conduct in Hospitals and Medical Services, Fairness and Justices Administration, Social Responsibilities, Hippocrates oath, Declaration of Geneva, MCI (Professional conduct etiquette and ethics) Doctor Patient Relationship, Confidentiality, Autonomy, True Telling, Research Ethic issue in contemporary health care , Bio Medical Research (ethical issue relevance of ICMR guidelines) HIV, AIDS, Human Experiments, Clinical Trials, Life Support, Dying Declaration, Death Certificate, Post mortems, Ethics in Hospital Administration

**Unit II: Ethical practices in medicine** and health care delivery. Ethical issues in like surrogacy, transgender, privatization of health care, clinical trial, Euthanasia, etc. Discussion with personal examples on ethics in health care delivery – dilemmas Project: Ethics in private and public health.

**Unit III: Corporate Social Responsibility:** Meaning, need for CSR, benefits of CSR, Response of Indian Companies towards Corporate Social Responsibility, Case Studies

**Unit-IV: Teachings of various religions** Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism and their implementation for ethical management of Hospitals

**Unit V: Code of Medical Ethics** Regulations (MCI) in India and ICMR Guidelines (2017)

### **References:**

1. Swami Someswarananda, “Business Management Redefined-the Gita Way”, Mumbai, Jaico Publishing House, 2000
2. Peter Pratley, “The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
3. S. K. Chakraborty, “Management by Values”, New Delhi, Oxford University Press, 1992 Ahmedabad Management Association (AMA),
4. S.K. Chakraborty, “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd., 1999
5. PC Chaubey, Medical Ethics, Health Legislation and Patient care in India- Suresh Publishers

## **407HA26: HOSPITAL HAZARDS & DISASTER MANAGEMENT**

**Unit – I: Hospital Hazards:** Meaning and types (physical, biological, mechanical and psychological) and their impact on employees; Preventive measures; Hospital Hazards Management - meaning, need, principles and purpose; Universal precautions for health care workers.

**Unit – II: Fire Hazards:** Fire Hazard Triangle; Causes of Hospital Fires; Fire Protection – Structure Planning and Design Consideration; Central Air - conditioning Facilities; Electric Installation; Water supply - fire points and Escape routes; Fuel Store; Manual Call Points; Means of Escape; Risk evaluation

**Unit – III: Radiation Hazards:** Biological effects of radiation hazards; Diagnostic Imaging – Radiation protection and safety; Radiation safety monitoring; Principles in the layout 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; Radiation Protection Facility; Radioactive Waste

**Unit – IV: Disaster Management:** Objective, basic concepts, disaster cycle; Classification of disasters; Disaster Process – Spectrum of disaster Management; Disaster management in India – National level, state Level; Principles of disaster Planning; Disaster and health problems; Organization of Medical Relief; Principles of Mass Casualty Management; Disaster Administration; Disaster Manual; Disaster Drill.

**Unit – V: Disaster Preparedness:** Aim, objectives and measures; Medical preparedness: Models. Phases and Use of Technology; Disaster Plan-objectives, need, purpose, planning and implementation. Pre-Hospital and Hospital Components - Practical Arrangements.

### **Reference Books:**

1. Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications
2. Sonopant. G. (2012). Disaster Management for Healthcare professional. Jp Medical.
3. Ray. Suresh. (2010). Nurses role in disaster management. CBS publishers.
4. Mehta A, Culley C, (2016). Emergency medicine. Jaypee Brothers Medical publishers.
5. Goldschmitt D, Bonvino R, (2009). Medical disaster response, CRC press.

## **408HA26: COMMUNITY HEALTHCARE MANAGEMENT**

**Unit - I Definition, concepts,** determinants & dimensions of health; Health sickness spectrum; Levels of health care; Concepts of disease causation; Levels of disease prevention; Social medicine & Social control of medicine; Community Diagnosis; Quality of life; Right to health; Indicators of health; Health services philosophies; Health services research.

**Unit - II Current issues in community health;** Etiology and treatment options for common chronic and communicable diseases; primary, secondary, and tertiary measures to prevent and treat conditions most prevalent at the community level.

**Unit - III Health promotion in the workplace:** A healthy and safe workplace; Occurrence and prevention of injuries; Occupational stress; Occupational safety and health; Women's health; AIDS; Violence; Alcohol, tobacco and illegal drugs use; Proper use of medications - prescription and non-prescription.

**Unit - IV Communication,** Programme planning and evaluation in health education and promotion: Community needs assessment; Planning for health education and promotion programs in a variety of settings; Issues relating to implementation of programs; Monitoring and Evaluation. Principles of Health Education; Health informatics

**Unit - V Chronic disease management & Consumer health:** Prevention and control of chronic lifestyle diseases; common barriers to healthy lifestyles; evaluation of health services and products; medical quackery; efficiently using health services; consumer protection; alternative and complementary therapies (AYUSH); food selection; influences of advertising on consumer choices.

### **Reference Books:**

1. B. Sridhar Rao, Textbook of Social Medicine, 2nd Edition, 2010, AITBS Publishers, India
2. Ajit K. Dalal, Social Dimensions of Health, Rawat Publishers, 2005, New Delhi, India
3. Seth B. Goldsmith, Principles of Health Care Management, Jones & Bartlett Publishers, 2005, UK
4. Park K. Park's Textbook of Preventive and Social Medicine, 22nd Edition, Banarsidas Bhanot Publishers, Jabalpur, India 2012.

**Duration of the Programme:**

**Minimum:** Two Academic Years from the year of joining of the course (Four Semesters).

**Maximum:** Five Academic Years from year of joining of the course for securing First Class or Second Class.

**INSTRUCTIONAL DESIGN :****Instructional delivery mechanism:**

University has its own faculty for MBA department and all the faculty members will act as resource persons. Counselling session for theory is 12 hours for each course. Our University has blended mode delivery mechanism i.e., ICT and Conventional modes.

**Media of delivery mechanisms:**

- **Printing:** The study material delivery media include Printing of books which are issued to the students who are enrolled for the programme.
- **conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.
- **Interactive sessions, and Discussion boards:** In distance Education, for each course 12 hours face to face contact between the learners and their tutors and therefore interactive sessions are conducted. The purpose of such interactive session is to answer some of the questions and clarify doubts that may not be possible in other means of communication. This programme provides an opportunity to meet other fellow students. The Counsellors at the study centres are expected to provide guidance to the students. The interactive sessions are conducted during week ends and vacations to enable the working students to attend.
- **Student support services:** Student support services include Internet enabled student support services like e-mails, SMS and even an app is planned. Student feed back mechanism is created and feed back is designed. Student Learning Management System (LMS) is customized to every student. For every student customized examination management system (EMS) is also created facilitating self evaluation, demo tests, model question papers and periodical Internal Assessments.
- **Credit System:** University has adopted Choice Based Credit System (CBSE) under semester mode from 2013. The same has been approved by relevant Statutory boards in Distance mode also.
- **Admission procedure:**
- **Eligibility Criteria:** The eligibility for admission into this course is admissions are governed by the rules and regulations that are issued by Andhra Pradesh State Council for Higher Education (APSCHE) from time to time. Eligibility is pass in AP-ICET or ANUCDE Entrance Test and pass in any Bachelor Degree with 50% aggregate (45% for BC, SC & ST) (other than BFA & BOL) with Mathematics at 10th or Inter or Degree.
- **Fee Structure:** The total two years programme fee is Rs. 47,700/-.



- **Policy of programme delivery:** Our University has blended mode delivery mechanism i.e., ICT and Conventional modes. In conventional mode printed material is given and also online mode of delivery with learning management system is adopted.

- **Activity planner:** There is an yearly academic plan and as per plan interactive sessions, assignments, examinations etc are conducted to the candidates.

- **Evaluation System:** Periodical progress of learning is evaluated by web based feed back mechanism in the Learning Management System. Evaluation of learner progress is conducted as follows:

- (i) The examination has two components i.e., continuous evaluation by way of assignments (30 %) and term end University Examination (70 %).

- (ii) Each student has to complete and submit assignment in each of the theory paper before appearing to the term end examination. The term end examination shall be of 3 hours duration.

- (iii) Minimum qualifying marks in each paper is 40 % individually in internal and term end examination. The candidates who get 60 % and above will be declared as pass in First Division, 50 % to below 60 % as Second Division and 40 % to below 50 % as Third Division.

- (iv) The Centre for Distance Education, Acharya Nagarjuna University will conduct the examinations, evaluations and issue certificates to the successful candidates.

- (v) All the term end examinations will be conducted at the examination centres fixed by the CDE.

- (vi) Qualitatively the examinations conducted for the students of the Distance Education are on par with the examinations conducted for the regular University students.

#### **LIBRARY SUPPORT AND LIBRARY RESOURCES :**

The MBA programme is based on the theory and does not contain practical papers. Hence, no need of Laboratory support. However, University Library is accessible to all the students of distance education. University provides computer library facility with internet facility to learners for their learning. Additionally every department in the University has a well equipped library which is accessible to all the students. CDE also provides a compendium of web resources to every student to support learning.

#### **COST ESTIMATE :**

The Programme fee for I year is Rs.23,000/-, and II year is Rs. 24,700/-. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

**QUALITY ASSURANCE :**Quality assurance comprises the policies, procedures and mechanisms which that specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed

learning outcomes aimed at making the learner industry ready also for career advancement, enterprenureal development, and as wealth creators. There is a continuous evaluation of learning and of competence internally and also by ICT enabled feed back mechanism and Centre for Internal Quality Assurance (CIQA). The University ensures maintaining quality in education provided through open and diatance learning mode. As per the need of the information society and professional requirement, the University ensures to change the mechanism from time to time along with enhancement of standard in course curriculum and instructional design. Therefor, the outcomes of the programme can meet the challenges in the changing society.



DIRECTOR  
CENTRE FOR DISTANCE EDUCATION  
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