5. Course Code & Title: MPC 52 01 & Health Management

Credits: 2

Topics	Suggested Readings
I. Introduction to Management & Management Principles - Meaning, definition, levels of management and importance of management with a special focus on healthcare. - Some key terms used in management (aim, objectives, targets, indicators, mission and vision statements) - 14-Principles of Management by Henri Fayol and its application to healthcare organizations. - Role of a health manager and skills set of today's healthcare manager - Differences between: Management vs. Administration	Bhalwar, R., & Vaidya, R. (Eds.). (2009). *Text book of public health and community medicine*. Department of Community Medicine Armed Forces Medical College. (Chapter-3: Health Policy and Healthcare System; Management Process in Healthcare). Galer, J. B., Vriesendorp, S., & Ellis, A. (2005). Managers who lead: a handbook for improving health services. Powell-Jackson, T., Purohit, B., Saxena, D., Golechha, M., Fabbri, C., Ganguly, P. S., & Hanson, K. (2018). Measuring management practices in India's district public health bureaucracy. Social Science & Medicine.

II. Functions of a manger in healthcare organization - POSDCORB - Planning as a management function - Types of planning in general and planning in the healthcare system - The planning process in general and planning in Indian healthcare system. - Planning process in the Indian health sector - Steps in planning a health program - Organizing (Organizing health programs in India) - Staffing of human resources for health in India - Directing - Coordination of health programs in India - Reporting and Budgeting	Bhalwar, R., & Vaidya, R. (Eds.). (2009). *Text book of public health and community medicine*. Department of Community Medicine Armed Forces Medical College. (Chapter-3: Health Policy and Healthcare System; Management Process in Healthcare). A paper in open source by Ravi Duggal on Health Planning in India. Can be downloaded from: http://www.cehat.org/cehat/uploads/files/a168.pdf Health Policy and Planning in India by Prof. P.K Shajahan. Can be downloaded from http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000032SW/P001728/M021621/ET/1501583220modulenumber-1-text.pdf

	Palmiere, D. (1972). Types of planning in the health care system. *American Journal of Public Health*, *62*(8), 1112-1115.

III. Organizational Behaviour in Healthcare Settings
 	
   - Concept of organization and types of organization and organization structure
   - Organization culture and climate
   - Leadership and leadership styles (managerial grid model)
       ▪ Production and perish style
       ▪ Improvised style
       ▪ Country club style
       ▪ Team style
       ▪ Middle of the road
   - Motivation and theories of motivation
       ○ Maslow's need hierarchy theory
       ○ Herzberg's two-factor theory
       ○ Douglas Mc Gregor's Theory X and Y
   - Team and Team Dynamics
	Sinha, P., & Sigamani, P. (2016). Key challenges of human resources for health in India. *Global Journal Of Medicine And Public Health*, *5*(4).
	
	Rovithis, M., Linardakis, M., Rikos, N., Merkouris, A., Patiraki, E., & Philalithis, A. (2016). Organizational culture among nurses working in the public health sector on the island of Crete-Greece. *Health Science Journal*.
	
	Willis-Shattuck, M., Bidwell, P., Thomas, S., Wyness, L., Blaauw, D., & Ditlopo, P. (2008). Motivation and retention of health workers in developing countries: a systematic review. *BMC health services research*, *8*(1), 247Yphantides, N., Escoboza, S., & Macchione, N. (2015). Leadership in public health: new competencies for the future. *Frontiers in public health*, *3*.
	
	Robbins, S. P., & Judge, T. A. Essentials of Organizational Behavior.(2008). *New Jersey: Prentice Hall. ISBN*, *10*, 0136124011

IV. Quality Management in Healthcare Organizations - Quality Management (Quality Planning, Quality Assurance, Control and Quality Improvement)	Bhalwar, R., & Vaidya, R. (Eds.). (2009). *Text book of public health and community medicine*. Department of Community Medicine Armed Forces

- TQM, Continuous Quality Improvement (CQI), Sig Sigma, NABH, NABL, JCI, ISO <u>Group work: Analysis of a research paper on TQM in hospital settings</u>	Medical College. (Chapter-3: Health Policy and Healthcare System; Management Process in Healthcare). Fărcaş, A. M., & Vuță, D. R. (2015). The Management By Objectives–Tool Used For Remodeling The Romanian Organizations' Managerial System. Rajan, R., & Kumar, P. R. (2017). A Literature Review on the Effectiveness of TQM Implementation in Healthcare Sectors (Hospitals & Medical Devices Servicing Industries). Asian Journal of Research in Social Sciences and Humanities, 7(8), 311-324
V. Applications of Management Tools for Health Organizations - SWOT Analysis and steps in SWOT analysis - PEST & PESTEL Analyses - Porter Five Forces Model - Balance Score Card - Management by Objectives (MOB) in healthcare organization <u>Group work on: SWOT and PESTEL Analysis</u>	Metilda, J. M., & Srinivasan, M. (2009). Balanced Score Card and its Relevance in Health Care. *Adarsh Journal of Management Research*, *2*(1), 61-68. Lethbridge, J. (2011). Understanding multinational companies in public health systems, using a competitive advantage framework. *Globalization and health*, *7*(1), 19. SWOT and PESTEL: https://www.unicef.org/knowledge-exchange/files/SWOT_and_PESTEL_production.pdf
VII. Evaluation and Feedback	

Internal Examination-1 (20 Marks): Power point presentation on important management and organizational behavior topics such as Group Dynamics, Motivation, Leadership, PESTEL Analysis and Sig Sigma. **Internal Examination-2 (20 Marks):** All students enrolled in the course are required to appear for a short-answer type written examination (1 hour). The assessment will examine student's ability to understand basic concepts, functions and principles of management and its application in managing health organizations and health programs. **End-Semester Examination – (60 Marks written examination)**	