Department of Hospital Administration

Board of Studies Meeting

The minutes of the 22nd Board of Studies meeting held on 27.10.2026 at 10.00 am through Google Meet.

Members Present:

S.No.	Name	Category
1	Prof.U.Suji Assistant Professor & Head	Chairman
2	Dr.T. Sunderswaran Associate Professor Department of Management Studies G.R.D College of arts and science, Coimbatore	University Representative
3	Prof. T. Jeyarajasekar Principal College of Hospital Administration Dr Somervell Memorial CSI Medical College, Karakonam, Thiruvananthapuram	Subject Expert
4	Dr. R. Indhumathy Assistant Professor (Senior Grade) PSG Institute of Management Coimbatore	Subject Expert
5	Dr. Kaavya S V Quality Manager, Government Medical College Hospital, Tirupur	Industrial Expert
6	Ms. Heshma B Operations Executive Ramakrishna Hospitals, Coimbatore	Meritorious Alumni
7	Dr.P.R. Muthuswamy Director –Academics, Dr. NGPEI	Special Invitee
8	Mr.K. Sukanth Assistant Professor	Member
9	Ms.A. Kaviya Assistant Professor	Member

The HoD and Chairman of the Department of Hospital Administration welcomed all the external board members and the internal members and appreciated them for their continuous support and contribution for the development of academic standard and enrichment of the syllabus.

Further Chairman informed the inability of the following members to attend the meeting and requested to grant leave of absence.

1. Ms. Heshma B - Alumni

The items of the agenda were taken one by one for discussion and the following resolutions were passed.

Item 22.1: *To review and approve the minutes of the 21st BoS meeting held on 01.04.2026.*

The chairman of the Board presented the 21st minutes of the BoS meeting held on 01.04.2026 and requested the members to approve. After brief discussion the following resolution was passed

Resolution:

Resolved to approve the minutes of the 21st Meeting of BoS held on 01.04.2026.

Item 22.2: *To review and approve the scheme, regulations and syllabus for II semester for the students admitted during the academic year 2026-27.*

The chairman presented the detailed syllabus for the II semester for the students admitted from the academic year 2026-27 onwards. The details of changes made also presented as follows.

Changes Made:

M.Sc. Hospital Administration		
Code	**Course**	**Changes and Reason**
26HAP2CA	Hospital Architecture and Planning	Unit III: As suggested by Prof. Dr. T. Jeyarajasekar, included HVAC Systems to enrich knowledge in hospital environmental control and air circulation standards.
26HAP2CB	Healthcare Economics and Insurance systems	As suggested by the Board, the syllabus was restructured to include Insurance Systems along with Healthcare Economics: Unit I- Introduction to Economics Unit II- Production and Cost Concepts Unit III- Health Economics and Hospital Systems Unit IV- Health Insurance Plans and Schemes Unit V- Health Insurance Costing and Claims Management
26HAP2CC	Human Resource Management and Industrial Relations	Unit I: As suggested by the internal members, included Indian Management Principles in HRM to promote Indian Knowledge Systems (IKS), and was approved by the Board.
26HAP2CD	Materials Management	Unit III: As suggested by Dr.T.Sunderswaran, included AI-Based Inventory Optimization to address the technological advancement in inventory control.

26HAP2CE	Healthcare Marketing and Strategic Management	Unit II: As suggested by Dr.R.Indumathy, included Gap analysis for further enhancement of the content. Unit III: As suggested by the internal members, included AI in Digital Marketing and Advertising to equip students with growing use of AI in marketing.

DSE Offered

Code	Course	Changes and Reason
26HAP2DA	Application Of Quality in Healthcare	Unit V: As suggested by Dr.S.V.Kaavya, included Application of AI in audit to support automated data analysis in hospitals.
26HAP2DC	Healthcare Analytics	As suggested by the board, the syllabus was re-structured to address the growing need for data analysis and decision-making in healthcare industry as: Unit I- Introduction to Data Science Unit II- Data Handling Unit III- Introduction to Tableau Unit IV- Ratios and Rates Unit V- Analytics for Hospital Administration

After discussion the following resolution was passed with the above changes and modifications.

Resolution:

Resolved to approve the syllabus for the II semester for the students admitted during the academic year 2026-27.

Item 22.3: *To review and approve the syllabi for IV semester for the students admitted during the academic year 2025-26.*

The chairman presented the syllabus for the IV semester for the students admitted during academic year 2025-26. The board accepted the syllabus without any changes.

Resolution:

Resolved to approve the syllabus for the IV semester for the students admitted during the academic year 2025-26.

Item 22.4: *To consider and approve any other item brought forward by the Chairman and the members of the board.*

The Board Chairman presented the syllabus PG Diploma II Semester and for the Self-Study Courses for students admitted during the academic year 2026–2027. The board accepted the syllabus without any changes.

Resolution:

Resolved to approve the syllabus for the PG Diploma II Semester and the Self-study courses for the students admitted during the academic year 2026-27.

Finally, the Chairman thanked all the members for their cooperation and contribution in enriching the syllabus with active participation in the meeting and sought the same spirit in the future also. The meeting was closed with formal vote of thanks proposed by Prof.U. Suji, Head and Chairman- Hospital Administration BoS.

27/10/26

Date: 27.10.2026

(Prof.U.Suji)

BoS Chairman/HoD
Department of Hospital Administration
Dr. N. G. P. Arts and Science College
Coimbatore – 641 048

Syllabus Revision

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**II**	**Course Code/ Name**	**26HAP2CA / Hospital Architecture and Planning**

Unit	Existing	Changes
I	Evolving Role of Hospitals Hospital as a system - Various Departments in Hospital - Changing role of hospitals – Hospital Administrator – Roles and Functions	-
II	Hospital Planning Process of Hospital planning – Compliance - Expandability - Operational and functional planning - Planning team – Site selection – Master plan – Zonal distribution – Space requirement – Facility Planning (NABH)- Green Field Vs Brown Field project- Ventilation & Lighting -construction & commissioning - Equipping a hospital- Budgeting	-
III	Hospital Design Hospital Project management - Role of architect – Designing - Clinical services - Supportive services - Utility services -legal formalities - Contract Administration-Environment regulations - Environmental Consideration- Equipment planning - Installation and Commissioning -Bed distribution - Space requirements – relationships	HVAC System
IV	Hospital Standards General standards for designing hospital facilities – Design parameters – Patient Centered Care- Optimization - Licensing and documentation – Mechanical standards - Electrical standards – Standard for centralized medical gas system Standards for Biomedical waste - Engineering standards - Safety and Security -Disaster management	-
V	Recent trends in Hospital Planning Green Hospital Design - Healing Architecture - Value added services in hospital - Virtual healthcare - Smart Hospitals	-

Percentage of syllabus revised: 2%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability	✓	Innovations
	Intellectual Property Rights		Gender Sensitization
✓	Social Awareness/ Environment	✓	Constitutional Rights/ Human Values/ Ethics

Syllabus Revision

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**I**	**Course Code/ Name**	**26HAP2CC / Human Resource Management and Industrial Relations**

Unit	Existing	Changes
I	Concept of Human Resource Management HRM- Meaning and Definition- Objective- Importance- Nature - Characteristics- Functions and Role of HRM – HR systems- HR Policies and procedures	Indian Management Principles in HRM
II	Job Analysis, Career Planning and Development Job design – Job analysis - Job description - Job specification – Manpower requirement Analysis - Job roles – Job Enrichment – Job Enlargement - Re-skilling - Up-skilling - Promotion - Transfer- Demotion – Employee engagement – Absenteeism - Labour turn over - Steps in Career Planning and Development	-
III	Recruitment and Selection, Training Objectives of Recruitment - Recruitment policy – Sources of recruitment – Traditional techniques- Modern techniques Selection- Selection procedure – Placement – Induction - Competency Mapping- Talent Management - Training - Process - Need analysis - Training techniques- Training effectiveness	-
IV	Performance Appraisal and Compensation Management Definition – Purpose- Process - Performance Appraisal Indicators- Methods of appraisal- Traditional Method - Modern Methods- Compensation Management- Planning- Managing Employee Benefits – Retention and Replacement cost – Grievance Redressal of System- Role of HR in Safety management	-
V	Employee's Welfare Acts Factories Act, 1948 - Maternity Benefit Act,1961 - Employee State Insurance Act, [ESI] 1948 - Employees' Provident Fund Scheme, 1952 - Payment of Bonus Act, 1965 – Workmen's Compensation Act, 1923 – Contract Labour Act (R&A), 1970 - Payment of Gratuity Act, 1972- Introduction to payment of wages act 1936	-

Percentage of syllabus revised: 2%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability		Innovations
	Intellectual Property Rights	✓	Gender Sensitization
✓	Social Awareness/ Environment	✓	Constitutional Rights/ Human Values/ Ethics

Syllabus Revision

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**I**	**Course Code/ Name**	**26HAP2CD / Materials Management**

Unit	Existing	Changes
I	Integrated Materials Management Need for Integrated Concept – Definition and scope - Advantages in Integrated Material Management Concept - Organization Based on Commodities – Functions –Location - Interdepartmental Relationship – Warehousing – Functions- Types-Material Planning and Budgeting Case Study on Integrated Materials Management in Hospital	-
II	Purchasing Management Purchase System - Functions – Price Forecasting – Purchase of Capital Equipments - International Purchasing – EXIM Policy and Procedure- Vendor Management - Buyer and Seller Relation and Ethics- Tendering Procedures- Purchase Vs Leasing Decision- Surplus and Scrap Management Case Study on Ethical Practices in Hospital Purchasing	-
III	Stores and Inventory Management Definition – Concept of Stores- Types of Stores- System and Procedures – Role and Functions of Store Manager- Hygiene Standards in Stores - Stores Accounting- Stock verification - Stock adjustment- Stock valuation methods- Space Management	AI-Based Inventory Optimization
IV	Inventory Management Techniques Inventory Management – Different Types of Hospital Inventories - Techniques in Inventory Management – LIFO , FIFO - EOQ, ABC, VED, FSN Analysis–5S techniques in stores management - Card System and Use Of Bin Cards- Quality Control- Value Analysis, Condemnation & Disposal	-
V	IT in Materials Management Material Resource Planning System –MIS Reports in Material Management -Product Coding and Tracking - e-Procurement - Various Purchase and Store Modules - Software in Materials Management	-

Percentage of syllabus revised: 2%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability	✓	Innovations
	Intellectual Property Rights		Gender Sensitization
	Social Awareness/ Environment		Constitutional Rights/ Human Values/ Ethics

Syllabus Revision

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**I**	**Course Code/ Name**	**26HAP2CE / Healthcare Marketing and Strategic Management**

Unit	Existing	Changes
I	Marketing Concept Marketing concepts- Need- Principles- Services – Marketing environment– Five I's – Salient features- Classification of services – Dichotomous classification of services – Cross classification of Services – Schmenner's Classification.	
II	Dimensions of Marketing Process – Elements – Service Expectations – Performance - Market Economic Dimensions – Service Style – Segmentation Variables – Market Targeting in Services – Customer loyalty - Customer Bonding	Gap Analysis
III	Marketing Mix & Advertising Elements of Marketing Mix – Service Marketing triangles - 4A's of Marketing- 7P's of Service Marketing - Collaborative Marketing – Media Relations - Branding – Advertisement Promotion - Free Health Camps - Digital Marketing for Hospital	AI in Digital Marketing and Advertising
IV	Strategic Management Introduction – Nature of Business Policy and Strategic Management – Strategic Management Process – Strategic Decision Making- Characteristics - Corporate Governance Business Ethics – Strategic Change – Creative Problem Analysis	
V	Strategic Analysis Tools SWOT Analysis – PESTLE Analysis- Porter's five force model- Blue ocean strategy - VRIO Framework- Portfolio Analysis using BCG- Strategic management process –Corporate Social Responsibility	

Percentage of syllabus revised: 4%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability	✓	Innovations
	Intellectual Property Rights		Gender Sensitization
✓	Social Awareness/ Environment	✓	Constitutional Rights/ Human Values/ Ethics

Syllabus Revision

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**II**	**Course Code/ Name**	**26HAP2DA / Application of Quality in Healthcare**

Unit	Existing	Changes
I	Benchmarking Process Introduction to Benchmarking – Process of Benchmarking – Benefits – Pitfalls – Success Indicators – Gap Analysis process – Benchmarking template – Initiating the process of Benchmarking - Application	-
II	Quality Function Deployment Concept Introduction to Quality Function deployment –QFD Concept – QFD process – QFD Team – Benefit of QFD – Patient feedback – House of Quality	-
III	Business Process Reengineering Organizational Reengineering – Conceptual framework process – Process Re- engineering- BPR Philosophy – Possibilities and pitfalls – Opportunity assessment – Impact Assessment – Planning Implementation of the transition	-
IV	Statistical Process Control History - Development - Statistical fundamentals – Pareto diagram - Process flow diagram - Cause and effect diagram - Check sheets - Histogram –Various Control charts – Different Control charts for Variable state of Control – Scatter Diagrams – Problems & Applications	-
V	Quality Management System in Healthcare Essentials of Quality Improvement in Healthcare - Implementation of Quality Management System in a Hospital - Evaluation of the success of QMS - Statistical approach - Medical Audit - Nursing Audit - Equipment Audit - Patient Satisfaction	Application of AI in audit

Percentage of syllabus revised: 2%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability	✓	Innovations
	Intellectual Property Rights		Gender Sensitization
	Social Awareness/ Environment	✓	Constitutional Rights/ Human Values/ Ethics

Syllabus -New Course

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**II**	**Course Code/ Name**	**26HAP2CB / Healthcare Economics and Insurance systems**

Unit	Content
I	Introduction to Economics Economics - need and importance - Ancient Indian Economic Thought - Circular flow of Economic Activity – Theory of Utility- Theory of Demand- Concepts of Price-income-Cross Price Elasticities- Demand and Supply of Healthcare and Determinants – Healthcare: Issues and Challenges - Roles and Responsibilities of a Health Economist
II	Production and Cost Concepts Price determination - Grossman's model of healthcare – Theory of Production - Production of Health and Healthcare - Health production function – Investment in Healthcare – Capital Budgeting and Types - Concept of Economic Evaluation –Types
III	Health Economics and Hospital Systems Health Economics and its importance - Changing scenario of health industry - Health Economics in Indian scenario - effect of globalization and privatization - Importance of PPP Model - Problem faced by health industry– Alternative Models of Hospital Behavior - Utility Maximizing Model, Physician , Control Models
IV	Health Insurance Plans and Schemes Health Insurance - Principles of Health Insurance - Health Insurance Products - Group Insurance Products - Product design - Development and Evaluation - Current trends in Health Insurance - International and Indian scenario - Concepts of insurance - life and nonlife - Government Health Insurance Scheme (State and Central Level)
V	Health Insurance Costing and Claims Management Issues in Health Insurance Planning - Costing of the Benefit Package - Calculation and determination of premiums - Introduction to Claims management - Significance of claims settlement - Nature of claims from various classes of insurance - Role of Third-Party Administrators

Percentage of syllabus revised: 100%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability		Innovations
	Intellectual Property Rights		Gender Sensitization
✓	Social Awareness/ Environment		Constitutional Rights/ Human Values/ Ethics

Syllabus – New Course

Faculty	**Management**	**Board**	**Hospital Administration**
Semester	**II**	**Course Code/ Name**	**26HAP2DC / Healthcare Analytics**

Unit	Content
I	Introduction to Data Science Data Science – Importance - Facets of Data –Big data eco system and data science - Data science process: Steps in data science process - Retrieving data – Data preparation – Data exploration – Data modeling – Presentation
II	Data Handling Problems when handling large data – General techniques for handling large data – General Programming dealing with Large Data Sets – Steps in big data – Distributing data storage and processing with Frameworks- Applications in Data Science
III	Introduction to Tableau Tableau products - Connecting to Data - The tableau user Interface – Sheets - Dashboards - The ToolBar – Datatypes - Changing Datatypes - Calculating fields - Creating Visualization - Comparing Comparisons - Fine tuning the default-Sorting - The Dotchart - Histograms.
IV	Ratios and Rates Ratios-Proportions and percentage-Filters and quick filters - Table Calculations - Proportions as waterfall charts using Gantt-Bullet Graph-Mean and Median- Normal Distribution - Boxplots-Sensitivity to Outliers- Scatterplot- Changes over time-Maps and Locations.
V	Analytics for Hospital Administration Hospital Workflow and Patient Flow Analysis – Hospital Resource Utilization and Productivity Analysis – Staffing, Scheduling and Bed Allocation – Simulation and Optimization of Hospital Operations – Predictive Analytics for Hospital Readmissions – Healthcare Quality and Performance Measurement – Application of AI and Healthcare Analytics in Hospital Management Decision Making

Percentage of syllabus revised: 100%

Course focuses on

✓	Skill Development	✓	Entrepreneurial Development
✓	Employability	✓	Innovations
	Intellectual Property Rights		Gender Sensitization
	Social Awareness/ Environment	✓	Constitutional Rights/ Human Values/ Ethics

ATTENDANCE OF THE TWENTY SECOND BOARD OF STUDIES MEETING

FACULTY: Management

BOARD: Hospital Administration

VENUE: Google Meet

DATE: 27/10/2026

TIME: 10.00 A.M

The following members were present for the Board of Studies meeting

S.NO	NAME	POSITION	SIGNATURE
1.	Prof.U.Suji Head	Chairman	Present
2.	Dr.T. Sunderswaran Associate Professor Department of Management Studies G.R.D College of arts and science Coimbatore.	Member (Subject Expert) (Nominated by Vice Chancellor)	Present
3.	Prof. T. Jeyarajasekar Principal, College of Hospital Administration Dr Somervell Memorial CSI Medical College, Karakonam Thiruvananthapuram.	Member (Subject Expert) (Nominated by Academic Council)	Present
4.	Dr. R. Indhumathy Assistant Professor (Senior Grade), PSG Institute of Management Coimbatore.	Member (Subject Expert) (Nominated by Academic Council)	Present
5.	Dr. Kaavya S V Quality Manager, Government Medical College Hospital Tirupur.	Member (Industrial Expert)	Present
6.	Ms. Heshma B Operations Executive Ramakrishna Hospitals Coimbatore.	Alumni	Absent

7.	Dr. P.R. Muthuswamy Director –Academics, Dr. NGPEI	Special Invitee	Present
8.	Mr.K.Sukanth Assistant Professor	Member	Present
9.	Ms.A.Kaviya Assistant Professor	Member	Present

27/10/26

Date: 27/10/2026

(Prof.U.Suji)

BoS Chairman/HoD
Department of Hospital Administration
Dr. N. G. P. Arts and Science College
Coimbatore – 641 048