

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT  
(GITAM)**

(Deemed to be University, Estd. u/s 3 of UGC Act 1956)

**VISAKHAPATNAM \* HYDERABAD \*  
BENGALURU**

**Accredited by NAAC with A+ Grade.**



**REGULATIONS & SYLLABUS  
Of**

**Master of Business Administration  
In Health Care and Hospital Management**

**A Two-Year Full Time –Semester Programme**

**Program Code: PMGMT04**

(w.e.f. 2021-22 Admitted Batch)

**[www.gim.gitam.edu](http://www.gim.gitam.edu)**

# **Master of Business Administration**

## **(In Health Care and Hospital Management)**

### **REGULATIONS**

**(w.e.f. 2021-22 Admitted Batch)**

#### **1.0 ADMISSION**

Admission into MBA (HC & HM) Program of GITAM (Deemed to be University) is governed by GITAM (Deemed to be University) admission regulations.

#### **2.0 ELIGIBILITY CRITERIA**

Bachelor's degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

#### **3.0 CHOICE BASED CREDIT SYSTEM**

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015-16 based on UGC guidelines to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice.
- Students to learn at their own pace.
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

#### **4.0 STRUCTURE OF THE PROGRAM**

The Program consists of.

**4.0.1** Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.

**4.0.2** Core Courses (compulsory).

**4.0.3** Discipline centric electives which

- are supportive to the discipline.
- give expanded scope of the subject Intra Departmental Electives
- give inter disciplinary exposure.
- Nurture the student skills Inter Departmental Electives

4.1 Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

Student has to choose ONE open elective courses, carrying **ONE** credit, from the options available during two years study period come under PCDs i.e. at any Semester during first year or second year course of study.

Credits will be shown in IV Semester only. The courses will be chosen from Moocs, Course era, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which two courses are to be selected by the student. In case of students who got placement can choose any course from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student must submit course cleared document/proof to the Institute along with exam material. Upon on that a viva voce examination/presentation will be conducted for awarding marks.

**4.4. CREDITS:** Each course is assigned a certain number of credits depending upon the number of contact hours (lectures & tutorials) per week. In general, credits are assigned to the courses based on the following contact hours per week per trimester.

- One credit for each Lecture / Tutorial hour per week.
- One credit for two hours of practicals per week.
- Two credit for three (or more) hours of practicals per week.

#### **Range of credits**

The curriculum of the Four Semester MBA program is designed to have a total of 248 credits. However, for the award of MBA degree, the students have to earn a minimum of 108 credits only as shown in Table –Program Structure

#### **Preparatory (Bridge) Course:**

Before the commencement of the program, the students will be sensitized on various topics that will make them confident to take up their relevant programs.

**Preparatory Courses (Bridge Courses) offered are given below.**

S. No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics
5	Understanding Financial Statements
6	Basics of Finance
7	Academic Writing
8	Case Analysis
9	Presentations

**Note: The results of Preparatory (Bridge) Courses will not be reflected in the grade sheets.**

## 5.0 MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

## 6.0 REGISTRATION

Every student has to register himself/herself for each semester individually at the time specified by the Institute / University.

## 7.0 ATTENDANCE REQUIREMENTS

The student's minimum attendance requirement in any course is 65%, and the overall attendance of all the courses put together in any semester should be 75% or greater. The student will not be permitted to write the end semester examination for courses with less than 65% attendance. If the student fails to meet the minimum attendance requirement of 75% in the current semester, the student will be permitted to write only those subjects in which the student maintains 75% or above. The remaining subjects will get an 'R' grade.

### 7.1 Leave Policy

If the student's attendance is 75% and above, they will be allowed to write the end-semester examinations subject to satisfying the individual course attendance. However, the shortage of attendance may be exempted from 65% to 74% in the following cases

- (1) The student participating in co-curricular and extracurricular activities and representing the University, state, or country.
- (2) Medical emergency: Whatever the circumstances, if the student's attendance drops to less than 65%, they will not be permitted to attend the end-semester examinations.

### 7.2 Representing the University/Country:

The Vice-Chancellor, on the recommendation of the Principal / Director of the Institute/School and remarks from the Director, Student life, GITAM may condone the shortage of attendance of the students on the grounds of participation in co-curricular and extracurricular activities representing the University or country.

## 8.0 EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation **(CA) (50 Marks)** and Semester-end examination **(SEE) (50 Marks)**.

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **20 marks** (i.e. 40%) in the theory component at the semester-end examination.

The marks for each component of assessment are as shown in the following table:

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
1		50		<p><b>1. <u>Mid Semester examinations:</u></b></p> <p>Two mid examinations will be conducted <b>for 20 marks each. Better of two</b> will be considered for final 20 marks. If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks. <b>NO</b> more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI.</p> <p><b>2. <u>Coursera course/on line Course – 10 marks</u></b></p> <p>Student need to complete respective subject wise Coursera course/ online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10. Class room Presentations/Seminars / Case analysis/workshop/training/Assignments/survey/ project work : 20 marks</p>
		50	<b>Semester-end Examination (SEE)</b>	<p>Fifty (50) marks for Semester End Examinations</p> <p><b>Note:</b> In respect of courses having practicals, theory examination shall be for thirty (30) marks and practical exam for twenty (20) marks.</p>
	<b>Total</b>	<b>100</b>		

2	Practical Course	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Record: <b>10</b> marks</li> <li>ii. Three surprise subject related quiz- zest will be conducted out of which best two quizzes will be considered: Ten (<b>10</b>) marks.</li> <li>iii. Assignments / Lab Tasks / Written Test: <b>20</b> marks</li> <li>iv. Lab Exam: Sixty (<b>60</b>) marks fortwo tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.</li> </ul>
3	Project work (6 weeks) at III Semester	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Project report carries 50 marks.</li> <li>ii. Project viva voce carries 50 marks</li> </ul>
4.	Hospital Field Study	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Study report carries 50 marks.</li> <li>ii. Viva voce carries 50 marks</li> </ul>

- *Class Attendance* - 100% Attendance reflects one's commitment, discipline, time management that facilitates continuous learning.
- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled classroom environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/ reflective writing skills.
- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

### 8.1 Semester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end-examinations. The duration of each Semester end- examination shall be for 3 hours as per existing rules.

Students are updated on the examination rules during admission and at regular intervals. Violation of norms regarding behavior in the examination hall will attract severe penalty. Action, as per the

University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

### 8.2 Duration and Pattern of Semester end Examination (Offline)

Duration of the Examination is 3 hours.

A. The following shall be the structure of question paper for courses with Case Studies

<b>S.No.</b>	<b>Pattern</b>	<b>Marks</b>
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 6 marks = 30 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	<b>Total</b>	<b>50 marks</b>

B. The following shall be the structure of question paper for courses with numerical problems.

<b>S.No.</b>	<b>Pattern</b>	<b>Marks</b>
1.	Section A : Five questions ( both theory / problems) (Five out of Eight questions to be answered).	5X 4 marks = 20 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	<b>Total</b>	<b>50 marks</b>

Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.

## End Term Examination - General Marking Criteria

<b>Well Below Expectation</b>	<b>(0-20%)</b>	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
<b>Below expectations</b>	<b>(20-40%)</b>	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
<b>Meets expectations</b>	<b>(40-60%)</b>	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
<b>Exceeds expectations</b>	<b>(60-80%)</b>	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.
<b>Well Above expectations</b>	<b>(80-100%)</b>	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.



The assessments are designed with an objective to achieve the following outcomes:

<b>Transferable and Employability skills</b>	
1	Know how to use online learning resources: G-Learn, online journals, etc.
2	Communicate effectively using a range of media
3	Apply teamwork and leadership skills
4	Find, evaluate, synthesize & use information
5	Analyze real world situation critically
6	Reflect on their own professional development
7	Demonstrate professionalism & ethical awareness
8	Apply multidisciplinary approach to the context

### 9.0 VIVA-VOCE:

Year end viva-voce will be arranged at First Year. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the course studied during the year carrying **100 marks**.

#### ***Semester end Viva- voce examination/ Board will consist of:***

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Director Nominee	- Member

#### ***For summer Internship Project Viva /Internship Seminar/ Presentation:***

##### ***The evaluation board will consist of:***

Director/or Nominee	- Member
Institute Project Guide	- Member
One External Professor/one Senior Executive from Industry	-
Member Class Coordinator /Programme Chair	-
Convener	

### 10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

(Subject to change from time to time)

As per GITAM University Rules with effect from 2019 admitted batch, there is a double evaluation for End examination of all PG Courses.

- A student who has secured "F" grade in project work report/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation.

1.1. Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.

1.2. Revaluation of the theory answer scripts of the semester-end examination is permitted on request by the student in case of Single Valuation by paying the prescribed fee within one week after the announcement of the result.

### **1.3. Provision for Answer Book Verification & Challenge Evaluation:**

Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.

After verification, if a student is not satisfied with revaluation marks/grade awarded, he/she can apply for challenge valuation within one week after the announcement of answer book verification result/ two weeks after the announcement of revaluation results, which will be valued by the two examiners i.e., one Internal and one External examiner in the presence of the student on payment of prescribed fee. The challenge valuation fee will be returned, if the student is succeeded in the appeal with a change for a better grade.

## **12. SUPPLEMENTARY EXAMINATION**

- The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.
- The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.
- A student who has completed his/her period of study and still has "F" grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

## **13. Promotion to the Next Year of Study**

- a. A student shall be promoted to the next academic year only if he/she completes the academic requirements of **60%** of the credits till the previous academic year.
- b. Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her further studies.

### 13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end the program.

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth semester MBA student can appear for betterment in any **FOUR** courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
11. Candidates have to pay a betterment fee as prescribed by the University.

#### **14. Repeat Continuous Evaluation:**

- 1.1. A student who has secured 'F' grade in a theory course shall have to reappear at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- 1.2. A student who has secured 'F' grade in a practical course shall have to attend Special Instruction classes held during summer.
- 1.3. A student who has secured 'F' grade in a combined (theory and practical) course shall have to reappear for theory component at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- 1.4. The RCE will be conducted during summer vacation for both odd and even semester students. A student can register a maximum of 4 courses. Biometric attendance of these RCE classes has to be maintained. The maximum marks in RCE be limited to 50% of Continuous Evaluation marks. The RCE marks are considered for the examination held after RCE except for final semester students.
- 1.5. RCE for the students who completed course work can be conducted during the academic semester. The student can register a maximum of 4 courses at a time in slot of 4 weeks. Additional 4 courses can be registered in the next slot.
- 1.6. A student is allowed to Special Instruction Classes (RCE) 'only once' per course.

#### **15. Grades and grading system**

GITAM follows the mixed mode of evaluation procedure viz., absolute and relative grading system. At the end of the semester, a student is assigned a 'Letter Grade' for each course in which they are enrolled, based on their performance in all of the course's evaluations during the semester. The letter grade and its corresponding 'Grade Point' represent the outcomes of qualitative and quantitative assessments of a student's performance in a course. The grades and grade points in each system are detailed in the following sections.

##### **Absolute Grading (No. of students not exceeding 20 in any course)**

In the Absolute grading system (AG), the marks earned by the student falls within one of the range as given in section 9.2, and each range is assigned a letter grade. For example, if the student earns 72 marks in a course, then the student will secure an 'A' grade in that course. AG will be adopted for the following courses.

1. Theory courses for student strength less than 21
2. Theory and practical (combined) courses for student strength less than 21
3. Lab/Practical courses
4. Project courses
5. Internship courses
6. Skill development courses
7. Audit/Mandatory courses
8. In any course, if the student's strength is less than or equal to 20.

### Grade points and symbols in absolute grading

A final letter grade will be awarded in each course at the end of the semester based on the student performance during a given semester. The letter grades and the corresponding grade points are as given below.

S.No.	Grade	Grade Points	Absolute Marks/Remarks
1.	O (Outstanding)	10	90 and above
2.	A+ (Excellent)	9	80-89
3.	A (Very Good)	8	70-79
4.	B+ (Good)	7	60-69
5.	B (Above Average)	6	50-59
6.	C (Average)	5	45-49
7.	P (Pass)	4	40-44
8.	F (Fail)	0	Less than 40 for Theory and Less than 50 for Practical/Project
9.	Ab (Absent)	NA	--
10.	S	NA	Satisfactory for Nongraded courses
11.	U	NA	Unsatisfactory for Nongraded courses
12.	I	NA	Incomplete (Only for project/Internship courses)
13.	R	0	Insufficient attendance in the course
14.	W	0	Withdrawal from the course

Name of the course	Range of credits
Theory	2 to 6
Practical	2 to 3
Project Work	1 to 5
Professional Competency Development	1 or 2
Viva Voce	1 or 2
Seminar	1 or 2
Seminar	1 or 2

For awarding the grade, the total marks obtained by the student are "rounded-up" to the next integer. A student who earns a minimum of four(4) grade points (P grade) in a course is declared to have completed the course.

#### Relative Grading (No. of students exceeding 20 in any course)

In the relative grading system (RG), grades are given based on the other students' scores in the same class. It indicates the academic standing/merit of the student in that class. Here, class means a cohort of students who are taught by the same faculty member and have undergone the same assessment pattern. RG overcomes problems encountered with AG, including a difficult or easy question paper setting, very strict or lenient evaluation etc. This evaluation procedure is adopted for theory and combined (Theory and practical) courses with a class strength greater than or equal to 21. The grades and grade points in the relative grading system are as given below. The class average mark ( $\mu$ ) is taken as the midpoint of 'B+ (Good)' grade, and relative to this and depending on the sigma ( $\sigma$ , standard deviation) value, the other grades are finalized as given below.

S.No.	Grade	Description	Grade Formula	Grade Point
1.	O	Outstanding	Total Marks $\geq (\mu + 1.5 \sigma)$	10
2.	A+	Excellent	$(\mu + 1.0 \sigma) \leq$ Total Marks $< (\mu + 1.5 \sigma)$	9
3.	A	Very Good	$(\mu + 0.5 \sigma) \leq$ Total Marks $< (\mu + 1.0 \sigma)$	8
4.	B+	Good	$(\mu - 0.5 \sigma) \leq$ Total Marks $< (\mu + 0.5 \sigma)$	7
5.	B	Above Average	$(\mu - 1.0 \sigma) \leq$ Total Marks $< (\mu - 0.5 \sigma)$	6
6.	C	Average	$(\mu - 1.5 \sigma) \leq$ Total Marks $< (\mu - 1.0 \sigma)$	5
7.	P	Pass	$(\mu - 2.0 \sigma) \leq$ Total Marks $< (\mu - 1.5 \sigma)$	4
8.	F	Fail	Total Marks $< \text{Max}\{ (\mu - 2.0 \sigma), 35 \}$	0
9.	Ab	Absent		NA
10.	S	Satisfactory for Non-graded courses		NA
11.	U	Unsatisfactory for Non-graded courses		NA
12.	R	Insufficient attendance in the course		0
13.	W	Withdrawal from the course		0

#### Award of class

The cumulative grade point requirement for the award of the class is as follows:

Class	CGPA required
First-class with distinction	$\geq 8.0^*$
First-class	$\geq 6.5$
Second class	$\geq 5.5$
Pass class	$\geq 5.0$

\*In addition to the required CGPA of 8.0 or more, the student must have necessarily passed all the

## Policy for Grades

### 9.5.1 Incomplete (I) Grade

'I' grade is assigned if the student has any pending assessment components. The student can initiate the request through the Mentor, and an 'I' grade will be posted after receiving the recommendation from the HoD.

### 9.5.2 Repeat (R) grade.

'R' grade is assigned if the student has to repeat the course due to a shortage of attendance. The student has to re-register for the course in the subsequent semesters by paying the prescribed fees.

### 9.5.3 Withdrawal (W) grade

'W' grade is assigned if the student has withdrawn from the course within twenty (20) working days of the semester.

#### Evaluation system

The course faculty will announce the framework of evaluation. Typically, the components include (not limited to) Assignments, quizzes, presentations, fieldwork, report writing, module tests, viva voce, semester-end examination etc.

#### Assessment Procedure

##### Theory

Assessment of a student's performance in theory courses shall be based on two components: Continuous Evaluation (CE) for fifty (50) marks and Semester-end Examination (SEE) for fifty (50) marks.

Assessment in continuous evaluation is spread throughout the course duration. The instructor defines the schedule of assessment and is typically based on Module tests, quizzes, assignments, etc.

##### Practical

Practical courses are assessed under Continuous Evaluation for a maximum of 100 marks, and a student has to obtain a minimum of **50%** to secure a passing grade.

Assessment in practical courses comprises weightage given to components like data collection, experiments, observations, data analysis, presentation of results, and submission of record work.

#### Combined Courses

For courses having both theory and practical components, 70% of the weightage will be for the theory component and 30% weightage for the practical component. The student will need to secure a passing grade in both components.

Assessment is carried out based on the criteria specified in sections 10.1.1 and for both theory and practical components.



## Projects

Students can perform Project work individually or in a group (not exceeding four (4) members). Projects are assessed under continuous evaluation for 100 marks, and the student has to obtain a minimum of **50%** to complete the course successfully. Evaluation includes weightage for periodic reviews, reports and final viva voce.

## Internship

For internships, the student will submit a report on the successful completion of the training. Students are required to submit individual Internship reports. The Faculty will assess the submission, including checking for plagiarism and conducting a viva voce to assign the grade.

## Non-graded courses

Courses like Induction Program, Environmental Sciences, Indian Constitution, Essence of Indian Traditional Knowledge, etc., are assessed for 'satisfactory' or 'unsatisfactory'. No letter grade will be assigned for these courses. These courses may be either of "theory" type or "practical."

## Announcement of results

The Controller of Examinations (Coe) will announce the students' results at the end of each semester. Students will be able to access their grades in the Student Information System. If there is a requirement for a certified physical copy, students may request the Directorate of Evaluation.

## Withholding of Results

Results may be withheld if.

- The student has any outstanding fees, fines, or other charges to the department/ Institute/ School/ University
- Action arising out of malpractice is pending.
- Action arising out of indiscipline is pending.

## Grade appeals/ Re-totaling/ Re-evaluation

Appeal for Re-totaling / Re-evaluation of any theory answer script of the semester-end examination is permitted on request by the student subject to paying the prescribed fee within five (5) working days after the announcement of the results.

## Viewing of Answer Script and Challenge Evaluation

Students who are not satisfied with the grade after revaluation can request a viewing of the semester-end answer script within five (5) working days after the announcement of revaluation results. After viewing, if a student is not satisfied with the valuation, they can challenge the valuation. The student should apply for challenge

valuation within five working days after viewing the answer script. Under challenge evaluation, the answer script will be valued by two examiners. The outcome of the challenge evaluation will be used for the final grade. If there is an improvement in the final grade, the University will refund the charges (re-totaling, revaluation, viewing and challenge evaluation).

#### Re-registration of courses

Students are permitted to re-register for the courses by paying the prescribed course fee in the following cases. The total number of credits a student can take in a semester shall not exceed 25.

#### Failure to obtain a satisfactory grade.

Students who have not obtained a passing grade can re-register for the backlog course the next time the course is offered in addition to their regular courses. There will be no exemption to the upper limit on the maximum number of credits (currently 25) the student can register.

#### Betterment of Grades

A student whose CGPA is less than 6.5 can re-register for courses conducted during the summer term/ next regular semester. In such a case, the student will be awarded the grade obtained in the re-registered course. The student can opt for the courses in the immediate summer after the course duration. The maximum number of courses they can re-register for is limited to the number of semesters of study.

#### Securing 'R' Grade

If a student secures an 'R' grade, they have to re-register when the course is next offered.

#### 16.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA.

After fulfilling academic requirements of first year MBA at GIM, students of IMBA and MBA are eligible to study in UNO, the students would receive MBA from UNO. In this case the student has exit option at end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Twining MBA or MSIS programme in Central Michigan University (CMU), USA

After fulfilling the academic requirements of MBA first year at GIM, students of MBA with 4 year UG degree are eligible to study second year in CMU. After successful completion at CMU the student shall get MBA or MSIS from CMU. In this case the student has exit option at the end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Study abroad programme with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last trimester/ semester in UNO as part of student exchange programme. At the end of the programme, up on producing pass certificate equal number of UNO credits which otherwise earned in GIM, the student is eligible the award of degree from

#### 17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the programme in not more than four years including study period. However, such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need.

A student shall be eligible for award of the MBA degree if they fulfill the following conditions.

- i) Registered and successfully completed all the courses and projects.
- ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.
- iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

#### 18.0 PEDAGOGY

The classroom pedagogy is customized by individual faculty to enhance the learning experience, which is dependent on the course and the degree of absorption by students. It has been proven that the degree of absorption is directly proportional to self-learning or preparedness before the classroom sessions and the interactions during the classes. Knowledge thus gained builds a strong long-lasting foundation. Typically classroom pedagogy ranges from instructions, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement classroom instructions/lectures.

## MBA (HC & HM) PROGRAMME STRUCTURE

### Semester – I

S.No.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1	MHC701	Foundation	Essentials of Hospital Management	3	-	3	50	50	100
2	MHC703	Foundation	Quantitative Techniques for Health Care	4	-	4	50	50	100
3	MHC705	Foundation	Accounting for Health Care Institutions	4	-	4	50	50	100
4	MHC707	Core	Basics of Healthcare Environment	3	-	3	50	50	100
5	MHC709	Core	Human Anatomy, Physiology, and Medical Terminology	4	-	4	50	50	100
6	MHC711	Foundation	Business Communication	3	-	3	50	50	100
7	MHC721	Foundation	IT for Health Care Institutions (100% Internal Assessment)	2	2	3	100		100
8	MHC791	Skill Based	Hospital Field Study			2	100		100
			<b>Total</b>	<b>23</b>	<b>02</b>	<b>26</b>	<b>500</b>	<b>300</b>	<b>800</b>

**Hospital Filed Study:** Field Study to be done during first semester. The student has to be exposed to the basic operations of the Recognized Hospital of their choice (preferably GIMSR). Each student has to submit a report on the Filed Study **carrying 2 credits** before the Semester End exams start. Marks will be awarded for the report and a Viva Voce upon the Report.

## Semester-II

S.No.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1.	MHC702	Core	Marketing for health Care Institutions	4	-	4	50	50	100
2.	MHC704	Core	HR for Healthcare Institutions	4	-	4	50	50	100
3.	MHC706	Core	Financial Management for Health Care Institutions	4	-	4	50	50	100
4.	MHC708	Core	Hospital Operations and Quality Management	3	-	3	50	50	100
5.	MHC710	Core	Medical Records Management	3	-	3	50	50	100
6.	MHC712	Core	Legal Aspects of Healthcare	4	-	4	50	50	100
7.	MHC714	Core	Ethics in Health Care	3		3	50	50	100
8.	MHC732	Practical	Venture Discovery (Practical)			2	100		100
			<b>Total</b>	<b>25</b>		<b>27</b>	<b>450</b>	<b>350</b>	<b>800</b>

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 3 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

**SEMESTER – III**

S.No	Code	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce				
						Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1	MHC801	Core	Strategic Hospital Management	4		4	50	50	100
2	MHC803	Core	Healthcare Informatics	4		4	50	50	100
3	MHC805	Core	Bio Medical Waste Management	3		3	50	50	100
4	MHC807	Core	Healthcare Technology and Laboratory Management	3		3	50	50	100
5	MHC809	Core	Health Insurance Management	3		3	50	50	100
6	MHC811	Core	Patient Care Planning and Management	3		3	50	50	100
7	MHC842	Core	Emergency Services	3		2+1	50	50	100
8	MHC891	Skill Based	Summer Internship & Viva-Voce			3 + 1	100		100
			Total	23		<b>27</b>	<b>450</b>	<b>350</b>	<b>450</b>

**SEMESTER – IV**

S.No	Code No.	Level of the Course	Title of course	Theory/ Project Report	Practic al/Viva Voce	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
						NEW			
1	MHC802	Core	Community Healthcare Management	3		3	50	50	100
2	MHC854	Core	Risk and Disaster Management	3		3	50	50	100
3	MHC806	Core	Entrepreneurship and Consultancy in Health Care	3		3	50	50	100
4	MHC842 to MHC858	Elective	Elective Course - 1	3		3	50	50	100
5		Elective	Elective Course - 2	3		3	50	50	100
6		Elective	Elective Course – 3	3		3	50	50	50
	MHC822	Practical	Business Simulation	3		3	100		100
8	MHC892	Skill Based	Comprehensive Viva			3	100		100
				21		<b>24</b>	<b>450</b>	<b>300</b>	<b>750</b>

**SEMESTER – IV**

**LIST OF ELECTIVES**

S.No	Code No.	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1	MHC813	Elective	Pharmacy Management	3			3	50	50	100
2	MHC844	Elective	Safety and Risk Management in Hospitals	3			3	50	50	100
3	MHC846	Elective	Planning and Design of Health Care facilities	3			3	50	50	100
4	MHC848	Elective	Medical Audit and Quality Assurance Management	3			3	50	50	100
5	MHC850	Elective	Support Services and Facilities Planning	3			3	50	50	100
6	MHC804	Elective	Nutrition & Dietetics	3			3	50	50	100
7	MHC856	Elective	Hospital Planning and Engineering	3			3	50	50	100
8	MHC858	Elective	Supply Chain Management	3			3	50	50	100

The curriculum of the Four Semester MBA (HC &HM) program is designed to have a total of **104** credits.



## PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The program aims at developing graduates who:

<b>PEO 1</b>	Are competent, creative, and highly valued professionals in industry, academia, or government.
<b>PEO 2</b>	Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.
<b>PEO 3</b>	Continue their professional development by obtaining advanced degrees in Management or other professional fields.
<b>PEO 4</b>	Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

## PROGRAM OUTCOMES (POs) AND PROGRAM SPECIFIC OUTCOMES (PSOs):

The program will enable the students to:

<b>PO 1</b>	Apply knowledge of management theories and practices to solve business problems.
<b>PO 2</b>	Foster analytical and critical thinking abilities for data based decision making.
<b>PO 3</b>	Ability to develop value-based leadership approach.
<b>PO 4</b>	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
<b>PO 5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
<b>PO 6</b>	Apply range of entrepreneurial skills in business decisions.
<b>PO 7</b>	Ability to recognize the need and adopt the knowledge of contemporary issues, and to engage in continuous learning.
<b>PO 8</b>	Evaluate opportunities and risks for operating businesses in the international context.
<b>PO 9</b>	Construct and communicate a logical, relevant, and professional quantitative assessment of business information in an effective manner
<b>PO 10</b>	Demonstrate comprehension of cross-cultural commonalities and differences in international business activities and customs
<b>PO 11</b>	Create, select, and apply appropriate techniques, resources, and modern management processes and IT tools to complex business problems and boundaries.
<b>PO 12</b>	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practices.

## PROGRAMME SPECIFIC OUTCOMES (PSOs)

After the culmination of the course students will be able to acquire:

<b>PSO1</b>	Design effective process for Hospital Administration and other healthcare mediums
<b>PSO2</b>	Collaborate and consult as a strategic member of the healthcare team.

**MBA (HC & HM)**  
**PROGRAM STRUCTURE**  
**Semester – I**

S.No.	Code	Level of course	Title of Course	T	P	C	Internal Assessment	External Assessment	Total Marks
1.	MHC 701	Foundation	Essentials of Hospital Management	3	-	3	50	50	100
2.	MHC 703	Foundation	Quantitative Techniques for Health Care	4	-	4	50	50	100
3.	MHC 705	Foundation	Accounting for Health Care Institutions	4	-	4	50	50	100
4.	MHC 707	Core	Basics of Healthcare Environment	3	-	3	50	50	100
5.	MHC 709	Core	Human Anatomy, Physiology, and Medical Terminology	4	-	4	50	50	100
6.	MHC 711	Foundation	Business Communication	3	-	3	50	50	100
7.	MHC 721	Foundation	IT for Health Care Institutions (100% Internal Assessment)	2	2	3	50	50	100
8	MHC 791	Skill Based	Hospital Field Study			2	100		100
			<b>Total</b>	<b>23</b>	<b>02</b>	<b>26</b>	<b>450</b>	<b>350</b>	<b>800</b>

**Hospital Filed Study:** Field Study to be done during first semester. The student has to be exposed to the basic operations of the Recognized Hospital of their choice (preferably GIMSR). Each student has to submit a report on the Filed Study **carrying 2 credits** before the Semester End exams start. Marks will be awarded for the report and a Viva Voce upon the Report.

<b>Course Code: MHC 701</b>	<b>Course Title: Essentials of Hospital Management</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp; HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

Hospital management is an important course with respect to the significance of hospitals in society. An understanding of the principles and functions of hospitals enables the hospital administrators to provide quality services to the patients and increase the ROIs as well. This course is designed with fundamentals of Hospital management and the essentials in hospital management. It introduces the concepts related to hospitals and management functions. It also introduces the structure of hospitals and the areas that need to be managed effectively to ensure the functioning of hospitals efficiently.

### Course Objectives:

On completion of this course, students should be able to

1. To introduce the concepts related to hospitals and their evolution.
2. To impart knowledge about the principles of hospital management and organization.
3. To familiarize students with the structure and departments in a hospital.
4. To demonstrate the various functions of hospital management
5. To understand the significance of quality of services in hospitals.

**Unit I:** Introduction to Hospitals and Management: Definition of Hospital; Evolution of hospitals; Classification of Hospitals- based on service or type of treatment, based on ownership, based on bed capacity; Definition and significance of hospital management; Principles of hospital management; Managerial functions in hospitals -Planning - organizing -staffing -motivating- leading controlling; Operational Functions of hospitals - Medical services, Auxiliary services, Peripheral Services; Management Information systems in hospitals; Total Quality Management in Hospitals.

**Unit II:** Organization of Hospitals and Ward Management: Hospital Planning and Designing- concept, principles and components of hospital planning, Factors influencing hospital planning; Wards - Types of Wards; Constituents of wards, Design factors; Ward Administration - Admission checklist, admission procedure, transfer of patients, Nursing administration sheet, Hygienic requirements inwards. Safety and security aspects of ward management.

**Unit III:** Management of Clinical Services: Organization and management of clinical services - Front office and out-patient services- front office and its functions, functions of out-patient services, clinical departments of out-patient services, Hospital planning for out- patient services; inpatient services- functions of in-patient services, Hospital design for in- patient services, Important factors in planning in-patient services; emergency services- Emergency management, disaster management, Role of Ambulance services, Functions of emergency department; operation theatres Functions of operation theatres, Planning and design for

operation theatres;, Intensive care units- Functions for intensive care units, Planning and design for intensive care units; and super specialty services. Nursing services- Role of nursing services in quality patient care, role of nursing services in ward management, other important aspects of nursing services.

**Unit IV:** Management of Ancillary and Support Services: Imaging - Laboratory - Radiology &, Functions and planning of radiology & amp; Maternity Department; Blood bank - Functions and management of blood banks; dietary services - Medical records- Importance of medical records in hospitals, Policies and procedures of the medical records department; Mortuary. Housekeeping - Maintenance (Water, Electricity, Civil, Air conditioning, Lift)- waste disposal services - Pest control -transport- security. Central Sterilization Supply Department (CSSD) - Functions and planning considerations for CSSD; Biomedical engineering - functions and planning for engineering services; Pharmacy services- Functions of pharmacy, Location and layout of Pharmacy, Planning considerations of pharmacy.

**Unit V:** Ethical Issues and Trends in Hospital Management-Clinical Establishment Act Standards for Hospital; Ethical aspects of hospital management; Consumer protection act & amp; Medical negligence; Problems of management in Hospitals, Doctor-patient relationship; Conflicts and conflict management in hospitals.

### Course Outcomes (Cos)

On completion of this course, the student will be able to:

CO	Course Outcomes
CO 1	Understand the concepts related to hospitals and its evolution
CO 2	Apply the principles of management to hospitals
CO 3	Identify the structures and departments in the hospital setup
CO 4	Appreciate the functions of the hospital management
CO 5	Know the importance of quality of services in the hospitals.

### Textbook(s):

1. Ramachandra D.L., Essentials of Hospital Management & Administration, Education Publishing, 2018

**Additional Reading Reference Book(s):** Seth B Goldsmith, ScD JD,  
Principles of health care management: Foundations for a Changing  
Health Care System, 2nd Edition, Jones & Bartlet Publishers.

1. Dr S L Goel, Dr R Kumar, Hospital Administration & Management: Theory & Practice. Deep & Deep Publications Pvt. Ltd. New Delhi, 2007.

**Journal(s):**

1. Journal of Hospital Management and Health Policy
2. Journal of Healthcare management
3. Journal of Health Management

<b>Course Code:</b> MHC 703	<b>Course Title:</b> Quantitative Techniques for Health Care	
<b>Semester:</b> I	<b>Course Type:</b> Core	<b>Credits:</b> 4
<b>Home Program (s):</b> MBA (Health Care)	<b>Batch/Academic Year:</b> 2021-2022	
<b>Course Leader:</b>		

### **Course description and learning objectives**

Quantitative techniques are those statistical and programming techniques: which support the decision-making process especially related to industry and business. QT takes into consideration the elements of qualities such as use of numbers, symbols and other mathematical expressions. QT is basically a helpful enhancement to judgment and intuition. Quantitative techniques assess planning factors and alternatives as and when they arise rather than suggest courses of action.

Quantitative techniques may be defined as those techniques which provide the decision maker with a systematic and powerful means of analysis and help, based on quantifiable data, in exploring policies for achieving pre-determined goals. "Quantitative techniques are mainly appropriate to problems of complex business enterprises". QT can be considered as the scientific approach to managerial decision making. This approach starts from raw data and after manipulation or processing, information is produced which is valuable for making decision. The main aim of quantitative analysis is the processing and manipulating of raw data into meaningful information.

#### **Learning objectives:**

- Enable the students to develop basic knowledge in research.
- Provide understanding in some basic statistical techniques which are used for solving business problems.
- Understand the basic concepts of Probability and Statistics.
- Apply the analytical techniques in business transactions that would help in making effective business decisions

#### **UNIT- I**

Introduction to Statistics: Meaning, Definition and Need of research; Sample Design- Sample Size, Sampling Techniques, Data Collection - Methods of Primary Data Collection, Sources of Secondary Data.

#### **UNIT- II**

Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Dispersion, Coefficient of Variation, Combined Arithmetic Mean and Combined Standard Deviation.

### UNIT- III

Correlation and Regression Analysis: Meaning of Correlation, Types of Correlation, Methods of Computation of Correlation Coefficient: Karl Pearson and Spearman's Rank; Meaning of Regression, Types of Finding the Regression Equations: Least Square Principle and Using Regression Coefficient Methods, Prediction Using the Regression Equations.

### UNIT - IV

Probability: Introduction, Definitions of Various Terms, Definition of Probability and Basic Problems in Probability. Probability Distributions – Binomial, Poisson and Normal Distributions.

### UNIT –V

Hypothesis and Report writing: Hypothesis – components of hypothesis, hypothesis testing procedure, introduction to parametric and non-parametric tests and Multivariate Analysis – Report Writing - Significance of Report Writing - Steps in Report Writing - Layout of the Research Report, Report presentation tools.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	Understand sampling and data collection methods
CO 2	Understand data and draw inference from data
CO 3	Understand various quantitative & statistical methods
CO 4	Calculate and interpret statistical values by using statistical tool
CO 5	Demonstrate an ability to apply various statistical tool to solve business problem

### Books for Reference:

1. J.K Sharma (2013), Business statistics, New Delhi: Pearson Education.
2. S.C. Gupta & Indra Gupta (2012), Business Statistics, Hyderabad: Himalaya Publishing House.
3. David M. Levine, David Stephan Timothy C. Krehbiel, Mark L Berenson (2012), Statistics for managers using Microsoft Excel, New Delhi: Prentice Hall India Pvt.
4. Amir D. Aczel, Jayavel Sounderpandian (2011), Complete Business Statistics, New Delhi: Tata McGraw Hill.
5. S.P. Gupta & M.P. Gupta (2012), Business Statistics, New Delhi: Sultan Chand & Sons.

### JOURNAL

American Statistician, American Statistical Association, USA.

1. Journal of the American Statistical Association, American Statistical Association, USA
2. Journal of Mathematics and Statistics, Science Publications, USA



<b>Course Code: MHC 705</b>	<b>Course Title: Accounting for Health Care Institutions</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader: SG RAMA RAO</b>		

### **Course Description**

*In today's healthcare sector, where financial realities play a significant part in many, if not all, decisions, healthcare executives at all levels must grasp accounting knowledge and how to apply that knowledge to improve the institution's financial well-being. Cost accounting is a field of accounting that focuses on calculating the economic resources needed in Health Care goods and services. The essential rules and strategies guiding accounting practice, efficiently monitoring and managing Health Care expenses, are covered in Cost and Management Accounting. To effectively manage a Health Care organisation, a manager must be capable of understanding the accounting framework. The basic purpose of this course is to develop an insight into postulates, principles and techniques of accounting and utilisation of accounting information for decision-making.*

### **Course Objectives:**

On completion of this course, students should be able to

- To know the accounting framework to understand the Final Accounts of Health Care organisations.
- To understand the classification of costs, cost sheet preparation process, and operating costing for health care institutions.
- To determine the relationship between costs and production volume to forecast profit accurately at various levels of operations.
- To value the concepts of marginal costing and its application in managerial decision making.
- To develop the budgets and performance reports for planning and control purposes.

### **UNIT – I: Basics of Accounting No of Hours: 10**

Nature and Scope of Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Financial Accounting System-Generally Accepted Accounting Principles - Elements of Profit and Loss Account – Balance Sheet (Reading and Understanding).

### **UNIT – II: Cost Accounting No of Hours: 12**

Cost Accounting Nature and Scope: Cost classification & their concept: Preparation of cost sheet for hospital bed charges, food charges and various medical services: Cost control & Cost reduction: Operating costing for Hospital industry.

### **UNIT – III: Marginal Costing No of Hours: 13**

Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

**UNIT – IV: Management Accounting for Decision Making****No of****Hours: 15**

Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

**UNIT – V: Budgeting and Budgetary Control****No of****Hours: 10**

Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero-Based Budgeting.

**Course Outcomes (Cos)**

On completion of this course, the Student will be able to:

<b>CO</b>	<b>Course Outcomes</b>
CO 1	Apply accounting framework to prepare final accounts of trading concern.
CO 2	Analyze, interpret, and communicate the information contained in basic financial statements and explain such statements' limitations.
CO 3	Understand the method of preparing the cost sheet and tracing activities for the cost objects through activity-based costing.
CO 4	Value the concepts of marginal costing and its application in managerial decision making.
CO 5	Prepare budgets and performance reports for planning and control purposes.

**Textbook(s):**

1. Gapenski, Louis C. (2005). Healthcare finance: an introduction to accounting and financial management, 3/e, AUPHA/HAP, Chicago.
2. David W. Young (2014). Management Accounting in Health Care Organisations, 3/e. Jossey-Bass, San Francisco.
3. S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). Accounting for Management, 3/e, Vikas Publishing House, Noida.

**Additional Reading**

1. Ambrish Gupta (2016). Financial Accounting for Management: An Analytical Perspective. Pearson Education, 5<sup>th</sup> Ed. New Delhi.
2. Paul M. Collier (2015). Accounting for Managers: Interpreting Accounting Information for Decision Making. Wiley Publishers, UK.

**Journal(s):**

1. Management Accounting Research, ISSN: 1044-5005
2. The Management Accountant Journal, ISSN: 09723528

**Website(s):**

<https://www.icaai.org/>

<b>Course Code: MHC 707</b>	<b>Course Title: BASICS OF HEALTH CARE ENVIRONMENT</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (H &amp; HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### **Course Description**

The study of the healthcare environment is a very important subject for any manager in a globalized era, where market forces are in almost full operation. Gone are the days when things were mostly regulated and the manager had very little to decide on their own. Now the knowledge of the healthcare business environment is of paramount importance to make an informed decision. The course design is aimed at giving exposure to students about internal & external business environment, conceptual approach to health care systems; gives an overview about Health care sector in India, International Health care regulations and about Epidemiology.

### **Course Objectives:**

The course is designed to familiarize participants with the Business Environment of the Healthcare Industry

- ☐ To make the students understand different environmental frameworks in the health care system.
- ☐ To enable the students to conceptualise the health care system segments and operations in India.
- ☐ To familiarize students with various health care Regulations.

**Unit-I:** Introduction-Theoretical framework-Environment-Internal and External- Environmental Scanning-Economic Environment - Competitive Environment-Natural Environment-Political Legal Environment- Socio-Cultural Environment –International and Technological Environment

**Unit-II:** A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out-Patient services– Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services –Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services –Neuro – Surgery service – Neurology services.

**Unit-III:** Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

**Unit-IV:** Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care

## Delivery Systems

**Unit-V:** Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods – Uses

### Course Outcomes (Cos)

CO	Course Outcomes
CO 1	Students can understand and analyse the business environment of a hospital from different perspectives.
CO 2	Students would handle a hospital offering multiple services such as surgical, paediatric, dental, psychiatric, etc.
CO 3	Students will manage a teaching hospital with adequate knowledge of international health care Institutions and policies.
CO 4	Students can grab opportunities in healthcare by applying knowledge of epidemiology, its analysis and uses.
CO 5	Students can grab opportunities in healthcare by applying knowledge of Health Care Regulations

### References:

1. Paul's, readings in economics, tata McGraw hill, new Delhi, 1992
2. K.v.ramani. Hospital management, Pearson publishers,2013.
3. Dr. S. Porkodi, international business environment book, GVPH - publishers & exporters
4. Thomas Bodenheimer, Kevin Grumbach, understanding health policy: a clinical approach, 6th edition, Jenson books inc
5. Peter,z& Fredrick, b., health economics, oxford pub., new york, 1997
6. Shanmugansundaram, y., health

<b>Course Code: MHC 709</b>	<b>Course Title: Human Anatomy, Physiology and Medical Terminology</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp; HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

This course is designed to teach the medical language by the study of prefixes, suffixes, root words, abbreviation, and pronunciation of words. Anatomy and physiology are included to increase the understanding of the medical vocabulary. Terminology will better enable the medical office managers to prepare for work in all medical environments including the preparation of the student for medical transcription.

### Course Objectives:

The student will be able to:

- i. Study the basic structure of cell and skeleton, its components and functions.
- ii. Understand the composition of blood and its functions, respiratory system and cardiovascular disorders.
- iii. Learn about the central nervous, muscle and urinary systems.
- iv. Describe the parts and functions of digestive system and know about the sensory organs.
- v. Use the vocabulary, root words, suffixes, prefixes, abbreviations and pronunciation of words pertaining to diseases, infection and bacteria.

**Unit-I: Introduction to Human Anatomy and Physiology** Scope of Anatomy and Physiology- definition of various terms used in Anatomy – Structure of Cell – Functions of its components – Elementary tissues of the body – Structure and functions of the skeleton.

**Unit-II: Composition of Blood, Respiratory System**-functions of blood elements – blood group and coagulation of blood – Structure and functions of various parts of the heart – blood pressure and its recording – cardiovascular disorders – Respiratory system and its functions.

**Unit-III: Urinary systems, Nervous system**- Structure and functions of kidney – structure of skeletal muscle, physiology of muscle contraction – physiology of neuromuscular junction – Central nervous system – brain and its parts.

**Unit – IV: Digestive, Reproductive System & Sensory Organs**-Parts and its functions – structure and functions of Liver – physiology of digestion and absorption – Endocrine glands and Hormones – Reproductive System – Elementary knowledge of structure and functions of the sensory organs.

**Unit – V: Diseases, Bacteria and Virus**- Classification and description of diseases – Infection – Asepsis – Medical & Surgical – Microorganisms – Bacteria – Virus – Pathogens – Transmission and Prevention – Elementary Knowledge of Medical Terminology.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	Describe the basic structure of skeleton and cells of human body
CO 2	Explain the composition of blood, cardiovascular disorders and functioning of respiratory system.
CO 3	Define the functions of central nervous system and urinary systems
CO 4	Identify the parts of digestive system and importance of the sensory organs of human body
CO 5	Understand the medical terminology used for different diseases, infections and bacteria

#### Text Books:

1. Dr. A.S. Moni, Human Anatomy and Physiology, Jai publishers.
2. A K Jain, Human Anatomy and Physiology, Arya Publications
3. S.P. Bhise, A V Yadav, Human Anatomy and Physiology, Nirali Prakasan Publications
4. Dr. Shaik Harun Rasheed, A Textbook of Human Anatomy and Physiology, Pharmaplus Publications.

<b>Course Code: MHC 711</b>	<b>Course Title: Business Communication</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp; HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### **Course Description**

Communication plays an important role in the personal as well as professional life of an individual. This is especially true in the case of corporate and management spheres wherein good business communication skills are indispensable. Globalization and information technology have led to paradigm shifts in the pattern and frequency of communication. Hence, this course is designed to enable students to know and apply the varied aspects of communication and to develop in them the required oral and written business communication skills.

### **Course Objectives:**

On completion of this course, students should be able to

1. have an overview of Prerequisites to Business Communication.
2. put in use the basic mechanics of Grammar.
3. provide an outline to effective Organizational Communication.
4. underline the nuances of Business communication.
5. impart the correct practices of the strategies of Effective Business writing.

#### **Unit-1:**

Introduction to Business Communication Characteristics of Effective Organizational Communication- Basic Forms of Communication-Process of Communication- Principles of Effective Business Communication-7C's

#### **Unit-2:**

Academic Vocabulary and English for Business-Creative Writing Critical Thinking: Introduction to critical thinking–Benefits–Barriers–Reasoning—Arguments–Deductive and inductive arguments –Fallacies–Inferential comprehension Critical thinking in academic writing–Clarity–Accuracy– Precision –Relevance.

#### **Unit-3:**

Business letters–layout of Business letters–types–Business enquiries and replies–offers–quotations–orders–complaints and adjustments–collection letters–circular letters–status enquiries. E-mail Writing–The Process of Writing E-Mails, breaking it Down–The PAIBO Technique, Structuring an E-Mail–The 3T's–Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off–Tele conferencing, video conferencing



**Unit – 4:**

Communication in Business Environment: Business Meetings, Notice, Agenda, Minutes-Press Releases - Corporate Communication: Internal and External, Group Discussion, Seminars, Presentations. -Reporting of Proceedings of a meeting. Office Memorandum, Office Orders, Press Release, listening: Active listening–Barriers to listening – Listening and notetaking–Listening to announcements–Listening to the news on radio and television.

**Unit-5:**

Reports and Presentations - Business reports and Proposals, Format, visual-aids and contents, Oral Business presentations. Job Application and Resume Writing

**Course Outcomes (Cos)**

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	Distinguish among various levels of organizational communication and communication barriers while developing an understanding of communication as a process in an organization.
CO 2	Demonstrate his ability to write error-free while making optimum use of correct Business Vocabulary & Grammar.
CO 3	Draft effective business correspondence with brevity and clarity.
CO 4	Stimulate their Critical thinking by designing and developing clean and lucid writing skills.
CO 5	Demonstrate his verbal and non-verbal communication ability through presentations.

**References:**

1. R.C.Bhatia. Business Communication.
2. R.K. Madhukar. Business Communication.
3. Shraf Ravi. Effective Technical Communication.
4. Marilyn Anderson, Pramod K Nayarand Madhu Chandra Sen.Critical Thinking,
5. Lesikar R.V & Flatley M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw-Hill, 2009.
6. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009

<b>Course Code: MHC 721</b>	<b>Course Title: IT in Health Care</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp; HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

Office automation software like MS Office helps in storing, organizing, and manipulating the data. It can perform a large variety of computations and thus helps companies to maximize the value of their data. With different programs offered in MS office such as a word processor, spreadsheet, database management, and presentation tool, many business firms see MS Office as a vital tool for administration and effective running of a business. This course gives a basic understanding of different elements of IT as well as it covers different programs offered in MS Office.

### Course Objectives:

On completion of this course, students should be able to

- ☐ Know the characteristics of a computer and the different components in it.
- ☐ Differentiate different types of networks in an organizational setting.
- ☐ Work with MS Word to prepare basic documents
- ☐ Work with MS Excel to perform basic computations
- ☐ Prepare an effective PowerPoint presentation.

#### Unit-1:

Introduction to computers: Definition, characters, hardware, software, generations of computers, Operating system.

#### Unit – 2

Networks and database: Importance of network, types of network, network software and hardware, database languages, Backup features, data recovery security features.

#### Unit-3:

MS Word: Templates and Wizards, formatting text, editing, tables and graphics, spell check, printing, mail merge.

#### Unit – 4:

MS Excel: Data entry, formatting, data handling, functions, formula, goal seek, scenario solver, filter, graphs, charts and mapping, statistical applications.

#### Unit – 5:

MS PowerPoint: Converting Word into PP, formatting, templates, slide show, animation, art and sound, file management, handout printing. MS Access: Data in tables, using forms, queries, reports.

### **Course Outcomes (Cos)**

On completion of this course, the Student will be able to:

<b>CO</b>	<b>Course Outcomes</b>
CO 1	Understand basic concepts of IT
CO 2	Perform basic operations in MS Word
CO 3	Create PowerPoint presentations
CO 4	Perform basic operations in MS Excel
CO 5	Create database in MS Access

### **References:**

- Gordon B. Davis and M. H. Ols'on, Management Information System, McGraw Hill Publishing Company, New Delhi, 1998.
- William S.Davis, Systems Analysis and Design-A Structured Approach, Addison Wesley Publishing Company, New Delhi, 1998.
- Elias M. Awad, System Analysis and Design, Galgotia Publications, New Delhi, 1998.
- V.Rajaraman, Fundamentals of Computers Prentice Hall India, New Delhi 1996.

**MBA (HC & HM) - PROGRAM STRUCTURE**  
**Semester – II**

S.No.	Code	Level of course	Title of Course	T	P	C	Internal Assessment Marks	External Assessment Marks	Total Marks
1.	MHC 702	Core	Marketing for Health Care Institutions	4	-	4	50	50	100
2.	MHC 704	Core	HR for Healthcare Institutions	4	-	4	50	50	100
3.	MHC 706	Core	Financial Management for Health Care Institutions	4	-	4	50	50	100
4.	MHC 708	Core	Hospital Operations and Quality Management	3	-	3	50	50	100
5.	MHC 710	Core	Medical Records Management	3	-	3	50	50	100
6.	MHC 712	Core	Legal Aspects of Healthcare	4	-	4	50	50	100
7.	MHC 714	Core	Ethics in Health Care	3		3	50	50	100
8.	MHC 732	Practical	Venture Discovery (Practical)			2	100		100
			<b>Total</b>	<b>25</b>		<b>27</b>	<b>450</b>	<b>350</b>	<b>800</b>

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 3 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

Course Code: MHC 702	Course Title: Marketing for Health Care Institutions	
Semester: II	Course Type: Core	Credits: 4
Home Program(s): MBA (HC &HM)	Admitted Batch 2021-22	
Course Leader:		

### Course Description

The healthcare industry is unique in a number of ways, and numerous barriers prevent the immediate acceptance of marketing as an essential function. Healthcare organizations slowly adopted marketing concepts and techniques from other industries and eventually developed approaches better suited to the unique nature of healthcare. Their aim is to create a high level of satisfaction so that customers come back to the same service provider. Marketing plays an important role in helping participants in the health care system create, communicate, and deliver value to their respective target markets.

#### Course Objectives:

- ☐ To understand the nature and scope of marketing and marketing environment for healthcare sector
- ☐ To discuss the segmentation, targeting and positioning of healthcare organizations
- ☐ To explain the healthcare buyer behaviour
- ☐ To help plan the health service mix
- ☐ To adopt the decisions concerning price, place and promotion of healthcare services

**Unit I: *Introduction to Marketing*:** Nature and Scope of Marketing – Marketing Concepts – Marketing Philosophies – Role of Marketing in Health Care Organizations – Healthcare Products and Audiences – Barriers to Healthcare Marketing

**Unit II: *The Health Care Industry and Marketing Environment*:** Understanding the impact of Macro and Micro environment on Health Care Marketing – Major Participants in the Health Care System – ***Identifying and Selecting Markets***: Choice Behaviour of Health Care Buyers – Segmentation, Targeting and Positioning for Hospitals – Marketing Research and Market Information.

**Unit III: *Managing Product and Service Offerings*:** Designing and Managing Health Services Mix – Product Life Cycle – Branding – Health Service Quality – ***Pricing Strategies and Decisions in Health Care***: Setting Price – Factors influencing Price Determination – Adapting the Price.

**Unit IV: *Designing and Managing Health Care Marketing Channels*:** The Role of Marketing Channels – Channel Functions and Flows – Channel Design Decisions – Identifying and Evaluating Major Channel Alternatives – Channel Management Decisions – ***Marketing Health Care Communication***: Role of Promotion in Health Care – Determining Promotional Mix Decisions.

**Unit V: Emerging Trends in Marketing of Health Care Services:** Strategic Marketing for Health Care services – International Marketing of Health Care Services – Telemedicine – Medical Tourism – Digital Marketing of Health Care Services – The Future of Health Care Marketing.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Understand the role of Marketing in health care organisations.	A1, A3, A4
CO 2	Discuss the importance of Marketing Research and Segmentation of Markets	A1, A2, A4
CO 3	Analyze Pricing and Product Life Cycle Strategies	A1, A3, A4
CO 4	Evaluate Major Channel Alternatives and Promotion Strategies in Health Care	A1, A3, A4
CO 5	Comprehend the emerging trends in marketing of health care services	A3, A4

### References:

1. John L Fortenberry, Health Care Marketing: Tools & Techniques, Jones and Bartlett Publishers, UK.
2. Eric N Berkowitz, Essentials of Health Care Marketing, Jones and Bartlett publishers.
3. Richard K Thomas, Marketing of Health Services, Health Administration Press, Chicago, AUPHA Press.
4. Kotler, P., Shalowitz, J. & Stevens, R.J. Strategic Marketing for Health Care Organizations - Building a Customer Driven Health System. Jossey-Bass.
5. Thomas, R.K. & Calhoun, M. Marketing Matters - A Guide for Healthcare Executives. PHI Learning Pvt. Ltd.

<b>Course Code: MHC 704</b>	<b>Course Title: HR for Health Care Institutions</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM) Admitted Batch 2021-22</b>		
<b>Course Leader:</b>		

### **Course Description**

This course covers concepts in human resources management as applied to health services organizations. Students will explore the relationship between human resources management and general management; nature of work and human resources; compensation and benefits; workforce planning; recruitment and selection; training and development; employee appraisal and discipline; and union-management relations.

### **Course Objectives:**

The course is designed to familiarize participants with human resource management systems

- provide illustrations of best practices not only in the health care industry but also from other sectors.
- to develop an appreciation of the systems and strategies in managing people professionally, in view of the rapidly evolving nature of health care organizations and the aspirations of health care staff.
- emphasizes the need for well-designed human resource management systems that promote employee motivation and performance in achieving organizational objectives.
- provide basic concepts, techniques, and practices of human resource management in diverse contexts.

**Unit I:** Foundations and Principles of Managing People in Organizations: Concepts and Perspectives. Contemporary issues and challenges in managing human resources in health sector.

**Unit II:** Job Analysis: Developing a job profile. Human Resource Planning: Demand Supply analysis & Staff scheduling. Talent Acquisition and Retention: Recruitment, Selection and Induction.

**Unit III:** Performance Management: Systems and Strategies. Learning, Training and Development: Process and methods. Compensation Management: Incentives, perks and benefits.

**Unit IV:** Industrial (Employee) Relations in health care settings: Dynamics of relationship between employer, employee and the state. Labour laws related to health care industry; Trade unions in hospitals and health care organizations.

**Unit V:** Handling Staff Grievances, Discipline, Disputes and Conflict Management; Employee Engagement in health care organizations; Employee motivation and patient centric care.

### Course Outcomes (Cos)

CO	Course Outcomes
CO 1	Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change
CO 2	Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
CO 3	Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
CO 4	Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.
CO 5	Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.

### References:

1. Armstrong, M. and S. Taylor Armstrong's Handbook of Human Resource Management Practice, London: Kogan Page.
2. Cascio, W. Managing Human Resources: Productivity, Quality of Work Life, Profits New York: McGraw Hill.
3. DeCenzo, D.A., S.P. Robbins, and S.L. Verhulst, Human Resource Management. Wiley.
4. Dessler, G. and B. Varkkey, Human Resource Management (14th ed.). New Delhi: Pearson.
5. Fleming Jr., F.L. and C.R. McConnell, Human Resource Management in Health Care: Principles and Practice.
6. Fried, B.J. and M.D. Fottler, Fundamentals of Human Resources in Health Care: Managing for Success, Health Administration Press.
7. Gomez-Mejia, L.R., D.B. Balkin and R.L. Cardy, Managing Human Resources, Essex: Pearson.
8. Hernandez, S.R. and S. J. O'Conner Strategic Human Resource Management in Health Services Organizations, New York. Cengage Learning.
9. Ivancevich, J.M, Human Resource Management, New York: McGraw Hill.
10. McConnell, C.R. The Health Care Manager's Human Resources Handbook. MA. Jones and Bartlett.



11. Sharma, R.C. Industrial Relations and Labour Legislation. New Delhi. Prentice Hall.
12. Venkata Ratnam, C.S., & Dhal, M Industrial Relations, New Delhi: Oxford University Press.

<b>Course Code: MHC 706</b>	<b>Course Title: Financial Management for Health Care Institutions</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader: Dr. SG RAMA RAO</b>		

### Course Description

While efficient investment management is important in many businesses, it is especially important in the healthcare industry due to the high cost of medical care. Financial management is critical in healthcare organizations because everyone who runs a medical practice of any kind needs someone to handle the business and financial sides of running a medical institution. A finance team is responsible for monitoring facility operations, information technology, people, and accounting while also enhancing patient care and lowering medical expenses. Financial professionals can help healthcare firms sustain financial operations that deliver quality patient care, invest in necessary improvements, and generate new revenue streams.

### Course Objectives:

On completion of this course, students should be able to

- understand comprehensively how the various concepts and principles of financial Management that are being applied for healthcare/corporate decision making.
- provide through understanding of practices of Time Value of Money.
- use financial information to take financing decision of a health care organization.
- get familiar with the techniques of various long-term investment tools and techniques.
- know the working capital requirement in a health care organization.

**Unit I: Financial Management:** Meaning - Definition and scope of finance functions - Purpose of Healthcare Financial Management – Major Objectives of Healthcare Financial Management – Profit maximization and wealth maximization. Sources of Finance of Health Care Organizations: Short term - Bank sources – Long term - Shares - debentures, preferred stock – debt. (Theory Only)

**Unit II: Time Value of Money:** PV and FV in case of lump sum, Annuities and Uneven Cash flows. Introduction to measurement of Risk and Return. (NP).

**Unit III: Cost of Capital and Capital Structure (Financing Decision):** Sources of Finance for Health Care Business – Classification of markets – Concept of Cost of Capital – Cost of equity, debt and WACC. Introduction to Capital Structure – factors affecting Capital Structure. Introduction to leverage – Types of leverages and Measurement. (NP).

**Unit IV: Investment Decisions:** Phases of Capital Expenditure Decisions, Capital Budgeting Process – Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making. (NP).

**Unit V: Working Capital Management:** Working capital management – Concept – Importance – Financing temporary working capital needs – Determinants of Working capital. Cash

Management: Motives for holding cash - Objectives and Strategies of cash management.  
– Estimation of Working Capital Requirements. (NP)

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	Understanding of terminologies and concepts of financial management.
CO 2	Know how to solve different methods of problems on time value of money.
CO 3	use the financial information to take financing decisions with different concepts like, Cost of Capital, Capital Structure, etc.
CO 4	Evaluate alternative capital budgeting techniques for decision making
CO 5	Estimate Working Capital Requirement and Financing temporary working capital needs.

### References: Latest Print Editions/E Editions

#### TEXTBOOKS

1. R.K. Sharma & Shashi K. Gupta, *Financial Management*. Ludhiana: Kalyani Publications.

#### Other Reference Books

1. I.M. Pandey, *Financial Management*, New Delhi: Vikas Publications.
2. M.Y. Khan & P.K. Jain, *Financial Management*. New Delhi: Tata McGraw Hill.

#### JOURNALS

1. Chartered Financial Analyst - ICFAI - Hyderabad.
2. GITAM Journal of Management, Visakhapatnam.
3. Journal of Financial Management and Analysis–Centre for Financial Management Research.

<b>Course Code: MHC 708</b>	<b>Course Title: Hospital Operations and Quality Management</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s):MBA (HC &amp;HM) Admitted Batch 2021-22</b>		
<b>Course Leader:</b>		

### **Course Description**

This course focuses on theory and concepts of healthcare operations and quality management. By taking this course students develop knowledge on healthcare operations and quality management, understanding the challenges and opportunities in the context of healthcare within a variety of healthcare organizations. The course also addresses managing health processes methodically, the operational drivers of quality, cost-effectiveness, and the patient experience. Students learn how managers can create value by delivering services effectively and efficiently.

### **Course Objectives:**

On completion of this course, students should be able to

- ☐ Understand the scope of health care operations, including the emerging Trends.
- ☐ Understand Health care financial implications with reference to Logistics & Supply Chain Management & means to avoid Financial distress.
- ☐ Learn methods of Patient Process flows and Capacity planning.
- ☐ Understanding the Importance of Quality Management in Health Care systems.
- ☐ Learn the latest concepts and tools of Quality management Processes in Health care Organizations.

**Unit I: Health Care Operations Management**-Key functions of healthcare operations management, goals of the operations manager in healthcare facilities, trends in operations management.

#### **Unit II: Healthcare Finance for the Operations Manager**

Managing healthcare supply chain management, Implications for operations and logistics management, and financial distress in healthcare.

#### **Unit III: Optimizing patient and process flows**

Principles of forecasting, forecasting patient demand and volumes, capacity planning: aligning capacity with demand.

#### **Unit IV: General concepts of Quality Management**

Definition of quality, background of quality control, dimensions of quality, scope and process of quality management, terminology used in quality management, Setting standards: Need for standards, process of setting standards, communicating standards, developing indicators,

#### **Unit V: Quality Management Process**

Assessment and measurement of quality, Frameworks for quality assessment, and methods and tools of quality assessment, Monitoring and Supervising Quality: Quality monitoring process, and collection of data and analysis, supervising quality, Indicators of quality, Identifying quality problems and gaps, Quality Improvement Interventions: Quality Assurance (QA), Continuous Quality Improvement (CQI) and Total Quality Management (TQM), Use of tools: for problem identification, prioritizing problems and developing solution to the problems.

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	Understand the scope of health care operations.
CO 2	Understand Health care financial implications with reference to Logistics & Supply Chain Management & means to avoid Financial distress.
CO 3	Learn the methods of Patient Process flows and Capacity planning.
CO 4	Understand terminology and Importance of Quality management in Health Care systems.
CO 5	Learn the latest concepts and tools of Quality management Processes in Health care Organizations.

## References:

### E Book: Hospital Operations and Quality Management

<https://drive.google.com/drive/folders/1Ju8em0rdYapu4OdBIZ27ZiXHiA7oWfiS?usp=sharing>

**Website (s):** <https://www.kmslh.com/case-studies/>

### Textbook(s):

1. Robert, Langabeer, J. R. Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers.
2. Ginter, P. M., Duncan, W. J., & Swayne, L. E. The strategic management of health care organizations, San Francisco, CA: John Wiley & Sons.
3. Gordon, P. Seniors' Housing & Care Facilities: Development, Business & Operations, US: Urban Land Institute.
4. Bill Hollins, Sadie shinkins, Managing Service Operations-Design and Implementation, Sage Publications
5. Spath P. Introduction to Healthcare Quality Management, Second Edition, Health Administration Press, India.
6. Shaw L. Patricia, Quality and Performance Improvement in Healthcare: Theory, Practice, and Management, AHIMA.

### Journal(s):

1. Journal of Healthcare Information Management
2. Journal of Healthcare Management
3. Journal of Healthcare Quality Research
4. International Journal of Healthcare Quality Assurance

<b>Course Code: MHC 710</b>	<b>Course Title: Medical Records Management</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description and Course outline

Medical Records Department has become an essential department in every hospital, which provides multiple services not only to the patients but also to running a hospital efficiently and plays a key role in health promotion and patient care Quality. 12 Medical record checklist enclosed Patient demographics, Financial Information, Treatment of History, Physicians Orders & Prescriptions, Radiology Reports. It includes Medical records use & abuse, Electronic Health Records, Medical Laws & Ethics,

### Course Objectives

- Appreciate the importance of medical record is to provide a complete & accurate description of the patient's medical history. This includes medical conditions, diagnoses, the care & treatment you provide, and results of such treatment.
- Appreciate the role of medical record department of any information regarding the patient who is discharged from the hospital.
- Appreciate the role of treatment files of patients who are either treated in the inpatient department or in emergency unit.
- Appreciate the importance of Legal Documentation, Billing & reimbursement, Research & Quality management.
- Appreciate the consistency in Medical Communications, Updated Information.

**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**

**Course Outcomes (Cos)**

<b>CO</b>	<b>Course Outcomes</b>
CO 1	Understand the different Awards in Medical Record Management
CO 2	Understand the different statistical measurement in record
CO 3	Understand the fundamentals of the Medical Record strategy
CO 4	Evaluate the medical device control tools
CO 5	Evaluate the methodology of BPR and phases of implementation

**Journals**

1. Benchmarking: An International Journal, Emerald Publisher
2. The MRD Journal, Emerald Publisher

<b>Course Code: MHC 712</b>	<b>Course Title: Legal Aspects of Health Care</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The study of the healthcare legal environment is a very important subject for any hospital manager in a globalized era, where market forces are in almost full operation. Gone are the days when things were mostly regulated and the manager had very little to decide on their own. Now the knowledge of the legal healthcare environment is of paramount importance to make an informed decision. The course design is aimed at giving exposure to students about internal & external legal environment, conceptual approach to health care systems; gives an overview about Health care legal aspects in India, International legal health care regulations.

### Course Objectives:

The course is designed to familiarize participants with the Business Environment of the Healthcare Industry

- ☐ To make the students understand different legal environmental frameworks in the health care system.
- ☐ To enable the students to conceptualize the legal aspects and their regulation in India.
- ☐ To familiarize students with various prenatal Regulations monitoring mechanisms.
- ☐ To acquaint the students medico legal intricacies as a case model
- ☐ To understand the Indian Medical Council Act and its provisions.

**Unit I:** Statutory type: Hospital - License / Approval / Registration / certification / agreements / submissions –Nature and list of Hospitals. Solid Waste Management Act- Pollution Control Act (Air and water) -Fire Safety-AERB Guide Lines.

**Unit II:** Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971(MTP) – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

**Unit III:** The Indian Medical Council Act, 1961 -The Clinical Establishments (Registration and Regulation) Act 2010- The Pre-Natal Diagnostic Techniques (Regulations and Prevention of Misuse) Amendment Act, 2002. Consumer protection act relating to drugs, Medico legal issues, Legal Medicine, Tort Liability-CSR. Right to information Act with reference to medical and health issues.

**Unit IV:** Laws pertaining to Hospitals: Transplantation of Human Organs Act(amended in 2015), Medical Negligence – Medico Legal Case – Dying Declaration- Code of Conduct of Doctors-IRDA (Insurance Regulatory and Development Authority) guidelines.



**Unit V:** Laws pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts, 1940  
 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954  
 – Narcotics

**Course Outcomes (Cos)**

CO	Course Outcomes
CO 1	Students can understand and analyses the statutory licenses legal requirements of hospital establishment.
CO 2	Students would handle a hospital as per the norms stipulated in the Indian Medical Council Act
CO 3	Students will manage a teaching hospital with adequate knowledge of international health care Institutions and policies.
CO 4	Students can understand the process of organ donation and transplantation with legal procedures.
CO 5	Students can also understand laws pertaining to manufacturing process and sale of Drugs in the legal dimension perspective.

**References: Latest Print Editions/E Editions E**

**Book on Legal Aspects of Health Care**

<https://drive.google.com/drive/folders/1MggZ6NypbFQjHKVT6Kegg6hfaws1970H?usp=sharing>

1. Winfield - Law of Tort
2. P.S.A Pillai - The law of Tort; Eastern Book company; Lucknow
3. Dr.Lily Srinivasan: Law & Medicine; Universal law publishing co, New Delhi
4. Brig M.A George: Hospitals & The Law; Universal law Publishing co; New Delhi
5. R.K.Chowbe, Consumer protection and the medical profession, Jaypee publishing house, New Delhi.
6. George D Pozgar. Legal Aspects of health care administration, Jones and Bartlett Learning.
7. Frengren.B, Medical law and ethics, Prentice Hall of India, New Delhi.
8. Arun Kumar, Encyclopedia of hospital administration and development, Anmol Publications, New Delhi.
9. Srinivasan.A.V. Managing a modern hospital, Response Books, New Delhi.
10. Syed Amin Tabish,Hospital and Health Services Administrative Principles and Practive,Oxford Publishers,New Delhi.
11. Chaubey.P.C,Medical Ethics,Health legislation and patient care in India, Published by Saurabh publishers,A-64,Defence colony. New Delhi-110024.

<b>Course Code: MHC 714</b>	<b>Course Title: Ethics in Health Care</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp; HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

Health care and medicine deal with human health, life, and death, and medical ethics deals with ethical norms for the practice of medicine and health care. Health care ethics are very important for each person who provides some aspect of health care. Everyone who provides health care needs to understand the ethical responsibilities, ethical practices in health care delivery, and Code of Medical Ethics Regulations.

### Course Objectives:

On completion of this course, students should be able to

- ☐ Know that health care needs and delivery systems depend on the socio-cultural context of recipients of the society.
- ☐ Analyze the impact of globalization on health care systems and evaluate the alternative mechanism to solve healthcare-related issues.
- ☐ Understand the problems of marginalized sections of the society's health needs and find cost-effective health care.
- ☐ Identify the ethical practices of health care and know the effective management of health care facilities Private and public health care.
- ☐ Comprehend the code of Medical Ethics, governance, and ensuring accountability, equity, and quality of health care.

**Unit I:** Role of culture in shaping health values. Culture-based health interventions for prevention and eradication of the disease. Health values of Indians. Professional Ethics, Bioethics and the Tools of Ethical Decision Making-Principles of Bioethics-Ethical decision-making tools-Moral Distress.

**Unit II:** Importance of education for creating healthy societies. Impact of globalization, urbanization, aging, changing gender roles, and lifestyle changes on the health of society. Alternate and indigenous approaches to health care. AYUSH.

**Unit III:** Health issues in marginalized sections of society: street children, disaster and war-ravaged populations and women. Patient Relationships and Patients' Rights-Truth telling- Confidentiality and privacy-Patient Rights and Informed Consent- People-Centered Approach to Health Care (WHO).

**Unit IV:** 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 care systems – social audit of a hospital.

**Unit V:** Governance and regulation in the health care sector: Code of Medical Ethics Regulations (MCI) in India and ICMR Guidelines (2017). Regulation of pricing, marketing, and advertising of health care drugs and services. Biomedical ethics, Bio Pharmaceutical ethics, and Accountability, Equity, and quality of health care services. Cases of best practices and corruption Appraisal of ethical health and compliance of hospital or clinical practice where health care provider works.

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes
CO 1	To understand the role of culture in shaping health values.
CO 2	To identify lifestyle changes in the health of society
CO 3	To analyze Patient Relationships and Patients' Rights
CO 4	To evaluate the ethics involved in issues like surrogacy, organ donation, clinical trials, euthanasia, and others.
CO 5	To analyze Governance and regulation in the health care sector

## References: Latest Print Editions/E Editions

### EBook-Ethics in Health Care

<https://drive.google.com/drive/folders/1chTS54APP9g0nWeXTfxjdDyPYAxCL1->

1. Krishna Sunder, D, Garg S & Garg, Public Health in India: Technology, Service Delivery. Routledge.
1. Gopalakrishnan, B. & Mercy Khauta, Reflections on Medical Law. Eastern Law House
2. Freudenberg, N., Klitzman, S. & Saegert, S. Urban Health and Society: Interdisciplinary Approaches to Research and Practice: Jossey Bass
3. Report on People Centered Approach to Health, World Health Organization
4. Report on Global Burden of Disease, World Health Organization
5. George, D. Pozgar, Legal and Ethical Issues for Health Professionals. Jones and Bartlett Learning, Burlington
6. Cash, R., Wickler D., Saxena, A., & Capron, D, A Case book on International Health Research, World Health Organization.
7. Berry, J. W. Dasen, P.R., & Saraswati, T.S, Handbook of Cross-Cultural Psychology, Vol 2 Allyn Bacon.
8. Berry, J.W., Segal, M. H., &Kagitcibasi, C, Handbook of Cross-Cultural Psychology.
9. Sobo, E.J. & Lee, K. Culture and Meaning in Health Services Research: A Practical Field Guide. Left Coast Press. California.
10. Hollins, S. Religions, Culture and Health Care: A Practical Handbook for Use of Health Care Environments, Radcliffe.

<b>Course Code:</b> VDC111	<b>Course Title:</b> Venture Discovery
<b>Semester:</b> II	<b>Credits:</b> 2
<b>Course Type:</b> PCD Internal	
<b>Program:</b> All MBA Programmes	
<b>Course Leader:</b> Venture Discovery Centre	

### Course description and learning outcomes

India as part of its Make in India initiative has been focusing on creating incubation centers within educational institutions, with an aim to generate successful start-ups. These start-ups will become employment creators than employment seekers, which is the need of the hour for our country.

This common course for all the disciplines is a foundation on venture development. It is an experiential course that lets students venture and find out what is a business, financial and operating models of a business are. How to design and prototype a solutions that meets their customers' needs and generate revenue for the business.

#### Course Objectives

- Discover who you are – Values, Skills, and Contribution to Society.
- Gain experience in actually going through the innovation process.
- Conduct field research to test or validate innovation concepts with target customers.
- Understand innovation outcomes: issues around business models, financing for start-ups, intellectual property, technology licensing, corporate ventures, and product line or service extensions.

#### Unit I (8 sessions)

**Personal Values:** Defining your personal values, Excite & Excel, Build a Team, Define purpose for a venture. Four stages: Personal Discovery, Solution Discovery, Business Model Discovery, Discovery Integration.

#### Unit II (8 sessions)

**Solution Discovery:** Craft and mission statement, Experience design, Gaining user insight, Concept design and positioning, Product line strategy, Ideation & Impact.

#### Unit III (8 sessions)

**Business Model Discovery:** Prototyping solutions, Reality Checks, Understand your industry, Types of business models, Define Revenue Models, Define Operating Models

#### Unit IV (8 sessions)

**Discovery Integration:** Illustrate business models, Validate business models, Define company impact

#### Unit V (8 sessions)

**Tell a Story:** Can you make money, Tell your venture story.

On successful completion of this course, students will be able to:

	Course Outcome
1	Understand conceptual framework of the foundation of a venture
2	Understand the concept of purpose, mission and value-add service offered by a venture
3	Analyze design and positioning of the product

4	Demonstrate prototyping
5	Analyze business, revenue and operating models

***Prescribed Modules:***

Access to NU-IDEA online modules will be provided.

***Referential text books and journal papers:***

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

***Suggested journals:***

Vikalpa, Indian Institute of Management, Ahmedabad  
Journal of General Management, Mercury House Business Publications, Limited  
Harvard Business Review, Harvard Business School Publishing Co. USA

## MBA (HC & HM) - PROGRAM STRUCTURE - Semester – III

S.No	Code	Level of the Course	Title of course	Theory/Project	Practical/Viva Voce	Credits			Total
							Internal Assessment Marks	External Assessment Marks	
				Report				Marks	Marks
1	MHC801	Core	Strategic Hospital Management	4		4	50	50	100
2	MHC803	Core	Healthcare Informatics	4		4	50	50	100
3	MHC805	Core	Bio Medical Waste Management	3		3	50	50	100
4	MHC807	Core	Healthcare Technology and Laboratory Management	3		3	50	50	100
5	MHC809	Core	Health Insurance Management	3		3	50	50	100
6	MHC811	Core	Patient Care Planning and Management	3		3	50	50	100
7	MHC842	Core	Emergency Services	3		2+1	50	50	100
8	MHC891	Skill Based	Summer Internship & Viva-Voce			3 + 1	100		100
			Total	23		27	450	350	450

<b>Course Code: MHC801</b>	<b>Course Title: Strategic Hospital Management</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>

### Course Description

This course introduces the knowledge and skills needed to manage the rapidly changing internal and external environments of health care organizations in a strategic manner. The resources are sacred and to use those resources for sustainability, they must be transformed into capabilities. To cope with the changes in the healthcare environment, two types of strategy, namely cost leadership and differentiation strategy, have been used in both focused and broad applications.

### Course Objectives:

On completion of this course, students should be able to

- ☐ Know about various strategies and how to use them for better results.
- ☐ Analyse External Environment in Health Care.
- ☐ Understand the various type of resources and how to turn resources into capabilities.
- ☐ Value of competencies and the sustainability of competitive advantage.
- ☐ Understand the Generic Strategies and Develop the results of the implementation of various strategies in relation to health care.

### Learning and teaching activities

- ☐ Teacher-student interaction
- ☐ Student-student interaction
- ☐ The use of audio, visuals, video
- ☐ Hands-on demonstrations and exercises
- ☐ Online classes
- ☐ Formative quizzes
- ☐ Small group activities

### Teaching and learning resources

Soft copies of uncovered topics in the textbooks and case material will be made available through X-Learn/G-learn. Students must go through E-Resources ([www.gitam.edu](http://www.gitam.edu)), and required study material & handouts along with the following suggested readings.

**Unit I:** Strategy as the science and art of creating value: Goals and means, deliberate versus emergent strategies, Influence of stakeholders, Strategic choices, Levels of strategy, Vision and mission, Strategic fit, leverage and stretch, The Balanced Scorecard, Specific applications in the health care context.

**Unit II:** Analysis of the External Environment in Health Care: Demand competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups.

**Unit III:** Organizational resources and capabilities: Types and nature of resources and capabilities in health care enterprises, transforming resources into capabilities, Identifying and appraising resource and capabilities, Gap analysis.

**Unit IV:** Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, the role of innovation, Competencies as barriers to change, Value Chain analysis.

**Unit V:** Generic Strategies in Health Care: Cost-based versus differentiation-based strategies, Cost leadership, and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage.

**Course Outcomes (Cos)**

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Apply specific applications to the health care context.	A1, A3, A4
CO 2	Analyze and interpret the external environment and understand the macro & industry models.	A1, A2, A4
CO 3	Understand the process of transforming resources to capabilities and analyze gaps.	A1, A3, A4
CO 4	Identify the role of innovation and the competencies as the barriers to change.	A1, A3, A4
CO 5	Understanding of cost-based and differentiation-based strategies in health care.	A3, A4

References: Latest Print Editions/E Editions

E-Book:

<https://drive.google.com/drive/folders/1QAY5ysVg3gle6BibaF8jQ59rkLVz9zva?usp=sharing>

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. *Economics of strategy* John Wiley
2. Grant, R. M. *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
3. Porter, M. E. *Competitive strategy*, New York: Simon & Schuster
4. Porter, M. E, *Competitive advantage of nations*. London: Macmillan Press.
5. Prahalad CK, *The fortune at the bottom of the pyramid*. Pearson India



<b>Course Code: MHC803</b>	<b>Course Title: Health Care Informatics</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The course is intended to provide students with knowledge about the various skills required for developing new strategies, making high-level decisions, and managing projects at various levels in order to implement new-based technologies. The primary goal of the course is to apply knowledge and practical skills to comprehend the various aspects of the application of healthcare informatics to provide quality healthcare. It provides students with the practical skills and analytical approaches necessary to identify and deliver healthcare IT needs.

### Course Objectives:

On completion of this course, students should be able to

- Value of data as an asset of a healthcare organization and know about types and sources of data.
- Understand the methods for effective use of data analytics and ethics.
- Understand the terms and steps of data analytics, selection, aggregation, querying and transformation of data.
- Understand the concept of text mining, contextual analysis and social media analytics and use of different health care analytics tools.
- Understand the decision tree and simulation in decision analysis.

**Unit I:** Health Care Data: Data as an asset for health care organization; Data, information, knowledge and wisdom hierarchy; Types and sources of healthcare data.

**Unit II:** Data governance, methods for effective use of data analytics; Ethics, data ownership, and privacy.

**Unit III:** Working with Data: Common data analytics terms, Steps of data analytics; Enterprise data architecture as seen in health care organizations; Common data types; Selection, aggregation, querying, and transformation of data; Descriptive and visual analytics; Common patterns or distributions in data; **Patient Turnover with reference to Medical Turnover.**

**Unit IV:** Healthcare analytics tools: Predictive analytics tools, classification, regression; Introduction to text mining, contextual analysis, social media analytics; Basics of image Analysis; analysis of multimedia Data, big data analysis.

**Unit V:** Decision analysis: Decision tree; Simulation in Decision Analysis; Select prescriptive analytics applications in health care operations management (scheduling, resource allocation, project management, waiting for line management, etc.)

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Understand the data, information, knowledge and wisdom hierarchy.	A1, A3, A4
CO 2	Apply methods for effective use of data analytics for better result and data governance.	A1, A2, A4
CO 3	Understand descriptive and visual analytics and the patterns of distribution of data.	A1, A3, A4
CO 4	Understand the analytical tool for multimedia and big data analysis.	A1, A3, A4
CO 5	Apply perspective analytics application to schedule and allocation of resources.	A3, A4

## References: Latest Print Editions/E Editions E

### Book:

<https://drive.google.com/drive/folders/1AIUhOgqjBFHIYqbCul8hY7RE42EczwAM?usp=sharing>

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K, An introduction to management science: quantitative approaches to decision making, Cengage Learning, India.
2. Davenport, T. H., Harris, J. G., & Morison, R, Analytics at work: Smarter decisions, better results. Harvard Business Press.
3. Madsen, L. B, Data-driven healthcare: how analytics and BI are transforming the industry. Wiley India Private Limited.
4. Meier, Kenneth J., Jeffrey L. Brudney, and John Bohte, Applied Statistics for Public and Non-profit Administration, Cengage.
5. McLaughlin, Daniel B., and Hays Julie M, Healthcare Operations Management, Health Administration Press.
6. McNeill, D., & Davenport, T. H. Analytics in Healthcare and the Life Sciences: Strategies, Implementation Methods, and Best Practices. Pearson Education.
7. Reddy, C. K., & Aggarwal, C. C. (Editors.), Healthcare data analytics (Vol. 36). CRC Press.
8. Strome, T. L., & Liefer, A, Healthcare analytics for quality and performance improvement. Hoboken, NJ, USA: Wiley.
9. Veney, James E., John F. Kros, and David A. Rosenthal, Statistics for Health Care , Professionals: Working with Excel, 2nd Edition, Jossey-bass.

<b>Course Code: MHC805</b>	<b>Course Title: Bio-Medical Waste Management</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The connection between the environment, health, and illness is a growing source of concern in the community. This necessitates the segregation of biomedical waste and the appropriate and effective treatment of each of the categories in order to render the biomedical waste harmless. This course was designed to provide essential knowledge and skills in the field of health care waste management. Students who complete this course will be equipped with the most up-to-date information on the management of health care waste.

### Course Objectives:

On completion of this course, students should be able to

- Understand the concept of general and hazardous health care waste and diseases, diseases epidemiology, and mode of transmission of disease and prevention.
- Know about the impact of biochemical waste on health.
- Understand the concept of legislation, policies, and law regarding environment on Health care waste management.
- Understand the basic steps in Health Care Waste Management Segregation.
- Understand the concept of the infection control system in hospitals, treatment-in-site and off-site.

**Unit I:** General and hazardous health care waste and diseases, Infectious waste, genotoxic waste, waste sharps, biomedical waste categories categorization and composition of Biomedical waste. Specification of materials, Colour coding, Sources of Health care wastes, Hospitals and health care establishments & other sources, Communicable diseases, Diseases epidemiology and mode of transmission of disease and prevention

**Unit II:** Health impacts of biochemical's waste. Direct & indirect hazards. Potential health hazards. Persons at risk, basic information about infection? Infection agents on organizations spread of infection and Hospital-acquired infection.

**Unit III:** Legislation, policies, and law regarding environment on Health care waste management. Biomedical waste management and handling rules, 1998 and its amendment thereafter CPCB guidelines. (Central pollution control board) Safe disposal of Radioactive waste rules, 1995 guideline of BARC.

**Unit IV:** Basic steps in Health Care Waste Management Segregation at the point of generation sharp Decontaminating/Disinfections unit on container for autoclaving Sharp waste containers for storage and transportation autoclaving/ shredding /incrimination /bio hazard symbols. Microwave, Hydropulping, plasma torch.

**Unit V:** Collection & Handling of waste, the infection control system in hospital, hospital policy for the protection of health care workers, Treatment-in-site & off-site (common treatment faculties) Liquid waste treatment Different technologies, and cost aspect of waste management.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Categorize the biomedical waste and identify the communicable and other diseases.	A1, A3, A4
CO 2	Understand the direct and indirect hazards and the potential health hazards and the identification of infection agents.	A1, A2, A4
CO 3	Understand the biomedical waste management and handling rules.	A1, A3, A4
CO 4	Understand the waste management segregation at various steps of the process of waste management.	A1, A3, A4
CO 5	Understand the infection control system in hospital to manage the infection and cost aspect of waste management.	A3, A4

**References: Latest Print Editions/E Editions**

<b>Course Code: MHC807</b>	<b>Course Title: Health Care Technology and Laboratory Management</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

To be updated, every organization must walk with trends and they must aware of the new technologies. Technological advancements in healthcare have resulted in dramatic changes, ranging from anesthetics and antibiotics to magnetic resonance imaging scanners and radiotherapy. Future technological innovation will continue to transform healthcare, but while technologies (new drugs and treatments, new devices, new social media support for healthcare, etc.) will drive innovation, human factors will remain a constant limitation of breakthroughs.

### Course Objectives:

On completion of this course, students should be able to

- Understand MIS as a managerial decision-making tool and to know the sources and compiling of MIS.
- Understand the concept of EHR and paper records and the challenges to EHR implementation.
- Understand the concept of Telemedicine and telehealth, various types of technology in the health care context, and barriers in the implementation of Information Technology.
- Know about the computer software, internet and its application in health care.
- Understand MS office tools and their use in preparing and presenting the reports and budgets.

**Unit I:** Major Trends in Technology in Decision Making -Computerized data processing – Decision Support Systems – Expert System – Executive Information System – Health Management Information System.

**Unit II:** The world of Informatics The future of healthcare technology-Functions of the health record –Changing functions of the patients record. Privacy and confidentiality and Law - Advantages of the paper record – Disadvantages of the paper record –Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation.

**Unit III:** Telemedicine and Telehealth - Historical perspectives – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics.

**Unit IV: Software Applications in Health Care**-Awareness on the application of computer software packages in Various functions of hospitals, the Internet, and its application in healthcare.

**Unit V: Globalization of Information. Technology** – Electronic communication – Knowledge management – Genomics – Advances in public health Speech recognition-Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Value of MIS in managerial decision-making and data processing.	A1, A3, A4
CO 2	Value of EHR and paper records in maintaining reports.	A1, A2, A4
CO 3	Understand the advantages and barriers of telehealth and future trends.	A1, A3, A4
CO 4	Value of various applications of computer software packages in various functions of hospitals.	A1, A3, A4
CO 5	Prepare and present reports and budgets using MS office tools.	A3, A4

## References: Latest Print Editions/E Edition

### E Book:

<https://drive.google.com/drive/folders/1-Ox0YO7FzcbdYc8un0Ci9sfmQhqPhi-Y?usp=sharing>

1. Green. E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi.
2. Ghosal, A., Elements of Operations Research, Hindustan Publishing Corporation, New Delhi.
3. Plane DR and Kochenberger GA, Operations Research for Managerial Decisions, Richard D Irwin Inc. Homewood, Ill.
4. Gordon B.Davis and M.H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing.
5. Erid Muford. Effective Systems design and requirements analysis, McGraw Hill.
6. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press.
7. Rajesh Narang, Data Base Management System, Prentice – Hall India Private Limited, New Delhi.
8. Sadagopan .S. Management Information System, Prentice Hall India Private Limited, New Delhi.
9. Kenneth .C.Laudon & Jane P.Laudon Management Information System Prentice - Hall India Private Limited, New Delhi.
10. Jerome Kanter, Managing with Information, Prentice Hall – India Private Limited, New Delhi.
11. Internet: An Introduction – CIS Series, Tata McGraw Hill.
12. Informatics for Healthcare professional - Kathleen M, Management Information system - James O’Brien, Tate McGraw Hill.

<b>Course Code: MHC809</b>	<b>Course Title: Health Insurance Management</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The current state of health care and health insurance markets is suboptimal in terms of access to health care and health insurance, affordability to individuals and taxpayers, the unfortunate link between health insurance and employment—and thus problems with portability and inequities in the available subsidies. The degree of obligation on individuals to participate in health insurance schemes varies. A clinic, hospital, doctor, laboratory, healthcare practitioner, or pharmacy that provides treatment for an individual's condition is referred to as a "provider" by insurers. The "insured" is the person who has health insurance coverage or is the owner of the health insurance policy.

### Course Objectives:

On completion of this course, students should be able to

- Understand the basic insurance terminologies and economics of life and health insurance.
- Analyse the difference between health policy and health insurance policy.
- Understand the concept and process of administration of various health insurance schemes.
- Understand the role of vigilance and real-time information about the services.
- Know about the different health insurance providers and regulatory agencies.

**Unit I:** Economics of Life and Health Insurance – Importance, socio-political realities Insurance terminology.

**Unit II:** Health Policy vis-à-vis Health Insurance Policies- Indian scenario – different products – demand and scope – limitations.

**Unit III:** Administration of health Insurance Schemes like CGHS & ESI and Social Security Measures. ECHS, PPAs (3<sup>rd</sup> Party Administrators), TPAs, Governing mechanisms including IRDA.

**Unit IV:** Health Insurance Taxation. Standardization and grading of hospital services Role of vigilance and real-time information about the services.

**Unit V:** Health Insurance Providers – Government and Private - Microinsurance, The role, and responsibilities of the provider-insurer patient and the regulatory agencies.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Understand the importance of health insurance and socio-political realities.	A1, A3, A4
CO 2	Understand the Indian scenario in respect of health insurance, know about different products and the demand and scope of these products.	A1, A2, A4
CO 3	Understand how health insurance scheme works and the governing mechanisms.	A1, A3, A4
CO 4	Assess the health insurance taxation and grading of hospital services.	A1, A3, A4
CO 5	Understand the role and responsibilities of the provider-insurer patient and the regulatory agencies	A3, A4

### References: Latest Print Editions/E Editions

1. Gupta, P.K., Insurance and Risk Management, Himalaya Publishing House,.

<b>Course Code: MHC811</b>	<b>Course Title: Patient Care Planning and Management</b>	
<b>Semester: III</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

Health-harming behaviors, such as inactivity and poor dietary habits, are difficult to change. Thus, it is very important to understand the psychological aspects of the patients. All individuals in a healthcare organization must be involved in the development and implementation of policies and procedures, as well as understand what they are and how they are used. Policies are in place to ensure that a hospital decision is not illogical, irrational, or even illegal. Such decisions may have a negative impact if they do not comply with industry regulations. A policy is a set of instructions that governs current and future decisions. It also aids decision-making in a given set of circumstances and aids in meeting legal obligations.

### Course Objectives:

On completion of this course, students should be able to

- Understand the psychosocial aspects of the patient and resulting behaviour in a stressful condition.
- Understand policies and procedures of the hospitals for patients and personnel.
- Understand the importance of quality in the care of patients and the role of resources in patient care management.
- Know about the role of various hospital authorities, the public, and guests.
- Know about the legal responsibilities of hospitals to work and implement different policies.

**Unit I: Patient Rights -Patient Behaviour– Models of Patient Behaviour-Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making.**

**Unit II: Policies and procedures of the hospitals for patients and personnel Service Buying behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria-Audit of Patient behaviour.**

**Unit III: Patient Care-**Importance of improving the quality care of patients, role of natural and human resources in inpatient care management, patient counselling: for surgical procedures, for treatment, grief counseling; protocols, Medicare standards; International Patient Safety Goals (IPSG)

**Unit IV: Hospital Administration-** Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night duty Executive; Public and guest relation: importance inpatient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management; Ethics of Administrators

**Unit V: Legal Responsibilities-**Essential documents, state licensure, civil rights, the authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board act, safe collection, segregation, disposal, dumping, incineration and training.



## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Assess the factors influencing the attitude of the patients.	A1, A3, A4
CO 2	Understand the psychographics, the lifestyle of patients, and the criteria of audit of patient's behaviour.	A1, A2, A4
CO 3	Value of patient care management for counselling and surgical procedure and Medicare standards.	A1, A3, A4
CO 4	Understand the medical information, patient information booklets, and code of press relations.	A1, A3, A4
CO 5	Understand the civil rights, general policies, and procedures of the hospitals for patients and personnel and legal implications.	A3, A4

## References: Latest Print Editions/E Editions

E Book:

[https://drive.google.com/drive/folders/184Cnc3-JqEMfdCU3uUxTewDkSj37\\_Ch6?usp=sharing](https://drive.google.com/drive/folders/184Cnc3-JqEMfdCU3uUxTewDkSj37_Ch6?usp=sharing)

1. Llewellyne Davis and H.M. Macacaulay, *Hospital Administration and Planning*, J.P.Brothers, New Delhi.
2. S.G.Kabra, *Medical Audit*.
3. Arun Kumar, (ed) *Encyclopedia of Hospital Administration and development*, Anmol Publications, New Delhi.
4. Srinivasan A.V.(ed) *Managing a Modern Hospitals*, Response Books, New Delhi.
5. *Environment Management Systems*, ISO 14000 Documents.
6. Syed Amin Tabish, *Hospital and Health Services Administration Principles and Practice*, Oxford Publishers, New Delhi.

<b>Course Code: MHC842</b>	<b>Course Title: Emergency Services</b>	
<b>Semester: IV</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

Emergency services course comprises of planning, overseeing, and medical management for emergency medical response, disaster preparedness and medical control. Emergency medicine specialists offer valuable and important clinical, leadership, and administrative services to the emergency division and other divisions of the healthcare delivery system. This course also comprises of training on Airway and Difficult Airway equipment, defibrillator, monitors, different surgical instruments, nebulization machine, ventilator etc.

### Course Objectives:

On completion of this course, students should be able to

- Understand the Roles and Responsibilities of the Paramedic
- Know the Examinations and Assessment Pre-Hospital Special Procedures
- Familiarize and train on Airway and Difficult Airway equipment's
- Know to treat different types of injuries like Bleeding and Shock, Soft-Tissue Injury, Burns, Head and Face Injuries etc.
- Understand Trauma Systems and Mechanism of Injury

**Unit I:** EMS systems, Roles and Responsibilities of the Paramedic The Basics of Illness and injury prevention- Medical and legal issues- Ethical Issues –Pathophysiology-Pharmacology - Vascular Access and Medication Administration- Human Development - Patient Communication Airway- Airway Management and ventilation Patient Assessment- Patient History-Physical Examination- Patient Assessment-Critical Thinking and Clinical Decision Making- Communications and Documentation.

**Unit II:** Trauma- Trauma Systems and Mechanism of Injury -Bleeding and Shock-Soft-Tissue Injury- Burns- Head and Face Injuries- Spine Injuries -Thoracic Injuries- Abdomen Injuries- Musculoskeletal Injuries- Injuries to the Abdomen and Genitourinary Tract- Fractures, Dislocations, and Sprains- Multiple Injuries: Summary of Advanced Trauma Life Support- The Multi casualty Incident.

**Unit III:** Medical Emergencies Emergency & Trauma Care Technology-Respiratory Emergencies- Cardiovascular Emergencies- Unconscious States- Neurologic Emergencies- Endocrine Emergencies- Allergic reactions- Gastrointestinal Emergencies- Renal and Urologic Emergencies- Toxicology: Substance Abuse and poisoning- Poisons, Drugs, and Alcohol.

**Unit IV:** Hematological Emergencies- Acute Abdomen- Anaphylaxis- Infections and Communicable Diseases- Behavioral emergencies- Emergencies in the Elderly- Pediatric Emergencies Environmental Emergencies- Heat Exposure- Cold Exposure- Radiation Exposure- Hazardous Materials Special Considerations- Obstetrics- Neonatal Care- Gynecology- Obstetrics and Emergency Childbirth- Neonatal Care and Transport- Gynecologic Emergencies- Geriatric patients- Abuse, Neglect and Assault- Patients with special needs-Acute Interventions for the Chronic Care patient Responding to the call- Communications and dispatching- Rescue and

extrication.

**Unit V:** Examinations and Assessment Pre-Hospital Special Procedures- Major incidents- Civil disturbances- Hazardous substances- Managing violence- Assisting the Paramedic Operations- Ambulance Operations- Medical Incident Command- Terrorism and Weapons of Mass Destruction- Rescue Awareness and Operations- Hazardous Materials Incidents- Crime Scene Awareness Glucose Metabolism- Diabetes needs to be under Endocrine- DKA- Hyper osmolar coma - Hypoglycemic syndrome.

**Course Outcomes (Cos)**

On completion of this course, the Student will be able to:

<b>CO</b>	<b>Course Outcomes</b>	<b>Assessment</b>
CO 1	Understand the Roles and Responsibilities of the Paramedic	A1, A3, A4
CO 2	Examine and Assess in Pre-Hospital Special Procedures	A1, A2, A4
CO 3	Work on Airway and Difficult Airway equipment's	A1, A3, A4
CO 4	Know how to treat different types of injuries like Bleeding and Shock, Soft-Tissue Injury, Burns, Head and Face Injuries etc.	A1, A3, A4
CO 5	Understand Trauma Systems and Mechanism of Injury	A3, A4

**MBA (HC & HM)**  
**PROGRAM STRUCTURE**  
**Semester – IV**

S. No	Co de No.	Level of the Course	Title of course	Theory / Project Report	Practical/Viva Voce	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1	MHC802	Core	Community Healthcare Management	3		3	50	50	100
2	MHC854	Core	Risk and Disaster Management	3		3	50	50	100
3	MHC806	Core	Entrepreneurship and Consultancy in Health Care	3		3	50	50	100
4	MHC842	Elective	Elective Course - 1	3		3	50	50	100
5	to MHC858	Elective	Elective Course - 2	3		3	50	50	100
6		Elective	Elective Course – 3	3		3	50	50	50
7	MHC822	Practical	Business Simulation	3		3	100		100
8	MHC892	Skill Based	Comprehensive Viva			3	100		100
				21		<b>24</b>	<b>450</b>	<b>300</b>	<b>750</b>

**SEMESTER – IV - LIST OF ELECTIVES**

S. No	Code No.	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1	MHC813	Elective	Pharmacy management	3			3	50	50	100
2	MHC844	Elective	Safety and Risk Management in Hospitals	3			3	50	50	100
3	MHC846	Elective	Planning and Design of Health Care facilities –	3			3	50	50	100
4	MHC848	Elective	Medical Audit and Quality Assurance Management	3			3	50	50	100
5	MHC850	Elective	Support Services and Facilities Planning	3			3	50	50	100
6	MHC804	Elective	Nutrition & Dietetics	3			3	50	50	100
7	MHC856	Elective	Hospital Planning and Engineering	3			3	50	50	100
8	MHC858	Elective	Supply Chain Management	3			3	50	50	100

<b>Course Code: MHC802</b>	<b>Course Title: Community Health Care Management</b>	
<b>Semester: IV</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The public health system across nations is a conglomeration of all organized activities that prevent disease, prolong life and promote the health and efficiency of its people. The management aspect of public health includes concentrating and focusing on managing the administration and structure of public health organizations through health programs and policies that reimburse health services. This course would enable students to know about the importance of the public health system along with, health policies, AYUSH initiatives and various other healthcare-related topics

### Course Objectives:

On completion of this course, students should be able to

- Know the planning processes for public health services
- Understand the national health policy
- Understand various schemes and programs of the government of India.
- Develop insights into the AYUSH initiative, national health mission etc.
- Gain insights into Public- private partnership in health sector
- Know the innovations in public health

**Unit I:** Planning processes for public health services.

**Unit II:** National Health Policy 2017;

**Unit III:** Flagship health programs/schemes of Government of India - Pradhan Mantri Jan Arogya Yojana; National Health Mission; AYUSH initiatives;; Integrated Disease Surveillance Project; **National Tuberculosis Elimination Program** National Program for Prevention & Control of Cancer, Diabetes, Cardio-Vascular Diseases and Stroke; National Free Diagnostics Initiative; National Free Drugs Initiative etc.

**Unit IV:** Public-private partnerships in health sector – concept, types, case studies etc.

**Unit V:** Innovations in public health – Reproductive and child health portal, Mobile Kunji etc. Overview of Epidemiology and its use in public health management and Crisis Management.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Know the planning processes for public health services	A1, A3, A4
CO 2	Understand the national health policy	A1, A2, A4

CO 3	Understand various schemes and programs of the government of India.	A1, A3, A4
CO 4	Develop insights into the AYUSH initiative, national health mission and etc.	A1, A3, A4
CO 5	Gain insights into Public- private partnership in health sector	A3, A4

**References: Latest Print Editions/E Editions**

E Book:

<https://drive.google.com/drive/folders/1w6G9Ci43HIkeyszrSwVZlbOulufZd-ot?usp=sharing>

1. Park, K, *Park's Textbook of Preventive & Social Medicine*. 24th edition.
2. Kishore, J, *National health programs of India*. 12th edition.
3. Bratati Banerjee, DK Taneja's *Health Policies & Programmes in India*.
4. Aschengrau, Ann., & Seage, George R, *Essentials of Epidemiology in Public Health*, Jones & Bartlett.
5. Gordis, Leon, *Epidemiology*, Saunders Elsevier.
6. Kazimiera, Adamowski. *Creating Excellence in Crisis Care*. John Wiley & Sons Inc.
7. Kleinbaum, David. G., Sullivan, Kevin., & Barker, Nancy, *A Pocket Guide to Epidemiology*. Springer.
8. Mutchopadhyaya, A. K, *Crisis and disaster management Turbulence and aftermath*. New Delhi: Newage International Publications.
9. Peter, J. Fos., David, J. Fine., & Brian, W. Amy, *Managerial Epidemiology for Health Care Organization* (2nd ed.). Jossey-Bass.

<b>Course Code: MHC854</b>	Course Title: Risk and Disaster Management	
<b>Semester: IV</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

Natural and technological hazards affect the everyday life as well as long-term development plans. For many decades the prevailing approach in dealing with disasters was focus on response and recovery, however lately pre-disaster actions to minimize the disaster risks are encouraged.

The course introduces Disaster Management. The problem is addressed in a holistic cross-sectoral and cross-disciplinary manner, including all stages of disaster management cycle: mitigation, preparation, response and recovery. Starting with theory, main definitions and concepts, the course includes about radiation hazard, fire hazard and also building hazards.

### Course Objectives:

On completion of this course, students should be able to

- Know the basic concepts, objectives, principles of disaster management.
- Analyze and interpret the concepts of radiation hazards, effects of radiation, radioactive waste collection and procedure for obtaining clearance for radiation.
- Understand the Security Threats and Vulnerabilities of Hospital, need for security technology.
- know the concept of Hospital Acquired Infection (HAI), Central Sterile Supply Department (CSSD)
- understand about fire hazards, fire hazard triangle, causes of hospital fires, building services, hazards associated with furnishing material etc..

**Unit I:** Security Organization and Management: Security Threats and Vulnerabilities of Hospitals – Threat Groups – Security Sensitive Areas – Strategic Security System – Functions of Hospital Security Department – Non – Traditional “Service” Functions – Security Organization and Physical Security Measures – The Staff Complement – Perimeter Protection System – Implementing Physical Controls – Access Control Concepts – Definition – Means and Components – Need for Security Technology – Security Technology Plan – Computer and Information Security – Selection and Management of Departmental Security Staff/Contract Security Agency and Security Training – System Choice – Verification of Security Personal – Security Staff Discipline – Effective security Management in Hospitals – Central Security Control Room – Patrols and Post Procedures / Techniques – Control of Visitors / OPD Patients/ Attendants – Standing Instructions for Security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and Updating of Security Procedures – Bomb Threat / Response.

**Unit II:** Hospital Acquired Infection (HAI): Objectives – Control and Prevention – House keeping - Dietary Services – Linen and Laundry – Central Sterile Supply Department (CSSD) – Security – Engineering Aspects – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control Committee - Composition – Role and Functions – Surveillance – Processing of Information Collected – Mode of transmission – Interruption of Transmission – High Risk



Procedures – Training and Education – Universal Precautions for Health Care Workers.

**Unit III:** Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Harness Communication Zone - Building Services – Central Air – Conditioning Facilities – Electric Installations – Special Hazards – Fixed Installations – Hazards Associated with Furnishing Material, Curtains Upholstery, Dresses, Bed and Bedding Materials – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

**Unit IV:** Radiation Hazards: Introduction – Biological Effects of Radiation – Diagnostic Imaging – Radiation Protection and Safety – Radiation Safety Monitoring – 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 – Facility Planning – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.

**Unit V:** Disaster Management: Objectives – Basic Concepts – Disaster Classification – Disaster Process – Spectrum of Disaster Management – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief –Triage-Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

**Course Outcomes (Cos)**

completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Know the basic concepts, objectives, principles of disaster management.	A1, A3, A4
CO 2	Analyse and interpret the concepts of radiation hazards, effects of radiation, radioactive waste collection and procedure for obtaining clearance for radiation.	A1, A2, A4
CO 3	Understand the Security Threats and Vulnerabilities of Hospital, need for security technology.	A1, A3, A4
CO 4	know the concept of Hospital Acquired Infection (HAI), Central Sterile Supply Department (CSSD)	A1, A3, A4
CO 5	understand about fire hazards, fire hazard triangle, causes of hospital fires, building services, hazards associated with furnishing material etc..	A3, A4

**References: Latest Print Editions/E Editions**

1. Shailendra K.Singh : Safety & Risk Management, Mittal Publishers.
2. J.H.Diwan : Safety, Security & Risk Management,APH.
3. Stephen Ayers & Garmvik : Text Book of Critical Care, Holbook and Shoemaker.

To understand the functions and role of nutrients, their requirements and the effect of deficiency and excess (in brief). To understand the concept of an adequate diet and the importance of nutrients in recommended Dietary Allowances.

**Unit I:** Food, Nutrition, Health, Nutraceuticals and Nutrigenomics. Dimension of health and function of food- Physical, social and mental health. Food guide – Basic food groups, my plate.

**Unit II:** Energy requirements: Factors affecting energy requirements, BMR - activity, age, climate, diet induced thermogenesis (SDA), Physiological conditions. RDA (ICMR) - formation, uses.

**Unit III:** Macronutrients- Protein, Carbohydrate, Fat-Classification, functions, Digestion & absorption (in brief), RDA, sources and deficiencies.

**Unit IV:** Micronutrients-Macro Minerals Calcium, Phosphorus and magnesium: Functions, absorption, RDA, sources and deficiencies. Micro Minerals: Iron, Zinc, Fluorine and Iodine: function, absorption, RDA, sources and deficiency. Vitamins Fat-soluble Vitamins (A, D, E & K) Function, RDA, sources and deficiency and excess. Water soluble vitamins: Thiamine, Riboflavin, Niacin, B12, Folic acid, Biotin and Vitamin C: functions, RDA, food sources, deficiencies and excess.

**Unit V:** Water and Electrolytes. (7 Hrs) Water: Functions, requirements, sources, water balance Electrolyte and acid base balance: Electrolyte- Sodium, Chloride, Potassium sources and RDA, functional foods- Phytonutrients: Phytates, Tannins and Polyphenols, their sources and functions.

Basic Nutrition Practical's :

Weights and measures. 2. Standardization of recipes. 3. Introduction to Recommended Dietary Allowances/Nutritive value of foods. 4. Calculation of energy balance among college going girls. 5. Enhancing the traditional recipes with specific nutrients (protein, carbohydrate, fat, vitamin A, vitamin C, calcium and iron). Visit to analytical lab for demonstration of protein and fat estimation.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to

CO	Course Outcomes	Assessment
CO 1	understand the functions and role of nutrition their requirements and effects of deficiency	A1, A3, A4
CO 2	Know about macro nutrients and micronutrients	A1, A2, A4
CO 3	know the factor effecting energy requirements, BMR, etc	A1, A3, A4
CO 4	Analyse the functions and requirements of water balance electrolyte and acid-based balance	A1, A3, A4
CO 5	understand basic nutrition practical	A3, A4

## References: Latest Print Editions/E Editions

E Book:

[https://drive.google.com/drive/folders/1H59s1DOyVODczcCDr-u9O0\\_GhI5IBV-S?usp=sharing](https://drive.google.com/drive/folders/1H59s1DOyVODczcCDr-u9O0_GhI5IBV-S?usp=sharing)

1. Antia F.P., Philip Abraham, Clinical Dietetics and Nutrition, Oxford University Press.
2. Kathleen Mahan L., Sylvania Escott-Stump, Krause's food, nutrition and diet therapy.
3. Saunders company, London. Passmore R. and Davidson S, Human nutrition and Dietetics. Livingstone publishers.
4. Robinson C.H. Careme, Chenometh W.L., Garmick A.E. Normal Therapeutic nutrient. Publish by Mc Millan Company New York.
5. Shil's M.E., Alfon J.A., Shike M, Modern nutrition in health and diseases.
6. William S.R., Nutrition and Diet Therapy C.V. Mos Company.

<b>Course Code: MHC806</b>	Course Title: Entrepreneurship & Consultancy in Health Care	
<b>Semester: IV</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

This course is designed to create interest in starting their own business, either as their primary income or extra income, including individual contributor businesses such as freelancers, contractors, consultants, and others in the gig economy. The curriculum is centred on three key aspects of entrepreneurship: 1) the individual, their traits, skills, and attributes that make entrepreneurs successful, 2) the business ideas, how to generate them, where to look for them, how to expand them, and 3) how to ensure they are valid business ideas with potential to meet profit goals. This course also allows them to get insights into sources of finance, an overview of health care consultancy and the consulting process in health care.

### Course Objectives:

On completion of this course, students should be able to

- get an overview of entrepreneurship, its definition characteristics, types etc.
- to understand the concept of feasibility in terms of Operational Feasibility, Technical Feasibility, Market Feasibility, Financial Feasibility.
- get to know the sources of finance that would be needed.
- know the healthcare consulting industry and how it works.
- get insights into the consulting process of health care.

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

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

**Unit III: Sources of Finance: Short Term Sources – Instruments – Long term Sources – Instruments – Sources – Commercial Banks, Development Agencies. Indian and International Funding Organizations Capita Market Venture and Startup Capital.**

**Unit IV: Overview of Health Care Consultancy: Consulting industry with specific reference to hospital and Health Care Consulting Perspective. Professionalism & Ethics in Consulting Consultant – Client Relationship, Behavioural roles of consultants.**

**Unit V: Consulting Process in Health care: Entry: Initial Contracts – Preliminary Problem Diagnosis – Terms and Reference – Assignment Strategy and Plan – Proposal to the Clint – Consulting Contract. Diagnosis: Conceptual Frame work of Diagnosis – Diagnosing Purpose and Problem - Defining Necessary Facts – Sources and Ways of Obtaining Facts – Data Analysis – Feedback. Action Planning: Possible Solutions – Evaluating Alternatives – Presentation of Action. Implementation & Termination: Consulting in Various Areas of Health Care Management.**

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Develop interest to start a venture.	A1, A3, A4
CO 2	Learning intricacies of starting as enterprise identifying opportunities.	A1, A2, A4
CO 3	Taking up consultancy work in various facets of hospital management.	A1, A3, A4
CO 4	Consulting various areas of health care management.	A1, A3, A4
CO 5	Indian and International funding organization capita market venture and startup capital	A3, A4

## References: Latest Print Editions/E Editions

E Book:

<https://drive.google.com/drive/folders/1wLux6Yo76PgTp2q37Yz4KHfoz87BIKbL?usp=sharing>

- 1.J.B.Patel and D.G.Allampally, Manual on how to Prepare a Project Report, Entrepreneurship Development Institute Ahmadabad.
- 2.J.B.Patel and S.S.Modi, Manual on Business Opportunity Identification & Selection, Entrepreneurship Development Institute Ahmadabad.
- 3.Edward Bono, Lateral Thinking, Penguin Books, London.
- 4.Holt HG David, Entrepreneurship, Prentice Hall India Publisher, New Delhi.
- 5.S.S.Khanka, Entrepreneurial Development S. Chand & Co New Delhi.
- 6.Anil Kumar S, Entrepreneurial Development, New Age Publications, New Delhi 7.Vasanth Desai, Dynamics of Entrepreneurial Development And Management, Himalaya Publishing House, Mumbai.
- 8.David H.Hott, Entrepreneurship,New Venture Creation, Prentice Hall India New Delhi.
- 9.Milan Kubr, Management Consulting (A Guide to the Profession ) Published by ILO 10.Susan Nash, Starting & Running a Successful Consultancy: How to Build and Market Yours Own Consultancy Business. Publisher: Spring Hill House, Oxford U.K.
11. Mick Cope, The Seven Cs of Consulting: Yours Complete Blue Print for any Consultancy Assignment, Prentice Hall of India.
12. Alan Weiss, Getting Started in Consulting, John Wiley & Sons New Delhi.
13. Philip Sadler, Management Consultancy, Kogan Page Ltd., London.

<b>Course Code: MHC813</b>	<b>Course Title: Pharmacy Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3 (2+1)</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The development of new drugs requires innovation as well as the information of the current requirement. Formulation of studies and practices makes it easier and the law and legislation help to implement the process effectively, for a smooth run, reduce conspiracy and misunderstandings. The introduction of technology take pharmaceutical to next level but to use that technology the concept must be cleared and also aware of the issues that arise through the usage of those technologies.

### Course Objectives:

On completion of this course, students should be able to

- ☐ Understand the economics of new drug development and the invention methods.
- ☐ Understand the pharmaceutical development process.
- ☐ Know about the pharmaceutical law and legislation in respect of drugs and the pharmaceutical industry.
- ☐ Understand the concepts & issues related to health care technology.
- ☐ Know about the application of technology in different health care units.

**Unit I:** Drug Development- Economics of New Drug Development - Need – Invention Methods: Chemical, Natural, Microbial, Biotechnological etc, Including Devices, Toxicity, Activity Screening Methods, pre – Chemical Development Stages- Acute, Sub Acute and Chronic Toxicity Studies, Special Tests and their Significance, Investigational New Drugs (IND) Status Clinical Development Phase, I, II & III Studies and their Significance, New Drug Application (NDA) Product Launch.

**Unit II:** Pharmaceutical development Process: Pre – Formulation Studies, Importance of Pharmacokinetics, Pharma –Co Dynamics, Understanding of oral Dosage Forms- Powders Tablets- Costing Syrups, Elixirs, Suspensions, Capsules, Topical Preparations, Radio Diagnostic and Therapeutic Agents, Vaccines, Hormones, Cosmetics, Biotechnological and surgical Products Concepts of Sustained Release, Modified Release Dosage Forms, Herbal Drug, Prosthetic Material Nutraceuticals.

**Unit III:** Pharmacy Law- Pharmaceutical Legislations, Drugs and Pharmaceutical Industry, Drugs and Cosmetics Act 1940 & Rules 1945 and its Amendments, Pharmacy Act 1948, Drugs Price Control Order, Drugs & Magic Remedies (Objectionable Advertisements) Act, 1954 national Health Policy.

**Unit IV:** Concepts & Issues Related to Health care Technology: Introduction – Problems and Constraints Associated with health care Technology - Present Trends in Health care Technology – Hospitals and Technology – Dealing with Technological Problems. Planning and Adopting Appropriate Technology in Health care – Mechanism to Ensure Appropriate use of health care Technologies – Developing Sources of Information on Hospital Technology – Medical Communications to Doctors – Evaluation methods of Health Technology.

**Unit V:** Application of Technology in Different Health care Units: Application in Diagnostic Service Areas ( Radiology, Lab Services Etc) - Clinical Services Areas ( Nephrology, Urology, Cardiology Etc) – Therapeutic Services - Patient Support Areas - Telemedicine – PACS – RFID – paperless Hospitals - Biomedical Informatics – Artificial Intelligence and Robotics in Health care – Factors Affecting the Growth of New Medical Technology.

## Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Utilize invention methods and activity screening methods for new drug development.	A1, A3, A4
CO 2	Understand the importance of Pharmacokinetics, Pharma –Co Dynamics, and the oral dosage forms.	A1, A2, A4
CO 3	Understand the pharmacy law and its implementation.	A1, A3, A4
CO 4	Apply different mechanisms to ensure the appropriate use of health care technologies and develop sources of information on hospital technology.	A1, A3, A4
CO 5	Apply various applications of technology available in different health care units such as Diagnostic service areas, Clinical service areas, etc.	A3, A4

### References: Latest Print Editions/E Editions

E Book:

<https://drive.google.com/drive/folders/1rn0xyyxbWouRMq1tUfS6fY0hiGIOEyWQ?usp=sharing>

1. A.R.Gennero : Remington Pharmaceutical Science, Mark Publishing co.P.A
2. Mital : Textbook of Pharmaceutical Jurisprudence, Mirali Prakasan. New Delhi.
3. Vijacy Malik : Drug laws, Law book House

<b>Course Code: MHC844</b>	Course Title: Safety and Risk Management in Hospitals	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

Natural and technological hazards affect the everyday life as well as long-term development plans. For many decades the prevailing approach in dealing with disasters was focus on response and recovery, however lately pre-disaster actions to minimize the disaster risks are encouraged.

The course introduces Risk Management. The problem is addressed in a holistic cross-sectoral and cross-disciplinary manner. Starting with theory, main definitions and concepts, the course includes about radiation hazard, fire hazard and also building hazards.

### Course Objectives:

On completion of this course, students should be able to

- ☐ Know the basic concepts, objectives, principals of risk management.
- ☐ Analyse and interpret the concepts of radiation hazards, effects of radiation, radioactive waste collection and procedure for obtaining clearance for radiation.
- ☐ Understand the Security Threats and Vulnerabilities of Hospital, need for security technology.
- ☐ know the concept of Hospital Acquired Infection (HAI), Central Sterile Supply Department (CSSD)
- ☐ understand about fire hazards, fire hazard triangle, causes of hospital fires, building services, hazards associated with furnishing material etc..

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

**Unit I:** Security Organization and Management: Security Threats and Vulnerabilities of Hospitals – Threat Groups – Security Sensitive Areas – Strategic Security System – Functions of Hospital Security Department – Non – Traditional “Service” Functions – Security Organization and Physical Security Measures – The Staff Complement – Perimeter Protection System – Implementing Physical Controls – Access Control Concepts – Definition – Means and Components – Need for Security Technology – Security Technology Plan – Computer and Information Security – Selection and Management of Departmental Security Staff/Contract Security Agency and Security Training – System Choice – Verification of Security Personal – Security Staff Discipline – Effective security Management in Hospitals – Central Security Control Room – Patrols and Post Procedures / Techniques – Control of Visitors / OPD Patients/ Attendants – Standing Instructions for Security of Cash – Security Budgeting – Security Committee – Periodic Security Audit and Updating of Security Procedures – Bomb Threat / Response.

**Unit II:** Hospital Acquired Infection (HAI): Objectives – Control and Prevention – Housekeeping - Dietary Services – Linen and Laundry – Central Sterile Supply Department (CSSD) – Security – Engineering Aspects – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control Committee - Composition – Role and Functions – Surveillance – Processing of Information Collected – Mode of transmission – Interruption of Transmission –



High-Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

**Unit III:** Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Harness Communication Zone - Building Services – Central Air – Conditioning Facilities – Electric Installations – Special Hazards – Fixed Installations – Hazards Associated with Furnishing Material, Curtains Upholstery, Dresses, Bed and Bedding Materials – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

**Unit IV:** Radiation Hazards: Introduction – Biological Effects of Radiation – Diagnostic Imaging – Radiation Protection and Safety – Radiation Safety Monitoring – 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 – Facility Planning – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.

**Unit V:** Disaster Management: Objectives – Basic Concepts – Disaster Classification – Disaster Process – Spectrum of Disaster Management – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Know the basic concepts, objectives, principals of risk management.	A1, A3, A4
CO 2	Analyse and interpret the concepts of radiation hazards, effects of radiation, radioactive waste collection and procedure for obtaining clearance for radiation.	A1, A2, A4
CO 3	Understand the Security Threats and Vulnerabilities of Hospital, need for security technology.	A1, A3, A4
CO 4	know the concept of Hospital Acquired Infection (HAI), Central Sterile Supply Department (CSSD)	A1, A3, A4
CO 5	understand about fire hazards, fire hazard triangle, causes of hospital fires, building services, hazards associated with furnishing material etc..	A3, A4

### References: Latest Print Editions/E Editions

1. Shailendra K.Singh : Safety & Risk Management, Mittal Publishers.
2. J.H.Diwan : Safety, Security & Risk Management,APH.
3. Stephen Ayers & Garmvik : Text Book of Critical Care, Holbook and Shoemaker.

<b>Course Code: MHC846</b>	Course Title: Planning and Design of Healthcare Facilities	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

The course describes better patient care hospitals, beds, utilization, personal, assets and finances. It gives an idea in Surveying the community area-wide planning, hospital location, quality of facilities and services and evaluating the natural human resources. It includes functional plan for hospital construction and cost of the construction.

### Course Objectives:

On completion of this course, students should be able to

- ☐ The learner understands supportive services
- ☐ Know about Functional Hospital Organizations and medical specialties.
- ☐ Understands the need of functional plans for hospital construction
- ☐ Evaluating natural human resources in a particular area
- ☐ Discussion about utilization of hospitals and the need of assets and finances

**Objective:** The Objective of this paper is to teach the student the skills of hospital planning including clinical and radiological service planning.

**Unit I:** Introduction to better patient care Hospitals, beds, utilization, personnel, assets, finances.

**Unit II:** Surveying the community-Area wide planning, planning for general Hospital service, determining the logical centres for hospital location, determining the area served by them, nonacceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution.

**Unit III:** Functional plans for hospital construction Role of a hospital consultant, planning stage: role of the architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.

**Unit IV:** Functional Hospital Organization Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended-care facilities. Medical Specialties-Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

**Unit V:** Supportive Services-Clinical Laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, emergency services, infection control, and mortuary services.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

<b>CO</b>	<b>Course Outcomes</b>	<b>Assessment</b>
CO 1	Known about patient care hospitals	A1, A3, A4
CO 2	Surveying the community for general hospital services.	A1, A2, A4
CO 3	Functional plan for hospital construction.	A1, A3, A4
CO 4	Known about hospital code of ethics, medical ethics, standards for administration and organisation	A1, A3, A4
CO 5	Supportive services like laboratories records, emergency services etc.	A3, A4

**References: Latest Print Editions/E Editions**

<b>Course Code: MHC848</b>	Course Title: Medical Audit and Quality Assurance Management	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The course deals with aspects of quality-machines, objectives, concepts, evolution, determinants of quality and quality of audits. This course gives quality management definitions, underlying concepts and so on. It explains Management Process I Process in services organizations and their control. This course includes quality facets of quality, quality planning ,quality improve me methods and systems approach to quality introduction to ISO 2000,ISO 14000 and ISO 18000 and benchmarking and Business process Reengineering

### Course Objectives:

On completion of this course, students should be able to

- ☐ Introduce the student to the concept and practice of quality management and control.
- ☐ To understand Benchmarking and business process reengineering
- ☐ To know more about quality audit, medical audit accreditation, nursing care standards.
- ☐ To be able to know sampling plan and occurrence, vendor selection and vendor rating
- ☐ To know the value of the role of communication in implementing TQM.

Objective: The objective of this paper is to introduce the student to the concept and practice of Quality Management and Control.

**Unit I:** Aspects of quality - Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Contribution of quality gurus. Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi;SQPC, SQC, CWQC, TPM, TQC.

**Unit II:** Total Quality Management Definition, underlying concepts, implementation and measurement of TQM, Internal Customer-Supplier relationship, QFD, Quality Circles, Quality Improvement teams, teamwork and motivation in TQM implementation, training and education, role of communication in implementing TQM.

**Unit III:** Management of Process I Process in service organization and their control, simple seven tools of quality control: Check Sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality. Management of Process II SQC: Control Charts for variables – X, Xbar, and R charts and control charts for attributes-p, Np, and c charts. Acceptance sampling plan and occurrence. Vendor selection and vendor rating.

**Unit IV:** Management of Quality Facets of quality, quality planning, quality improvement methods. Kaizen, quality audits, medical audit, accreditation, nursing care standards, Six Sigma, JIT and NABI, NABL and NABH.

Unit V: Systems approach to Quality Introduction to ISO 2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000.Bench Marking and Business Process Reengineering. Definition, methodology and design, evaluation and analysis.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Learn about aspects of quality, facets of quality, quality planning, quality improvement methods.	A1, A3, A4
CO 2	To know about benchmarking Business Process Reengineering.	A1, A2, A4
CO 3	Learn about seven tools of quality control an the process of management.	A1, A3, A4
CO 4	To get an idea about quality circles ,quality terms, team work and motivation	A1, A3, A4
CO 5	Understanding the need about the role of communication and TQM	A3, A4

### References: Latest Print Editions/E Editions

1. Sundara Raju, S.M., Total Quality Management: A Primer, Tata McGraw Hill.
2. Srenivasan, N.S. and V. Narayana, Managing Quality – Concepts and Tasks, New Age International.
3. Shailendra Nigam, Total Quality Management (An Integrated Approach), Excel Books, New Delhi.
4. James R Evans, James W Dean, Jr., Total Quality (Management, Organisation, and Stragtegy), Excel Books, New Delhi.

<b>Course Code: MHC850</b>	Course Title: Support Services and Facilities Planning	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>	<b>Admitted Batch 2021-22</b>	
<b>Course Leader:</b>		

### Course Description

This course deals with Hospital Operational activities, Health care Establishment- in detail front office dealing, Clinical Services, Supporting Services, Facility location and layout importance of location and Purchasing Strategy process, values management, Value Engineering and Value analysis.

### Course Objectives:

On completion of this course, students should be able to

- ☐ To familiarize the student with hospital operational activities
- ☐ Understanding the process of purchase and inventory management in health care establishments apart from productivity aspects.
- ☐ Familiarize with different clinical departments
- ☐ Getting knowledge about value management, values engineering and value analysis.
- ☐ Known about facility location and layout importance of location factors etc.

**Unit I:** Front Office-Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead, Maintenance and Repairs Bio-Medical Equipment.

**Unit II:** Clinical Services- Clinical Departments – Outpatient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Coordination, Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

**Unit III:** Supporting Services – Housekeeping –Linen and Laundry, - Food Services -Central Sterile Supply Department (CSSD).

**Unit IV:** Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts – product, process, service facility layout; Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital.

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

### Course Outcomes (Cos)

completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Familiarize with front office administration	A1, A3, A4
CO 2	Make use of clinical services in a proper direction	A1, A2, A4
CO 3	Understanding supporting services	A1, A3, A4
CO 4	Utilization of facility location and layout importance etc.	A1, A3, A4
CO 5	Summarization of purchasing static process and financial aspects of purchasing etc.	A3, A4

### References: Latest Print Editions/E Editions

1. Madhuri Sharma, *Essentials for hospital support services and physical infrastructure*, Jaypee Brothers Publications.
2. Sakharkar BM, *Principles of hospitals administration and planning*, Jaypee Brothers publications.
3. Francis CM, Mario C de Souza: *Hospital Administration*, New Delhi. Reaction of patients towards evening OP services in Delhi Hospitals, *Hospital Administration*.
4. Chakravarthy S: *Planning of Surgical Suites*, National workshop on hospital planning and Design, AIIMS, New Delhi.
5. Prabhu KM, Sood SK: *Hospital Laboratory Services Organization and Management*, Journal of Academy of Hospital Administration.
6. S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd., New Delhi.
7. Srinivasan, A.V.(ed), *Managing a Modern Hospital*, Response Books, New Delhi.
8. Schroedev, Roger G., *Operations Management – Decision Making in Operations Function*, McGrawHill, New Delhi.
9. Buffa, Elwood S. and Sarin, Rakesh K., *Modern Production/Operations Management*, John Wiley & Sons, Singapore.

<b>Course Code: MHC804</b>	Course Title: Elective <b>Nutrition &amp; Dietetics</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

The curriculum primarily includes advanced learning to improve the quality of life, health and well-being of individuals and this curriculum also promotes healthy food habits and diet behaviours by researching healthier dietary changes.

Dietetics and Nutrition course is also a part of Health and Wellness branch. Primarily a Science subject, the course forms a core to broader courses or branches such as Food Technology, Biotechnology, Biochemistry etc. and on the other hand, these subjects also form a core for the Dietetics and Nutrition courses.

### Course Objectives:

On completion of this course, students should be able to

- ☐ To understand the functions and role of nutrition their requirements and effects of deficiency
- ☐ To get insights into macro nutrients and micronutrients
- ☐ To know the factor effecting energy requirements, BMR, etc
- ☐ To know the functions and requirements of water balance electrolyte and acid-based balance
- ☐ To understand basic nutrition practical



<b>Course Code: MHC856</b>	Course Title: Hospital Planning and Engineering	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

This course deals with the hospitals - a hub for medical and health care. Medical and healthcare services rendered in a hospital need a multitude of administrative support. The course Essentials of Hospital Planning and Administration covers in detail these topics such as organizational structure, departments, supportive services clinical laboratories, radiological service planning etc. Also, focuses on the planning, construction and management of hospitals as an interdisciplinary task. For engineers with a special knowledge of the technical management of hospitals as high-tech facilities, global developments in health care mean challenging duties in the future

### Course Objectives:

On completion of this course, students should be able to

- Understand patient care, surveying the community area wide planning, planning for general hospital etc.
- Know the hospital code of ethics, medical ethics, standards for hospitals
- Get an overview of the functions and sphere of each speciality in medicine
- Know the supportive service clinical laboratories, radiological services etc.

Objective: The Objective of this paper is to teach the student the skills of hospital planning including clinical and radiological service planning.

**Unit I:** Introduction to better patient care Hospitals, beds, utilization, personnel, assets, finances.

**Unit II:** Surveying the community Area wide planning, planning for general Hospital service, determining the logical centre's for hospital location, determining the area served by them, non-acceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution.

**Unit III:** Functional plans for hospital construction Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.

**Unit IV:** Functional Hospital Organization Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended care facilities. Medical Specialties Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.

**Unit V:** Supportive Services Clinical Laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, and mortuary services.

### Course Outcomes (Cos)

completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Understand patient care, surveying the community area wide panning, planning for general hospital etc.	A1, A3, A4
CO 2	Know the hospital code of ethics, medical ethics, standards for hospitals	A1, A2, A4
CO 3	Get an overview of the functions and sphere of each speciality in medicine	A1, A3, A4
CO 4	Know the supportive service clinical laboratories, radiological services etc.	A1, A3, A4
		A3, A4

### References: Latest Print Editions/E Editions

1. Hospital Planning, WHO, Geneva.
2. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi.
3. Arun Kumar, ( ed) Encyclopedia of Hospital Administration and Development, Anmol publications, New Delhi.
4. Srinivasan, A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi.
5. Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi.

<b>Course Code: MHC858</b>	Course Title: Supply Chain Management	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (HC &amp;HM)</b>		<b>Admitted Batch 2021-22</b>
<b>Course Leader:</b>		

### Course Description

Supply Chain Management (SCM) is about managing successfully various flows (viz. Goods & Services, Information, and Funds) across the end-to-end stages of Value Addition. It includes - Collection, Conversion, Movement & Storage of Raw Materials, Work-in-process and Finished Goods from the point of origin to the final point of consumption.

This course focuses on the basic concepts, issues, and techniques for managing such SCM efficiently and effectively

### Course Objectives:

On completion of this course, students should be able to

- The wider concept of supply chain (beyond own company's internal operations) and its strategic framework for the purpose of analyzing, designing, planning and taking operational decisions for the success of the entire supply chain.
- Significance of demand and supply planning in a supply chain.
- Frameworks and tools used to design a supply chain network.
- The role of Inventory, Transportation, Sourcing, Pricing & Revenue Management & Information Technology in a supply chain.
- The importance of coordination across the supply chain.

Objective: The objective of this course is to introduce basic concepts and processes of Supply Chain Management.

**Unit I:** Introduction to Supply Chain – Concept – Need and Evolution. Approaches, phases, and processes of supply chain drivers and obstacles. SC strategies – strategic fit and scope.

**Unit II:** Planning Demand and Supply in SCM – Demand forecasting, aggregate planning, managing predictable variability. Customer Service and Integration of Technology in SCM (IT & E-business)

**Unit III:** Inventory planning and managing inventory in SCM – Factors affecting inventory approaches and methods to manage inventory

**Unit IV:** Sourcing and Logistics – Purchasing & Sourcing Decisions in Supply Chain Management – Transportation, Logistics, Warehousing, Containerization and packaging.

**Unit V:** Designing SC Network – Distribution network-Performance management and control. Benchmarking, Gap Analysis and Balance Score Card for Supply chain management; Linear Programming Models and advantages and disadvantages.

### Course Outcomes (Cos)

On completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Know the importance of coordination across the supply chain	A1, A3, A4

CO 2	Understand the wider concept of supply chain and its strategic framework for the purpose of analysing, designing, planning and taking operational decisions for the success of the entire supply chain.	A1, A2, A4
CO 3	Know the Significance of demand and supply planning in a supply chain.	A1, A3, A4
CO 4	Interpret Frameworks and tools used to design a supply chain network.	A1, A3, A4
CO 5	Know the role of Inventory, Transportation, Sourcing, Pricing & Revenue Management & Information Technology in a supply chain.	A3, A4

**References: Latest Print Editions/E Editions**

1. Sunil Chopra and Peter M, SCM-Strategy, Planning & Operation, PHI
2. Rahul V Attekar, SCM – Concepts & Cases , PHI
3. Mohanty RP, & Deshmukh SG, Essentials of SCM, Jaico
4. Mentzer, John T., Fundamentals of SCM-Twelve Drivers of Competitive Advantage, Sage
5. Agarwal DK, Logistics & SCM, Macmillan India
6. Rahul V.Altekar, Supply Chain Management, Prentice-Hall of India Private Limited, New Delhi.
7. Monczka, rent & Handfield, Purchasing and Supply Chain Management, Thomson – South Western.
8. Donald J.Bowersox & David J. Closs, Logistical Management (The Integrated Supply Chain Process), Tata McGraw – Hill Publishing Company Limited, New Delhi.
9. Burt, Dobler & Starling, World Class Supply Management, Tata McGraw – Hill Publishing Company Limited, New Delhi.