



**SRI RAMACHANDRA**

**INSTITUTE OF HIGHER EDUCATION AND RESEARCH**

(Category - I Deemed to be University) Porur, Chennai

**SRI RAMACHANDRA FACULTY OF MANAGEMENT SCIENCES**

*Professionalism and Beyond*

**REGULATIONS AND SYLLABUS**

**FOR**

**M.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT)**

**(Under Choice Based Credit System)**

**Offering Elective Streams:**

- (i) Health Care Finance**
- (ii) Health Care Quality**
- (iii) Health Care HR**

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## M.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT)

### 1. Introduction:

M.B.A. (Hospital and Health Systems Management) is a two year FULL TIME program that was started in the year 2001, approved by the AICTE, New Delhi. Ever since the commencement of the course, there has been an ever increasing demand from students in different parts of the country to take up this course. The course has been systematically structured to allow students to gain insight into the diverse aspects and challenges with regard to healthcare management.

### 1.1 Rationale

Healthcare has become one of India's largest sectors – both in terms of revenue and employment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players.

Hospitals and healthcare service providers are faced with rapid changes in the delivery of patient care services like never before. Research confirms that healthcare managers are an important missing link in bringing about healthcare reforms. Such managers can bring defining and significant changes in patient benefits. Business professionals, therefore, are the drivers of change and innovation in many organizations

Management professionals in hospital and health systems domain receive specialized training to improve the service delivery to patients in hospitals and health care organizations. Most of the changes are required in the way work is organized and not in terms of availability or lack of technology.

Students may choose elective in three functional area/ domain of management based on their interest and competence, by choosing to do five (5) elective courses in the chosen area/ domain.

Three elective streams are – Healthcare Quality, Healthcare HR, and Healthcare Finance

**Healthcare Finance** - The objective of this course is to familiarize the student with a wide variety of financial decision-making situations focusing on long-term financial management and value creation. This course is designed to introduce to the student theoretical and practical aspects of the market for futures, options and other derivatives. The focus will be on the principles of valuation, risk management and practical problem solving. Students are also provided with a working knowledge of Central Sales Tax, and Central Excise and Customs Act.

**Healthcare Quality** – This elective stream addresses issues related to quality of healthcare, patient center outcomes, and performance measurement and improvement. The curriculum is designed for public health, clinical and management professionals, who wish to develop the expertise to identify challenges in these areas, implement evidence based interventions and improve care delivery.

**Healthcare HR** - The course will focus on the issues involved in linking HRM strategies to the business strategies of multinational firms. In the process it will discuss various theories and models that have attempted to link international business strategies and HRM strategies and also the various strategic issues involved in managing different international HRM activities.

### 1.2 Need for New Elective Streams

Hospital and Health Systems Management has become complex and multi-faceted, due to the huge expansion and growth of hospital and health care industry.

The field has reached a stage that the hospital administrators need to be specialized in core areas of management, such as human resource, finance and quality. When a hospital grows, it multiplies the requirements of human resource starting from medical practitioners to paramedical staff and clinical attendant to security personnel. It is practically difficult for general administrators to manage segment like human resource which requires continuous planning, implementation and monitoring. Hence, an elective stream on Human Resource.

A finance specialist is one who comes to call whenever medicine and money collide. Hospitals need to make money for the services they provide, and that money comes from patients and/or their insurance companies. A finance specialist also makes sure that insurance companies are reimbursing payments as treatment is rendered. Venture capital, Security Analysis and Portfolio management have become an integral part of financial management in hospital and healthcare industry. To manage these, specialized financial experts befitting to this industry is highly required. Therefore, finance as an elective stream is introduced to the new program.

Quality is a threshold for operational efficiency and effectiveness. Improving patient flow and bed occupancy are connected to quality that hospitals set and deliver to the patients. Quality assurance programs not only help hospitals improve clinical outcomes but also offer an effective way to increase staff engagement by inviting team members at every level to provide their input and help improve the hospital as a whole.

## **2. Graduate Attributes of Faculty of Management**

### **Academic and Cognitive**

- Academic excellence, Discipline, Creativity, Critical Thinking, Positive Attitude, Decision Making

### **Social attributes**

- Communication and Team Orientation

### **Values**

- Ethics, Leadership, Commitment and focus

### **Academic Excellence**

- Strong foundation in the concepts is required for any graduate and it will demonstrate the ability to perform and exhibit superior performance.

### **Discipline**

- Every human is required to be regulated in accordance with the particular system of governance. Whatever the field our graduates enter into, discipline is the foremost priority.

### **Creativity**

- We are living in an era, where the work force is being replaced by Robots everywhere. Now, if we desire not to be replaced, a management graduate should be highly creative and out of box thinker.

### **Critical Thinking**

- Our graduates should have strong analytical skills and he/she must think critically to evaluate the factual evidence and draw conclusions.

### **Positive Attitude**

- Positive Attitude will make a person optimistic and helps to avoid negative thoughts. Developing this attitude within our graduates will help them to see the brighter side of their career and life.

### **Decision Making**

- Effective and timely decisions will have a great impact on the growth of any organization. A Management graduate should not decide based on herd instinct, rather analyse the situation and take timely decisions.

### **Communication**

- To be effective in their chosen field, one has to have great communication skills and Healthcare is not an exception. Being an Administrator one should equip themselves in oral and written communication skills.

### **Team Orientation**

- No one is going to work in isolation; organization expects more of teamwork and outcomes from the team. Hence, graduates should prepare themselves to work in a group and contribute towards the success.

**Ethics**

- Ethics is doing right even when nobody is watching us. Both personal and professional ethics is expected from the management graduates.

**Leadership**

- Leadership , a skill to lead or guide is required from any successful leader and graduates who aspire to become great leader should focus on this skill

**Commitment and Focus**

- Most of the successful personalities in this world are the ones who were committed to their dreams and passion and the same focus and commitment is required for a management graduate to fulfill their dreams and passion.

**3. Program Educational Objectives**

**MBAPEO 1:** To create professional and effective managers of hospitals with leadership and problem-solving skills.

**MBAPEO 2:** To attain a general level of competence in hospital management and to enable them to act with creative, innovative and entrepreneurial potentials with management tools.

**MBAPEO 3:** To provide advancement of conceptual and practical knowledge in the field of hospital management to contribute to nation building while upholding ethical practices.

**MBAPEO 4:** To develop competent management professionals with strong ethical values capable of assuming a significant role in Corporate sector and Society.

**MBAPEO 5:** To enable the students possess professional skills for employment and lifelong learning in management.

**Programme Outcomes (POs)**

After the graduation, the students will be able to:

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Develop Value based Leadership.

PO4: Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.

PO5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Communicate effectively and use information and knowledge effectively.

PO7: Inculcate entrepreneurship ability.

PO8: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.

**4. Scope****MBA (Hospital and Health Systems Management)**

Relevant work experience can always give students higher employment prospects vis-à-vis a fresh graduate, quite like MBA compared to other graduates. With NABH and other quality drivers in hospitals and health care delivery organizations, there is now a growing demand to employ qualified people. Also, there lies a scope beyond hospitals as well. For example, getting employed as health care program coordinators and resource persons in International NGOs – UNICEF, WHO, etc, NGO and GOs. The character of the course is experiential learning, with 90 hours of training per semester. The students usually get placed prior to or during the final semester.

Students have to undergo hands on Posting in Sri Ramachandra Medical centre with the minimum of 20 working days each during the second semester and third semester, 30 days internship during the third semester and 90 days major project during the fourth semester, so as to develop their research competence and analytical skills. The infrastructure at Sri Ramachandra Institute of Higher Education & Research (Deemed to be University) has been created to provide its students the best educational environment in the country.

- Intake existing - 60 candidates per annum

**SUMMARY SCHEME FOR CHOICE BASED CREDIT SYSTEM**  
**M.B.A (Hospital and Health Systems Management; G02)**  
**Category of Courses**

Semester	Core Theory (CT)	Discipline Specific Elective (DE)	Dissertation (RP)	Clinical Rotation(CR)	Generic elective (GE)	Credits
I	CT1					
	CT2					
	CT3					
	CT4					
	CT5					
	CT6					
	CT7					
	CT8					
	CT9					
	27					27
II	CT10	DE1		CR1	GE1	
	CT11					
	CT12					
	CT13					
	CT14					
		15	3		3	3
III	CT15	DE2		CR2		
	CT16	DE3		CR3		
	CT17					
	CT18					
	CT19					
		15	6		9	
IV	CT20	DE4	RP1			
	CT21	DE5				
		6	6	12		
<b>Distribution of Total Credits</b>						
	63	15	12	12	3	105
<b>% of Course types</b>						
	97				3	

**SRI RAMACHANDRA  
INSTITUTE OF HIGHER EDUCATION & RESEARCH**  
(Deemed to be University)  
**Porur, Chennai - 600 116**

**REGULATIONS FOR M.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT)**

*In exercise of the powers conferred by rule 12.1(iv) of the Memorandum of Association & Rules and clause 21 of Bye-Laws of Sri Ramachandra Institute of Higher Education and Research (Deemed to be University), Porur, Chennai-600 116, the Academic Council of the Deemed University hereby makes the following Regulations:*

**1. SHORT TITLE AND COMMENCEMENT**

These regulations shall be called "THE REGULATIONS AND SYLLABUS FOR THE M.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT) DEGREE PROGRAM OF SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH (Deemed to University), PORUR, CHENNAI-600 116.

These regulations shall be deemed to have come in to force from the academic year 2019 -20. These regulations are subject to such modifications as may be approved by the Academic Council from time to time.

**2. ELIGIBILITY FOR ADMISSION**

- a) A candidate who seeks admission for M.B.A must have Bachelor's Degree of minimum 3 years duration and obtained atleast 50% marks (45% in case of candidates belonging to reserved category).
- b) A candidate shall at the time of admission submit to the Head of the Institution, a Certificate of Medical Fitness from an authorized Medical Officer certifying that the candidate is physically fit to undergo the academic program and does not suffer from any disability or contagious disease.

**3. ELIGIBILITY CERTIFICATE**

Candidates who have passed the Bachelor's Degree from a recognized university shall obtain Eligibility Certificate from Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) at the time of admission.

**4. REGISTRATION**

A Candidate admitted to the programme shall register his / her name with the university by submitting the application form for registration, duly filled in along with the prescribed fee, through the Head of the Institution within the stipulated time.

**5. DURATION OF THE PROGRAMME**

The M.B.A. (Hospital and Health Systems Management) programme, shall, for two academic years comprise of four semesters.

**6. COMMENCEMENT OF PROGRAMME**

The programme will commence from July 1<sup>st</sup> of every academic year.

Semester	Month
Odd	July – December
Even	January – June

**7. COMMENCEMENT OF EXAMINATIONS**

There shall be two sessions of University Examinations in an academic year viz., December and June.

**8. CUT - OFF DATES FOR ADMISSION TO THE EXAMINATION**

The candidates admitted from 1<sup>st</sup> July to 31<sup>st</sup> August of the year shall be registered to take their first semester examination in the month of December of that year, after fulfillment of other regulations concerned.

**9. MEDIUM OF INSTRUCTION**

The medium of instruction for all subjects shall be English for both study and for examination.

**10. DURATION OF A SEMESTER**

Each semester shall consist of 100 working days and each academic year shall have a total of 200 working days.

**11. ATTENDANCE REQUIRED FOR ADMISSION TO EXAMINATIONS**

Every candidate is required to put in a minimum of 80% of attendance in theory and hands on Posting, Internship and Major projects, in each subject to be eligible for admission to the examination. A Candidate lacking in the prescribed attendance in any subject in theory, Hands-on Posting I and II, Internship and Major Project shall not be admitted to the University semester examinations.

- a) No candidate shall be permitted to appear for the University examinations, unless he/she attends the program for the prescribed period and produces the necessary certificate of attendance and satisfactory conduct from the Head of the Institution.
- b) Every candidate is required to put in a minimum of 80% of attendance in theory separately, in each subject to be eligible for admission to the examination and 90 % in practical (Hands-on posting I & II, Summer Internship and Dissertation) respectively.
- c) A candidate lacking in the prescribed attendance in any subject in theory and / practical shall not be admitted to the said course (s) during the respective semester examinations [End Semester (ES)].
- d) Where a student is absent without any prior permission for more than three months, he/she will be treated as "discontinued from program of study" concerned and will be covered under the University regulations provided in the Student's Manual
- e) Such candidates wanting to be readmitted to a program of study shall report to the Dean of Students and are governed by the Disciplinary rules of this DU.

**12. CONDONATION OF LACK OF ATTENDANCE**

It shall be open to the Vice-Chancellor to grant exemption to a candidate who has failed to obtain the prescribed 80% attendance for valid reasons based on the recommendations of HOD on payment of prescribed fee and such exemptions shall not under any circumstances be granted for attendance below 70%.

**13. CURRICULUM**

The curriculum and the syllabus for the FULL TIME programme of study shall be as prescribed by the Academic Council of the Deemed to be University on the recommendations of the Board of Studies and as may be modified from time-to-time.

**14. CREDIT**

The term 'credit unit' denotes the quantum of syllabus for the respective programme in terms of hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.

The credit requirement for the two-year MBA programme is 105.

Credit units are assigned on the basis of the Lecture hours (L)/ Tutorials (T) Clinical Rotation (CR)/ Laboratory work (P) / Research Project (RP) and other forms of learning in a 15-18 week schedule.

- L - One credit unit for one hour lecture per week (1 credit unit = 15 hours)
  - P/ T - One credit unit for every two hours of Laboratory or Practical (1 credit unit = 30 hours)
  - CT - One credit unit for three hours of Clinics (1 credit unit = 45 hours)
  - CR - One credit unit for three hours of Clinical Rotation (1 credit = 45 hours)
- RP - One credit unit for two hour of dissertation/ Project work per week – Max Credit 20-25  
(1credit unit = 30 hrs).

	Lecture - L	Tutorial – T	Practical – P	Clinical Training/ Rotation/Postings/ Summer Internships –CR	Research Project – RP
1 Credit unit	1 Hour	2 Hours	2 Hours	3 Hours	2 Hours
15 Weeks	15 Hours	30 Hours	30 Hours	45 Hours	30 Hours

### CREDIT VALUE PER COURSE & STRUCTURE OF SYLLABUS

For PG Programs each course will be provided a structured syllabus in the following style:

Category	Credits	PG Syllabus units
Core (CT)	3	7
Discipline Specific elective (DE)	3	7
Generic Elective (GE)	3	4
Clinical rotation/ Hands-on posting (CR)	3	Hands-on postings Structured monitoring and assessment
Core Projects (RP)	12	Dissertation (10- 25 credits; individual) Structured monitoring and assessment of CIA components
Summer Internship (SI/CR)	6	Is provided during the program but outside their contact hours e.g., 25 - 30 days of vacation training. Posted within this (DU) or outside. It may be used to gain additional credits in mark sheets

Minimum credit allocation for a course is as per the curriculum designed by the Department.

### COURSES:

Each course may consists of Lectures / Tutorials / Seminar / Case Study / Computer Laboratory / Practical training / Hands-on postings / Summer Internship and Dissertation reports, Viva – Voce, End-semester examinations for which credit units will be assigned accordingly.

### Types of Courses

Courses in a program may be of three kinds:

- Core Course
- Discipline Elective Course
- Generic Elective
- Every student must register for all courses prescribed for the said semester including choice of Generic Elective/ Elective Courses semester-wise (in consultation with his/her Student advisor). Registration for a semester is by applying online to the CBCS office including **for repeating the**



**semester or even if there are no elective in their curriculum.** Registration for the courses will be done by students on or before a specified date, about 15- 20 days prior to the start of a semester.

### STRUCTURE OF THE PROGRAMME

The Program consists of:

- Core courses stated in the syllabus are compulsory for all the students enrolled in the programme
- The student will choose generic Elective courses offered by other departments.
- Hands-on postings are to be completed in all the major departments of the Sri Ramachandra Medical Centre (SRMC) during the Second and third semesters of the programme.
- Summer Internship and Dissertation are to be carried-out in an organization such as hospitals (Minimum 100-bedded), pharmaceuticals companies, health insurance companies, information technology Industry and management consultancies.
- Other activities including guest lectures, seminars, case study analysis, role play, debates, group discussions, management quizzes, periodicals, books and journals review, management games, hospital and industry visits, National Entrepreneurship Network (NEN), Madras Management Association (MMA), Academy of Hospital Administration (AHA), National / International level Management Meet, practical training, outreach programs (collaborative ventures with the corporate sector, finishing school program, soft-skills and language laboratory, cultural and sporting events, and extra-curricular activities are also part of the program.

### 15. COURSE CODE AND NUMBERING PATTERN

The course code explains the department where the course is offered and the year and semester in which it is offered. Each course will be numbered as given below:

<b>M.B.A (Hospital and Health Systems Management) Program, 2019-2020</b>							
First Year - Semester I							
Course Number	Course Code	Category	Course Title	Credits/ Week			
				Lecture (L)	Tutorial(T)/ Clinical Training(CT)	Practical (P)/Research Project	Credits (C)
1.	<b>PHM 19CT 101</b>	CT-1	Written and oral Communication	2	1	-	3
2.	<b>PHM 19CT 103</b>	CT-2	Human Resource Management	2	1	-	3
3.	<b>PHM 19CT 105</b>	CT-3	Managerial Economics	2	1	-	3
4.	<b>PHM 19CT 107</b>	CT-4	Marketing Management	2	1	-	3
5.	<b>PHM 19CT 109</b>	CT-5	Financial Analysis and Reporting	2	1	-	3
6.	<b>PHM 19CT 111</b>	CT-6	Operations Management	2	1	-	3
7.	<b>PHM 19CT 113</b>	CT-7	Legal aspects of Business	2	1	-	3
8.	<b>PHM 19CT 115</b>	CT-8	Service Quality Management	2	1	-	3
9	<b>PHM 19CT 117</b>	CT-9	Hospital Management	2	1	-	3
	<b>TOTAL</b>			<b>18</b>	<b>9</b>	<b>-</b>	<b>27</b>

15.1 The above mentioned ten digit course code defines the following:

S. No.	Code	Details
1.	C. No. 3, 8 Denotes	Course Number for <b>MBA</b> Program [PHM]
2.	U/P/I/D Denote	Undergraduate, <b>Postgraduate</b> , Integrated and Diploma courses
3.	HM denotes	Unique Two Digit program specific Code – <b>Hospital Management</b>
4.	19	Syllabus Updated Year
5.	CT, CL; DE/ DL, GE/AE, SE/SL; CR/RP; IN	Core Theory, Core Lab, Discipline Specific Elective [DE]/ Lab [DL]; Generic Elective [GE] & Ability Enhancement Courses [Ability Enhancement Compulsory Courses [AE]; Skill enhancement Courses [SE] Theory or SL (practical); Clinical rotation / Research Project; Internship [IN]
6.	1 03 Denotes	The first digit 1 – for the First Year; the remaining two digits – “03” indicate a course in the odd semester theory (and hence it is odd number; ranging from 01-20 for Core theory).
7.	1 52 Denotes	The first digit 1 – for the First Year; the remaining two digits – “52” indicate that this course is in the even semester (and hence it is even number; If greater than fifty indicates lab course).
8.	Managerial Economics	Course / Subject title
9.	L-T-P-C Denotes	Lecture, Tutorial, Practical & Total Credits
10.	3-0-1-4 Denotes	The first number indicated it has 3 lecture credits [1 hour of lecture = 1 credit], 0 tutorials credit and [practical, P- 2 hours = 1 credit] and the last number indicate the total credit / week (4).

15.2 **CHOICE OF ELECTIVE STREAMS:** The two-year Postgraduate MBA Degree Program offers students the option to select an elective stream. The three elective streams offered are as follows:

1. Healthcare Finance
  2. Healthcare Quality
  3. Healthcare HR
- i. The First Semester is common Courses for all students.
  - ii. The students, at the end of first semester, shall choose and finalize their elective stream, by choosing Discipline specific electives from the second semester onwards. Elective courses will be offered based on the interest of the students which will become their elective stream of the program.
  - iii. The students shall choose his/her elective stream based on their interest, willingness and career path.
  - iv. The basis for allocating summer training and dissertation topic is the chosen Elective Stream.

HEALTH CARE FINANCE [HF]	HEALTH CARE QUALITY [HQ]	HEALTH CARE HR [HR]
<b>Semester – II</b>		
<b>PHF 19DE 114</b>	<b>PHQ 19DE 114</b>	<b>PHR 19DE114</b>
Financial Management for Healthcare system	Total Quality Management in Hospitals	Talent Management
<b>Semester - III</b>		
<b>PHF 19 DE 211</b>	<b>PHQ 19 DE 211</b>	<b>PHR 19DE 211</b>
Security Analysis and Portfolio Management	Healthcare Accreditations and laws	HR Analytics

PHF 19 DE 213	PHQ 19 DE 213	PHR 19 DE 213
Financial System and Markets in healthcare	Innovation and Design Thinking	Training and Development
<b>Semester IV</b>		
PHF 19 DE 206	PHQ 19 DE 206	PHR 19 DE 206
Entrepreneurial Finance	Quality Assurance Framework in Hospitals	Compensation and Benefits Management
PHF 19 DE 208	PHQ 19 DE 208	PHR 19 DE 208
Risk management and Insurance	Health Care Governance and Technology	Performance Management

### 15.2.1 ALLOTMENT OF ELECTIVE STREAMS

Allotment of **Elective streams** to the students will be based on their level of motivation, on their interest, willingness and career path.

Allotment of elective stream by a student defines the set of Discipline specific electives chosen for study and is indicated in the table above.

The University reserves the right to offer any additional branch of electives or to suspend any existing branches of electives according to need and necessity.

### 15.2.2 CHANGE OF ELECTIVE STREAM

- a. Once the elective stream is chosen, it is not subject to change later during the second semester and semesters thereafter.
- b. A candidate in exceptional cases, may be permitted by the Vice-Chancellor to rejoin Second Semester of the course and study another elective stream, at the beginning of the academic year, subject to the conditions specified above for allotment of elective stream, irrespective of the semester in which he/she is studying at the time of applying for such change of branch of elective stream.
- c. Provided that such candidates permitted to undergo teaching and training in another elective stream shall remit tuition and other fees in full as applicable to other regular students.
- d. Provided further, that the period of study undergone by a candidate after passing the first semester and up to rejoining second semester shall not be taken into account for any purpose.
- e. Provided that this change in elective stream shall be permitted only once during their study period. After the fulfillment of the regulations of this University, he/she shall be admitted for the examination under the new scheme category. The **candidate shall be granted exemption** in the subjects they have already passed.

## 16. GRADING SYSTEM

Evaluation will be done on a continuous basis. The pattern of evaluation is to assess the “knowing, doing and being” of the learners. Student performance in each course is evaluated in terms of Percentage of Marks (%) which will be converted into letter grades based on a 10-point scale of evaluation.

The term grading system indicates a 10 point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.

**16.1 Letter Grades and Grade Points:**

- a) Sri Ramachandra Institute of Higher Education (DU) would be following the absolute grading system, where the marks are compounded to grades based on pre-determined class intervals.
- b) The UGC recommended 10-point grading system with the following letter grades are given below:

All assessments in the program will be converted to corresponding letter grades as follows:

**16.2 CBCS Grading System - Marks equivalence table of Grades and Grade Points**

Letter Grade	Grade Point	Range of Marks
O (Outstanding)	10	86-100
A+ (Excellent)	9	70-85
A (Very Good)	8	60 -69
B+ (Good)	7	55 -59
<b>B Pass</b>	6	50- 54
RA (Reappear)	0	49 and below
Ab (Absent)	0	Reappear
Not Eligible (NC): detained	0	Detained

- i. A student obtaining Grade RA/ Ab shall be considered failed and will be required to reappear in the End semester examination.
- ii. Candidate with NC grading indicates detained (*vide*, 9.4, 9.5, CBCS REGULATIONS, UPDATED, 2019) in a course (s) and the student is not fulfilling the minimum criteria for academic progress and attendance *vide*, 9.4.1 [i.e., lack of attendance-  $\leq 80\%$  and internal assessments (CIA)]. Registrations of such students for those courses shall be treated as cancelled. The candidate should register for and repeat the course (s) (CT/CL; DE/DL, AE, GE, SE/ SL, CR, IN, RP) or the semester.

**Computation of SGPA and CGPA**

The Grades and Grade points are as applicable *vide*, 9.2 provided in the CBCS Guidelines

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.,  

$$\text{SGPA} (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$
 where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.
- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.,  

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$
 where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

<b>M.B.A (Hospital and Health Systems Management) Programme, 2019-20</b>							
Course Number	Course Code	Category	Course Title	Credits (C)	Grade Letter	Grade Point	Credit Point (Credit x Grade)
1	PHM19CT101	CT1	Written and oral Communication	3	A	8	3 X 8= 24
2	PHM19CT103	CT2	Managerial Economics	3	B+	7	3 X 7= 21
3	PHM 19CT112	CT3	Hospital Management	3	A	8	3 X 8= 24
4	PHM 19CT 114	CT4	Medical Tourism & Management	3	O	10	3 X 10= 30
5	PHM19CR152	CR1	Hands-on posting	2	B	6	2 X 6= 12
6	PHM19CR252	CR2	Summer Internship	5	A	8	5 X 8= 40
			Year – I Semester – I	<b>19</b>			<b>151</b>
<b>Illustration for SGPA</b>							
Thus, SGPA = 151/19 = 7.9							

Semester 1	Semester 2	Semester 3	Semester 4
Credit : 25 SGPA : 7.7	Credit : 25 SGPA : 6.8	Credit : 25 SGPA : 6.6	Credit : 25 SGPA : 6.0
<b>Illustration for CGPA</b>			
$\text{CGPA} = \frac{25 \times 7.7 + 25 \times 6.8 + 25 \times 6.6 + 25 \times 6.0}{100} = 6.8$			

#### Illustration of Computation of SGPA and CGPA

- i. Computation of SGPA
- ii. Computation of CGPA
- iii. Grade card (Format): Based on the above recommendations on Letter grades, grade points, SGPA and CGPA, the HEIs may issue the grade card for each semester and a consolidated grade card indicating the performance in all semesters.

#### 17. EXAMINATION & ASSESSMENT

- i.
  - i) Evaluation for a course shall be done on a continuous basis. The uniform procedures to be adopted under the CBCS is to conduct at least three continuous internal assessments (CIA) followed by one end semester university examination (ES) for each course.
  - ii. For all category of courses offered (Core Theory, Core Lab, Discipline Specific Elective [DE]/ Lab [DL]; Generic Elective [GE] & Ability Enhancement Courses [AE]; Skills Enhancement Courses [SE] Theory or SL (Practical) & Research Project), the assessment will comprise of Continuous Internal Assessment (CIA) and the end – semester (ES) examination. For each course the total of 100% per course is determined from the CIA evaluation weighted at 50% and the ES weighted at 50%.
  - iii. Courses in programs wherein Theory and Lab credits are 1 or 2, the lab examinations shall be conducted within the department as a final CIA and provided to the CoE as consolidated IA-{vide,

## 7.4 CBCS REGULATIONS, UPDATED, 2019).

- iv. Evaluation for a course with clinical rotation or clinical training or Industrial visit shall be done on a continuous basis.

Course titles	Description	Credits	Evaluation methods
Clinical rotation/ clinical training	Is provided within the hospital rounds; Part of Course work/ semester and is in place of laboratory experiments- as part of course work	Credits- 3-5 [ hrs 90 to 150 hrs]	Continuous Internal assessment Structured monitoring and assessment as defined for that program- e.g log book; no. of cases; posting completed; internal / interdepartmental evaluation.

**17.1 CONTINUOUS INTERNAL ASSESSMENT (CIA):**

CIA forms the formative assessment component of evaluation in CBCS. It is structured to elicit the students' domain knowledge, analytical and creativity skills besides team building.

The CIA for each of the courses would have a total weightage of 50 marks, which would be assessed in the following pattern.

16.2 Schema for type of Continuous Internal Assessment								
Core Theory / Discipline Specific Elective Courses								
Sessional Tests – 1 (10)	Sessional Tests – 2 (10)	Assignment (5)	Article review / Quiz (5)	Case Study (10)	Seminar /Presentation (5)	Class Participation (5)	80%	<b>W: 50</b>
GE, AE & SE Courses								
(W:30) Best or average of 2 per semester [each test evaluated for 30 marks]	(W: 20) Review / Assignment One assignment					80%	<b>W: 50</b>	
Hands-on Postings / Clinical Rotations (CR)								
(W: 50) Hands-on Postings Record/ Summer Internship Report;	(W: 50) Oral presentation and viva-voce					90 %	<b>W: 100</b>	
Summer training								
(W: 50) Hands-on Postings Record/ Summer Internship Report;	(W: 50) Oral presentation and viva-voce					90 %	<b>W: 100</b>	
Dissertation (RP)								
(W: 15) Presentation of literature review; Identifying a research problem & statement of objectives [Oral presentation] (Evaluated for 50 marks)	(W: 10) Laboratory Work/ Log Note Book; Ethical clearance	(W: 25) Presentations - Journal Club / data analysis and methodology			90 %	<b>W: 50</b>		

- (a) Continuous internal assessment will be a combination of a variety of assessment tools such as class test, assignment, seminars, paper presentation etc. that would be suitable to the course. This requires an element of openness.

- (b) The students are to be informed in advance about the nature of assessment and the procedures.
- (c) No repeat, reschedule and postponement of the assessment date will be permitted. Student shall compulsorily attend any three continuous assessments, failing which they shall not be allowed to appear for the end of semester examination.
- (d) Student failing to attend any of the continuous assessments of a course should reappear for these assessments in order to pass the course. Candidates reappearing (RA) for such courses in **subsequent** semesters shall be permitted to improve the scores in the continuous assessments, including in the elective departments, providing an opportunity to complete the grade requirements for that program.
- (e) Laboratory record books/ Log Books shall be considered for the award of grades in lab courses.
- (f) In case of students who could not attend any of the continuous assessment tests due to medical reasons or any other genuine reasons, a separate test shall be conducted by the course teacher with approval of the Head of the Department.

**17.1.1: Eligibility to appear for the end-semester examinations for a course** (*vide*, 9.4 & 9.5 of CBCS Regulations, Updated 2019):

- i. Minimum Attendance (80%) and 40% of CIA component (20 marks) for courses under the PG program. For CR/ IN and RP category courses, attendance (min. 80%); CIA (50%; i.e., 25 marks) and submission of a copy of the project is essential for eligibility to appear for ESP (viva Voce) examinations.
- ii. Candidate not meeting these criteria for eligibility shall be detained (NC) from the ES examination **only for such course(s)**.
- iii. Candidates shall attend and re-do the said courses to gain the minimum CIA requirements for the course(s) category: CT/CL; DE/ DL; CR/ IN and RP and is a **Pre Requisite for advancing** to the next semester (*vide*, 9.5 CBCS Guidelines and this Deemed University regulations). Scheduling and conduct of the courses for such candidates is the responsibility of the HoD and CBCS student advisor in the department. Registrations for repeating a course/ semester shall be made by the candidate at the beginning of a semester through HoD to students Affairs section with intimation to CoE or Overall Monitoring Committee.
- iv. Students with '**NC**' grades in a course (s) shall not be permitted to continue the 4<sup>th</sup> semester of the PG Program until they complete the requirements for eligibility to appear for the end semester examinations for such courses.
- v. The continuous internal assessments shall be submitted to the University by the HoD/ Principal 15 days prior to the commencement of the University examinations.

**18. END SEMESTER ASSESSMENTS:**

There shall be End Semester examinations for 3 hours duration carrying 100 marks for each course covering the entire syllabus.

<b>M.B.A (Hospital and Health Systems Management)</b>		
<b>THEORY QUESTION PAPER PATTERN FOR UNIVERSITY EXAMINATIONS UNDER CBCS</b>		
<b>End of Semester Examination (ESE) Theory</b>		
<b>Pattern Choices</b>	<b>Marks</b>	<b>Total Marks</b>
Short essay questions 5 out of 7	5 x 10	50
Essay question (compulsory) - 2	2 x 15	30
Case study (compulsory) - 1	1 x 20	20
<b>Total</b>		<b>100</b>

**HANDS-ON POSITNGS - I & II**

Students will be grouped under each faculty of MBA department for hands on exposure and they will be monitored jointly by the Administrator / HOD / In-charge of different units of Sri Ramachandra Medical Centre (SRMC). Each student will be evaluated based on their Hands on report, Attendance, Observation log- book and Viva-voce.

**Marks allocation for Hands on posting – I & II**

<b>REGULARITY IN REPORTING</b>	(10 Marks) (internal faculty allotted as a guide)
<b>OBSERVATION HAND BOOK</b>	(10 Marks) (Internal faculty allotted as a guide)
<b>HANDS ON REPORT</b>	(30 Marks) (Internal faculty allotted as a guide)
<b>PRESENTATION</b>	(50 Marks) (Internal faculty allotted as a guide & a teaching faculty / HOD / In-charge of different units (any one) of Sri Ramachandra Medical Centre)
<b>TOTAL</b>	<b>100 Marks (passing minimum 50%)</b>

**SUMMER INTERNSHIP****Marks allocation for SUMMER INTERSHIP**

Criteria	Marks	Supervision
Internship Report	50	Internal faculty allotted as guide
Viva-voce with Presentation	50	Internal Faculty allotted as a guide + A teaching faculty from other department of SRIHER
<b>Total</b>	<b>100</b>	

**SUMMER INTERNSHIP EVALUATION FORMAT****ATTENDANCE FORMAT**

S.No	Date	Time in	Time Out	Name of Department	Signature of HOD / Staff In-charge	Signature of Faculty Coordinator
1.						

**EVALUATION SHEET – (INTERNAL & EXTERNAL)**

Date:

Maximum marks – 100

REG. NO.	STUDENT NAME	TRAINING REPORT (Max mark – 75)		VIVA VOCE (Max mark – 25)			TOTAL MARKS (OUT OF 100)
		Report (70 marks)	Attendance (5 marks)	Content (10 marks)	Presentation (10 marks)	Answering ability (5 marks)	

**18.1 DISSERTATION & VIVA VOCE**

- All candidates registered to undergo the M.B.A (**Hospital and Health Systems Management**) program shall submit a dissertation at the end of 4<sup>th</sup> semester.
- The dissertation work will be individual dissertation and will consist of descriptive research work and data collection in the **elective streams chosen**.



- c) The dissertation copy shall be submitted for evaluation in a bound volume not exceeding 75 pages (double line spacing and on one side of A4 size paper) excluding references.
- d) Soft copy (two CDs) and two hard copies shall be submitted one month prior to the commencement of the University examination and forwarded to the Controller of Examination of the University. Of the two, one hard copy can be used during assessments and maintained in the department. External and Inter-departmental Examiners for end semester Viva shall be appointed.

#### EVALUATION OF DISSERTATION:

- One external examiner and internal examiners (Senior professor of MBA department) shall evaluate the dissertation during the Viva-Voce independently. (Dissertation – 25 marks)
- The candidates must defend their dissertation during Viva-Voce (Viva Voce – 25 marks)
- Passing Minimum: 50% of marks in ESP (Dissertation 25 + Viva voce 25) = 25/50

DISSERTATION ASSESSMENT PATTERN	
Pattern	Marks
<b>End Semester Exam for dissertation</b>	
Dissertation evaluation by examiners	25
Presentation and Viva	25
<b>ESP Total (a)</b>	<b>50</b>
<b>Continuous Internal Assessment for Dissertation</b>	
Reviews-I, II & III [Evaluated by the allotted internal faculty guide(s)]	45
Attendance	5
<b>CIA Total (b)</b>	<b>50</b>
<b>Grand Total (a + b)</b>	<b>100</b>

#### 19. GRADE QUALIFYING FOR A PASS

A candidate shall be declared to have passed the examination if he/she obtains the following minimum qualifying grade / marks:-

- Grade B (50%) in the University End Semester Examination Theory, Practical, Clinical Rotation/ training/Hands-on posting, SUMMER INTERNSHIP & Dissertation (ESE)
- Grade B (50%) in aggregate in each course which includes both Continuous Internal Assessment and End Semester Examination.

**19.1 REAPPEARANCE FOR ARREAR SUBJECTS:** Students reappearing for a course shall do so along with the subsequent regular end - of semester examinations.

#### 20. CARRY OVER OF 'NC' (detained) or 'RA' (Reappearance) GRADE in COURSE (S) and BREAK IN SEMESTER:

##### 'NC' Grade in a course

- Candidate with NC grading indicates detained (*vide*, 9.4; 9.5) in a course (s) and are not eligible to appear for the end Semester examinations. The candidate should **attend** classes, register for and repeat the course with NC grade as scheduled and monitored by the departments (HoD and Student Advisor; *vide*, 9.1.iv; 9.5).
- Candidate with '**NC**' grades (*vide* 9.4 & 9.5 of CBCS guidelines, 2019) in a course (s) shall **not be permitted** to continue the 4<sup>th</sup> semester of the PG program until the completion of the requirements for eligibility to appear for the end semester examinations for such courses.

##### 'RA' Grade in a course:

- Candidates eligible for appearing in the end semester examination and earning a "RA" grade in a course (s) shall be permitted to carry over the course (s) to the next semester from 1st semester till the completion of the PG program.
- The maximum period of study permissible to complete the program is four years.

## 21. CLASSIFICATIONS OF SUCCESSFUL CANDIDATES:

Overall Performance in a Program and Ranking of a candidate is in accordance with the University regulations.

### Cumulative Grades and Grade Point Average

Consolidated Grade Card		
Letter Grade	Grade Point	CGPA
O (Outstanding)	10	9.01 – 10
A+ (Excellent)	9	8.01 - 9.00
A (Very Good)	8	7.01 - 8.00
B+ (Good)	7	6.01 - 7.00
B (Above Average)	6	5.01- 6.00

A successful candidate

- (i) Who secures not less than O grade with a CGPA of 9.01 – 10.00 shall be declared to have secured '**OUTSTANDING**' provided he/she passes the whole examination in the FIRST ATTEMPT;
- (ii) Who secures not less than A+ grade with a CGPA of 8.01 – 9.00 shall be declared to have secured '**EXCELLENT**' provided he/she passes the whole examination in the FIRST ATTEMPT;
- (iii) Who secures not less than A grade with a CGPA of 7.01 –8.00 and completes the course within the stipulated course period shall be declared to have passed the examinations with "**Very Good**".
- (iv) All other candidates shall be declared to have passed the examinations.

## 22. MIGRATION / TRANSFER OF CANDIDATES

Application seeking Migration/Transfer of a candidate from any recognized institution to the University shall be considered subject to the condition that:

- (a) there must be vacancy in the particular year of study;
- (b) transfer shall be effective only at the beginning of an academic year; and
- (c) Approval of the Vice-Chancellor shall be obtained.
- (d) Students shall be allowed to take credits earned from other institutions and vice-versa under CBCS as per norms of the UGC.

## 23. RE-ADMISSION AFTER BREAK OF STUDY

As per university regulations

Candidates having a break of study for four years and above from the date of admission and more than two spells of break will not be considered for re - admission. The four years period of break of study shall be calculated from the date of first admission of the candidate to the course inclusive of all the subsequent spells of break of studies.

A candidate having a break of study shall be re - admitted after satisfactory fulfillment of the regulations of the university at the commencement of an academic year only and shall undergo the full duration of the course. No exemption for the period of study already undergone or for the examination already passed shall be granted. The candidate will be required to appear for all examinations as prescribed in the regulations.

#### **24. DISCHARGE OF STUDENTS FROM PROGRAM**

If a student admitted to a course of study in this Deemed University is for any reason not able to complete the course or qualify for the degree by passing the examinations prescribed within a period comprising twice the duration prescribed in the Regulations for the concerned programme, he/she will be discharged from the said course, his/her name will be taken off the rolls of the Deemed University and he/she will not be permitted to attend classes or appear for any examination conducted by the Deemed University thereafter.

#### **25. VACATION**

The Head of the Institution shall declare vacation not exceeding six weeks in an academic year.

## MBA (Hospital and Health Systems Management) [G02] – 2019-2020

SCHEME OF EXAMINATIONS 2019-20 onwards

MBA (Hospital and Health Systems Management)  
First Year - Semester Common to all Elective Streams

S.No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEM ASSESSEMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T) Clinical Training (CT)	Practical (P) Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical/ Viva PM: 25 marks (c)	
1.	PHM19CT101	CT1	Human Resource Management	2	1	-	3	30	30	0	60	80	50	100	-	100
2.	PHM19CT103	CT2	Managerial Economics	2	1	-	3	30	30	0	60	80	50	100	-	100
3.	PHM19CT105	CT3	Marketing Management	2	1	-	3	30	30	0	60	80	50	100	-	100
4.	PHM19CT107	CT4	Financial Analysis and Reporting	2	1	-	3	30	30	0	60	80	50	100	-	100
5.	PHM19CT109	CT5	Legal aspects of Business	2	1	-	3	30	30	0	60	80	50	100	-	100
6.	PHM19CT111	CT6	Service Quality Management	2	1	-	3	30	30	0	60	80	50	100	-	100
7.	PHM19CT113	CT7	Written and oral Communication	2	1	-	3	30	30	0	60	80	100	-	-	100
8.	PHM19CT115	CT8	Operations Management	2	1	-	3	30	30	0	60	80	100	-	-	100
9.	PHM19CT117	CT9	Hospital Management	2	1	-	3	30	30	0	60	80	100	-	-	100
<b>TOTAL</b>				<b>18</b>	<b>9</b>	<b>-</b>	<b>27</b>	<b>270</b>	<b>270</b>		<b>540</b>	<b>-</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>900</b>

MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: HEALTH CARE FINANCE [HF]																
First Year - Semester II																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T) Clinical Training (CT)	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical/ Viva PM: 25 marks (c)	
10	PHM19CT102	CT10	Management and Organizational Behaviour	2	1	0	3	30	30	0	60	80	50	100	-	100
11	PHM19CT104	CT11	Research Methodology	2	1	0	3	30	30	0	60	80	50	100	-	100
12	PHM19CT106	CT12	Business Analytics	2	1	0	3	30	30	0	60	80	50	100	-	100
13	PHM19CT108	CT13	Managerial Accounting	2	1	0	3	30	30	0	60	80	50	100	-	100
14	PHM19CT110	CT14	Quantitative Techniques	2	1	0	3	30	30	0	60	80	50	100	-	100
15	PHF19DE112	DE1	Financial Management in Healthcare	2	1	0	3	30	30	0	60	80	50	100	-	100
16	PHM19GE114	GE1	To be chosen by student	3	0	0	3	45	0	0	45	80	50	100	-	100
17	PHM19CR152	CR1	Hospital Hands-on Postings – I	0	0	3	3	0	0	135	135	90	100	-	-	100
<b>TOTAL</b>				<b>15</b>	<b>6</b>	<b>3</b>	<b>24</b>	<b>225</b>	<b>180</b>	<b>135</b>	<b>540</b>		<b>450</b>	<b>700</b>		<b>800</b>

MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: HEALTH CARE FINANCE [HF]																
Second Year - Semester III																
S. No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T)	Clinical Training (CT)	Practical (P) Research Project (RP)	Credits (C)	Lecture/	Tutorial	Practical			Total Hours	Theory PM: 25 marks (b)	
18	PHM19CT201	CT15	Business Environment and Strategic Management	3	0	0	3	45	0	0	45	80	50	100	-	100
19	PHM19CT203	CT16	Entrepreneurship	3	0	0	3	45	0	0	45	80	50	100	-	100
20	PHM19CT205	CT17	Services Marketing and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
21	PHM19CT207	CT18	Supply Chain and Logistics Management	3	0	0	3	45	0	0	45	80	50	100	-	100
22	PHM19CT209	CT19	Medical Tourism and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
23	PHF19DE211	DE2	Security Analysis and Portfolio Management	3	0	0	3	45	0	0	45	80	50	100	-	100
24	PHF19DE213	DE3	Financial System and Markets in healthcare	3	0	0	3	45	0	0	45	80	50	100	-	100
25	PHM19CR252	CR2	Hospital Hands-on Postings– II	0	0	9	3	-	0	135	135	90	100	-	-	100
26	PHM 19CR 254	CR3	Summer Internship	0	0	18	6	-	0	270	270	90	100	-	-	100
<b>TOTAL</b>				<b>21</b>	<b>0</b>	<b>27</b>	<b>30</b>	<b>315</b>	<b>0</b>	<b>405</b>	<b>720</b>		<b>550</b>	<b>700</b>		<b>900</b>

**MBA (Hospital and Health Systems Management) – 2019-2020**  
**Elective Stream: HEALTH CARE FINANCE [HF]**  
**Second Year - Semester IV**

S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T) Clinical Training	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical /Viva PM: 25 marks (c)	
27	PHM19CT202	CT20	Cross Cultural Management	3	0	0	3	45	0	0	45	80	50	100	-	100
28	PHM19CT204	CT21	Ethics and Social Responsibility	3	0	0	3	45	0	0	45	80	50	100	-	100
29	PHF19DE206	DE4	Entrepreneurial Finance	3	0	0	3	45	0	0	45	80	50	100	-	100
30	PHF19DE208	DE5	Risk Management and Insurance	3	0	0	3	45	0	0	45	80	50	100	-	100
31	PHF19RP256	RP1	Dissertation	-	0	24	12	0	0	360	360	90	50	-	50	100
<b>TOTAL</b>				<b>12</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>180</b>	<b>0</b>	<b>360</b>	<b>540</b>		<b>250</b>	<b>400</b>	<b>50</b>	<b>500</b>
<b>Grand Total</b>				<b>66</b>	<b>15</b>	<b>54</b>	<b>105</b>	<b>990</b>	<b>450</b>	<b>900</b>	<b>2340</b>		<b>1850</b>	<b>2400</b>	<b>50</b>	<b>3100</b>
a: CIA Theory & Practical (Eligibility to appear for university examinations is 40% & 80% attendance)																
b: EST (Pass Min. ESE & in Aggregate (CIA+EST): Grade B [50%])																
c: ESP (Pass Min. ESE & in Aggregate (CIA+ESP): Grade B [50%])																
\$ total of 100 % is determined from the CIA evaluation																
RP; CR : 1 credit = 45 hrs																

MBA (Hospital and Health Systems Management) – 2019-2020																	
Elective Stream: HEALTH CARE QUALITY [HQ]																	
First Year - Semester II																	
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEMENT		GRAND TOTAL	
				Lecture (L)	Tutorial (T) Clinical Training	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical/ Viva PM: 25 marks (c)		Theory: a+(b/2)=100 Practical: a+c = 100
10	PHM19CT102	CT10	Management and Organizational Behaviour	2	1	0	3	30	30	0	60	80	50	100	-	100	
11	PHM19CT104	CT11	Research Methodology	2	1	0	3	30	30	0	60	80	50	100	-	100	
12	PHM19CT106	CT12	Business Analytics	2	1	0	3	30	30	0	60	80	50	100	-	100	
13	PHM19CT108	CT13	Managerial Accounting	2	1	0	3	30	30	0	60	80	50	100	-	100	
14	PHM19CT110	CT14	Quantitative Techniques	2	1	0	3	30	30	0	60	80	50	100	-	100	
15	PHQ19DE112	DE1	Total Quality Management in hospitals	2	1	0	3	30	30	0	60	80	50	100	-	100	
16	PHM19GE114	GE1	To be chosen by student	3	0	0	3	45	0	0	45	80	50	100	-	100	
17	PHM19CR152	CR1	Hospital Hands-on Postings – I	0	0	3	3	0	0	135	135	90	100	-	-	100	
<b>TOTAL</b>				15	6	3	24	225	180	135	540		450	<b>700</b>		<b>800</b>	



MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: <b>HEALTH CARE QUALITY [HQ]</b>																
Second Year - Semester III																
S. No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T)	Clinical Training (CT)	Practical (P) Research Project (RP)	Credits (C)	Lecture/	Tutorial	Practical			Total Hours	Theory PM: 25 marks (b)	
18	PHM19CT201	CT15	Business Environment and Strategic Management	3	0	0	3	45	0	0	45	80	50	100	-	100
19	PHM19CT203	CT16	Entrepreneurship	3	0	0	3	45	0	0	45	80	50	100	-	100
20	PHM19CT205	CT17	Services Marketing and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
21	PHM19CT207	CT18	Supply Chain and Logistics Management	3	0	0	3	45	0	0	45	80	50	100	-	100
22	PHM19CT209	CT19	Medical Tourism and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
23	PHQ19DE211	DE2	Healthcare Accreditation and Laws	3	0	0	3	45	0	0	45	80	50	100	-	100
24	PHQ19DE213	DE3	Innovation and Design Thinking	3	0	0	3	45	0	0	45	80	50	100	-	100
25	PHM19CR252	CR2	Hospital Hands-on Postings– II	0	0	9	3	0	0	135	135	90	100	-	-	100
26	PHM 19CR 254	CR3	Summer Internship	0	0	8	6	0	0	270	270	90	100	-	-	100
<b>TOTAL</b>				<b>21</b>	<b>0</b>	<b>27</b>	<b>30</b>	<b>315</b>	<b>405</b>	<b>405</b>	<b>720</b>		<b>550</b>	<b>700</b>		<b>900</b>

## MBA (Hospital and Health Systems Management) – 2019-2020

## Elective Stream: HEALTH CARE QUALITY [HQ]

## Second Year - Semester IV

S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T) Clinical Training	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical /Viva PM: 25 marks (c)	
27	PHM19CT202	CT20	Cross Cultural Management	3	0	0	3	45	0	0	45	80	50	100	-	100
28	PHM19CT204	CT21	Ethics and Social Responsibility	3	0	0	3	45	0	0	45	80	50	100	-	100
29	PHQ19DE206	DE4	Quality Assurance Framework in Hospitals	3	0	0	3	45	0	0	45	80	50	100	-	100
30	PHQ19DE208	DE5	Healthcare Governance and Technology	3	0	0	3	45	0	0	45	80	50	100	-	100
31	PHQ19RP256	RP1	Dissertation	-	0	24	12	0	0	360	360	90	50	-	50	100
<b>TOTAL</b>				<b>12</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>180</b>		<b>360</b>	<b>540</b>		<b>250</b>	<b>400</b>	<b>50</b>	<b>500</b>
<b>Grand Total</b>				<b>66</b>	<b>15</b>	<b>54</b>	<b>105</b>	<b>990</b>	<b>450</b>	<b>900</b>	<b>2340</b>		<b>1850</b>	<b>2400</b>	<b>50</b>	<b>3100</b>

a: CIA Theory & Practical (Eligibility to appear for university examinations is 40% & 80% attendance)

b: EST (Pass Min. ESE & in Aggregate (CIA+EST): Grade B [50%])

c: ESP (Pass Min. ESE & in Aggregate (CIA+ESP): Grade B [50%])

\$ total of 100 % is determined from the CIA evaluation

RP; CR : 1 credit = 45 hrs

MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: HEALTH CARE HR [HR]																
First Year - Semester II																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T) Clinical Training	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory PM: 25 marks (b)	Practical/ Viva PM: 25 marks (c)	
10	PHM19CT102	CT10	Management and Organizational Behaviour	2	1	0	3	30	30	0	60	80	50	100	-	100
11	PHM19CT104	CT11	Research Methodology	2	1	0	3	30	30	0	60	80	50	100	-	100
12	PHM19CT106	CT12	Business Analytics	2	1	0	3	30	30	0	60	80	50	100	-	100
13	PHM19CT108	CT13	Managerial Accounting	2	1	0	3	30	30	0	60	80	50	100	-	100
14	PHM19CT110	CT14	Quantitative Techniques	2	1	0	3	30	30	0	60	80	50	100	-	100
15	PHR19DE112	DE1	Talent Management in Healthcare	2	1	0	3	30	30	0	60	80	50	100	-	100
16	PHM19GE114	GE1	To be chosen by student	3	0	0	3	45	0	0	45	80	50	100	-	100
17	PHM19CR152	CR1	Hospital Hands-on Postings – I	0	0	3	3	0	0	135	135	90	100	-	-	100
<b>TOTAL</b>				15	6	3	24	225	180	135	540		450	<b>700</b>		<b>800</b>

MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: HEALTH CARE HR [HR]																
Second Year - Semester III																
S. No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSEME NT		GRAND TOTAL
				Lecture (L)	Tutorial (T)	Clinical Training (CT)	Practical (P) Research Project (RP)	Credits (C)	Lecture/	Tutorial	Practical			Total Hours	Theory PM: 25 marks (b)	
18	PHM19CT201	CT15	Business Environment and Strategic Management	3	0	0	3	45	0	0	45	80	50	100	-	100
19	PHM19CT203	CT16	Entrepreneurship	3	0	0	3	45	0	0	45	80	50	100	-	100
20	PHM19CT205	CT17	Services Marketing and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
21	PHM19CT207	CT18	Supply Chain and Logistics Management	3	0	0	3	45	0	0	45	80	50	100	-	100
22	PHM19CT209	CT19	Medical Tourism and Management	3	0	0	3	45	0	0	45	80	50	100	-	100
23	PHR19DE211	DE2	HR Analytics	3	0	0	3	45	0	0	45	80	50	100	-	100
24	PHR19DE213	DE3	Training and Development	3	0	0	3	45	0	0	45	80	50	100	-	100
25	PHM19CR252	CR2	Hospital Hands-on Postings– II	0	0	9	3	-	135	135	90	90	100	-	-	100
26	PHM19CR254	CR3	Summer Internship	0	0	18	6	-	270	270	180	90	100	-	-	100
<b>TOTAL</b>				<b>21</b>	<b>0</b>	<b>27</b>	<b>30</b>	<b>315</b>	<b>405</b>	<b>720</b>	<b>585</b>		<b>550</b>	<b>700</b>		<b>900</b>

MBA (Hospital and Health Systems Management) – 2019-2020																
Elective Stream: HEALTH CARE HR [HR]																
Second Year - Semester IV																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Internals (CIA) PM: 20 marks (a)	END SEMESTER ASSESSMENT		GRAND TOTAL
				Lecture (L)	Tutorial (T)	Clinical Training	Practical (P) Research Project	Credits (C)	Lecture	Tutorial	Practical			Total Hours	Theory PM: 25 marks (b)	
27	PHM19CT202	CT20	Cross Cultural Management	3	0	0	3	45	0	0	45	80	50	100	-	100
28	PHM19CT204	CT21	Ethics and Social Responsibility	3	0	0	3	45	0	0	45	80	50	100	-	100
29	PHR19DE206	DE4	Compensation and Benefits Management	3	0	0	3	45	0	0	45	80	50	100	-	100
30	PHR19DE208	DE5	Performance Management	3	0	0	3	45	0	0	45	80	50	100	-	100
31	PHR19RP256	RP1	Dissertation	-	0	24	12	0	0	360	360	90	50	-	50	100
<b>TOTAL</b>				<b>12</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>180</b>	<b>0</b>	<b>360</b>	<b>540</b>		<b>250</b>	<b>400</b>	<b>50</b>	<b>500</b>
<b>Grand Total</b>				<b>66</b>	<b>15</b>	<b>54</b>	<b>105</b>	<b>990</b>	<b>450</b>	<b>900</b>	<b>2340</b>		<b>1850</b>	<b>2400</b>	<b>50</b>	<b>3100</b>
a: CIA Theory & Practical (Eligibility to appear for university examinations is 40% & 80% attendance)																
b: EST (Pass Min. ESE & in Aggregate (CIA+EST): Grade B [50%])																
c: ESP (Pass Min. ESE & in Aggregate (CIA+ESP): Grade B [50%])																
\$ total of 100 % is determined from the CIA evaluation																
RP; CR : 1 credit = 45 hrs																

First Year – Semester – I							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT1	PHM19CT101	Human Resource Management	2	1	-	3	60

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

Objectives	Learning outcomes
<p>This course is aimed at facilitating learners to the following:</p> <ol style="list-style-type: none"> <li>CO1 - appreciate the need for managing people in organizations</li> <li>CO2 - identify problems in implementing human resource policies and find out solution</li> <li>CO3 - understand that a well-managed human resource will be a source of competitive advantage for organizations</li> <li>CO4 - analyze the transformational value of the human resource function in organizations</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>appreciate the importance of managing people in an organization</li> <li>understand the recruitment function and training needs as part of talent management and conduct job analysis</li> <li>justify the importance of performance appraisals, and generate a performance appraisal format leading to employee motivation and a rewards program</li> <li>appreciate the importance of collective bargaining &amp; industrial relations in a global-era and on the importance of diversity in contemporary organizations</li> </ol>

<b>UNIT 1</b>	<p><b>Introduction to Human Resource Management:</b></p> <ul style="list-style-type: none"> <li>→ Meaning and definition of HR</li> <li>→ HRM Objectives, scope, and functions</li> <li>→ Roles and Responsibilities of the Human Resource Manager</li> <li>→ HRM Policies and Procedures</li> <li>→ HRM as a competitive advantage in the changing environment</li> <li>→ Meaning , Concept and Scope of Strategic Human Resource Management(SHRM)</li> <li>→ HRD Strategies in organizations</li> <li>→ <b>Article:</b> “Building Competitive Advantage Through People”</li> </ul>
<b>UNIT 2</b>	<p><b>The Recruitment Function:</b></p> <ul style="list-style-type: none"> <li>→ Concept and objectives of Human Resource Planning, Need and importance of HR Planning</li> <li>→ Job Analysis – Definition, Process benefits, Job Design – Definitions, approaches, job description, Job Specifications</li> <li>→ Recruitment, Selection Process, Methods – Interview, Tests, Induction and Placement, Promotion and Transfer</li> <li>→ <b>Case Discussion:</b> “S G Cowen: New Recruits”, HBS, 2006</li> </ul>
<b>UNIT 3</b>	<p><b>The Learning and Development Function:</b></p> <ul style="list-style-type: none"> <li>→ Significance of Learning and Development</li> <li>→ Steps of Training Process</li> <li>→ Training Need Analysis</li> <li>→ Training in a changing technological environment</li> <li>→ Career Planning and Development: Career Planning process, Career Development strategies adopted by organizations</li> </ul>

	<p>→ Importance of Succession Planning, and Knowledge Management</p> <p><b>Article:</b>“Developing the Talent You Have: Strategies for Training and Development”</p> <p><b>Exercise:</b> “Needs Assessment”</p>
<b>UNIT 4</b>	<p><b>Performance Management Function:</b></p> <p>→ Meaning and Objectives of performance appraisal</p> <p>→ Methods of appraisals</p> <p>→ Pay-linked with performance</p> <p>→ Current trends in benchmarking of performance appraisals</p> <p>→ Significance and technique of Competency Mapping</p> <p><b>Exercise:</b> “Performance Evaluation Form”</p> <p><b>Case Discussion:</b> “Wolfgang Keller at Konigsbrau-TAK (A)”, HBS 2008</p>
<b>UNIT 5</b>	<p><b>The Rewards Function:</b></p> <p>→ Objectives and Principles of compensation, Components of compensation</p> <p>→ Designing and administration of wage and salary structure</p> <p>→ Considerations of reward in international assignments</p> <p>→ Incentives, Financial and Non-Financial Incentives, Group and Individual Incentives</p> <p><b>Article:</b> “Key Trends of the Total Reward System in the 21<sup>st</sup> Century”</p>
<b>UNIT 6</b>	<p><b>The Employee Relations Function:</b></p> <p>→ The concept of industrial relations</p> <p>→ Role of the management in industrial relations</p> <p>→ Trade unions: meaning, need and function</p> <p>→ Workers’ participation in management</p> <p>→ Laws related to industrial relation</p> <p>→ The labour welfare and social security, employee health and safety</p> <p>→ Emerging trends in IR and the International Labor Organization (ILO)</p> <p><b>Case Discussion:</b> “People Management Fiasco in HMSI Limited”, The Asia Case Research Center 2006</p>
<b>UNIT 7</b>	<p><b>Global HRM and Emerging Trends :</b></p> <p>→ The expatriate manager</p> <p>→ Political, ethical and legal factors in Global HRM</p> <p>→ Corporate Social Responsibility and Green HRM</p> <p>→ Human Resource Information System (HRIS) and HR Audit</p> <p>→ Work-life integration</p> <p><b>Article:</b> “Cultivating a Global Mindset”</p> <p><b>Article:</b> “The Next 20 years: How Customer and Workforce Attitudes Will Evolve”</p>

**Text Book**

Ivancevich, J. (2011), *Human Resource Management*, 10<sup>th</sup>edn, McGraw-Hill

**Reference Books**

- 1) Cascio, W. (2009), *Human Resource Management*, 8<sup>th</sup>edn., McGraw-Hill
- 2) Dessler, G. & Varkkey, B. (2011), *Human Resource Management*, 12<sup>th</sup>edn., Pearson Education
- 3) Ulrich, D. (1996), *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Harvard Business School Publishing

**Online Resource:**

1. <https://hbsp.harvard.edu/human-resource-management/>
2. Other Resources:

- Bartlett, C.A. & Ghoshal, S. (2002). Building Competitive Advantage Through People, *MIT Sloan Management Review*, Winter 2002
  - Chen, H. & Hsieh, Y. (2006). Key Trends of the Total Reward System in the 21<sup>st</sup> Century, *Compensation and Benefits Review*, 38, 64-70
  - Gupta, A.K. & Govindarajan, V. ((2002). Cultivating a Global Mindset, *Academy of Management*, 16(1), 116-126
  - Howe, N. & Strauss, W. (2007). The Next 20 Years: How Customer and Workforce Attitudes Will Evolve, *Harvard Business Review*, 85(7/8), 41-52
  - Kirby, J. (2005). Toward a Theory of High Performance. *Harvard Business Review*, 83(7), 30-39
  - Developing the Talent You Have: Strategies for Training and Development, 7089BC, HBSP
- 1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

First Year – Semester – I							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT2	PHM 19CT 103	Managerial Economics	2	1	-	3	60

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To acquaint the students with concepts and techniques used in Micro and Macro – Economic Theory.</li> <li>2. CO2 - To enable them to apply this knowledge in business decision – making.</li> <li>3. CO3 - Emphasis is given to changes in the nature of business firms in the context of globalization.</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ul style="list-style-type: none"> <li>• Comprehend the nature and scope of managerial economics.</li> <li>• Leverage their understanding to cope with the gap between theory and practice.</li> <li>• Understand the situations of healthcare economics in the larger economic system.</li> </ul>

<b>UNIT 1</b>	<b>INTRODUCTION</b> Nature & scope of managerial economics - Micro and Macro Economics - Relationship between Managerial Economics with other Disciplines -Management and economics – Need to know Managerial Economics to Managers – Gap between Theory and Practice and their roles & responsibilities of Managerial Economics - Managerial economics Concepts.
<b>UNIT 2</b>	<b>DEMAND &amp; SUPPLY ANALYSIS</b> Demand - Types of demand - Determinants of demand - Demand function - Demand elasticity - Demand forecasting - Supply - Determinants of supply - Supply function - Supply elasticity-Equilibrium.
<b>UNIT 3</b>	<b>MARKET STRUCTURE AND PRICING</b> Business theory of the firm –perfect and imperfect market – different market structures - Determinants of Price - Pricing under different objectives and different market structures - Price discrimination - Pricing methods in practice.



<b>UNIT 4</b>	<b>PRODUCTION</b> Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale - Isoquants - Managerial uses of production function.
<b>UNIT 5</b>	<b>COST ANALYSIS</b> Cost Concepts - Cost function - Determinants of cost - Short run and Long run cost curves - Analysis of Cost– Relation between Production and cost function.
<b>UNIT 6</b>	<b>MACRO ECONOMICS</b> Macro-Economic Aggregates – Circular Flow Of Macroeconomic Activity – National Income Determination- Monetary Policy-Fiscal Policy In Theory- Unemployment And Its Impact – Okun"s Law – Inflation And The Impact – Reasons For Inflation –Inflation Vs Unemployment.
<b>UNIT 7</b>	<b>HEALTH ECONOMICS</b> Health economics: Salient features –Roles –Factors related to Health care – scarcity in Health care – Health care in Free Market – Health care –System models – Health Expenditure status

**Text Books:**

1. Managerial Economics - R.L. Varshney & K.L.Maheshwari
2. Economics – Samuelson
3. Understanding Health Economics: A guide for health care decision makers – Paul R. Mccrone

**Reference Books:**

1. Managerial Economics by D.N Dwivedi, Vikas Publishing House
2. Economics of Health Care by Feldstein, Cengage Learning

**Web Resources:**

1. E-Book: Managerial Economics by Shawkat.M.Hammoudeh
2. E- Book: Principles of economics by Karl Menger

First Year – Semester – I							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT3	PHM19CT105	Marketing Management	2	1	-	3	60

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To demonstrate knowledge of the fundamental principles, theories and frameworks of marketing.</li> <li>2. CO2 - To demonstrate the ability to comprehensively analyse marketing phenomena and formulate an opinion, decision or conclusion.</li> <li>3. CO3 - To identify a marketing opportunity or</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>1. The learners will be able to apply marketing principles and framework in his marketing assignments.</li> <li>2. The learners will be able to effectively realize the importance of customer orientation in business decisions</li> <li>3. The learners will be able to take marketing decisions on its significance in the broad</li> </ol>

<p>problem, and generate creative solutions.</p> <p>4. CO4 - To articulate ideas and decisions related to marketing mix.</p>	<p>context of strategic business decisions in organizations.</p> <p>4. The learners will be able to develop strategies for value creation to customers and able to take decisions on marketing mix.</p>
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<b>UNIT 1</b>	<b>Introduction to Marketing</b> Creating Customer Value and Engagement; Evolution of Marketing; Marketing Process; Creating Customer Value and Engagement; Hospitals and marketing Strategy: Partnering to Build Customer Engagement, Value and Relationship and Marketing Environment
<b>UNIT 2</b>	<b>Market Research (Managing Marketing Information to Gain Customer Insights):</b> Marketing Information and Customer Insights; Assessing Information needs and Developing Data; Marketing Research; Analysing and Using Marketing Information; Other Marketing Information Considerations
<b>UNIT 3</b>	<b>Consumer Markets and Buyer Behaviour:</b> Model of Consumer Behaviour; Characteristics Affecting Consumer Behaviour; Buying Decision Behaviour and the Buyer Decision Process; Buyer Decision Process for New Products.
<b>UNIT 4</b>	<b>Market Segmentation and Dealing with Competition:</b> Bases for Segmentation; Market Targeting: Differentiation and Positioning; Dealing with the Competition: Identifying and Analysing Competition Designing competitive intelligence system; Designing competitive strategies;
<b>UNIT 5</b>	<b>Products, Services and Brands:</b> What is a Product?; Products and Service Decisions; Building Customer Value Services Marketing; Branding Strategy: Building Strong Brands; New Product Development Strategy; The New Product Development Process
<b>UNIT 6</b>	<b>Pricing:</b> What is Price?; Major Pricing Strategies; Other Internal and External Considerations Affecting Price Decisions; Understanding and Capturing Customer Value; Other Internal and External Considerations Affecting Price Decisions
<b>UNIT 7</b>	<b>Marketing Channels and Communication:</b> Marketing Channel; Retailing and Wholesaling; Market Logistics; Sales Promotion; Public Relations; Personal Selling; Designing & Managing Sales Force.

### Text Book

1. Principles of Marketing, 17/e – By Philip Kotler, Gary Armstrong and Prafulla Agnihotri (Pearson)

### Reference Books

1. Marketing Management 15/e – By Philip Kotler and Keven Lane Keller (Pearson)
2. Marketing – By Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha (Oxford Higher Education, Asian Edition)
3. Marketing, 5e – By Grewal and Levy (McGraw Hill Education, Indian Edition)
4. Principles of Marketing – By Lamb, Hair, Sharma and McDaniel (Cengage, A South-Asian Perspective)

### Online Resources:

3. <https://hbr.org/topic/marketing>

First Year – Semester – I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT4	PHM19CT107	Financial Analysis and Reporting	2	1	-	3	60

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - Familiarly use accounting terminology and understand to some extent accounting regulation</li> <li>CO2 - To develop critical thinking and problem solving competencies</li> <li>CO3 - Understand the economic context of the financial reporting and the interplay between different interested parties in this process</li> <li>CO4 - Distinguish the interrelation between those statements and understand their limitations.</li> <li>CO5 - how accounting information can be used by managers as they carry out their responsibilities</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>Describe and explain the language, concepts and use of financial accounts and reports</li> <li>Understand and interpret all types of ratios related to the company's financial position and profitability</li> <li>Predict the impact that a change in internal (i.e, a change in an accounting method) and external factors (i.e., economic conditions) should have on the financial results of a company</li> <li>Interpret and critically analyse corporate financial accounts and reports reflecting on the limitations of both published accounts and standard analytical techniques.</li> <li>Evaluate the economic and industry environment, domestic and international.</li> </ul>

<b>UNIT 1</b>	<b>Introduction to Financial Reporting And Analysis</b> Nature and purpose of financial accounting -Accounting Concepts and Conventions - Accounting Equations -Accounting Cycle- Recording of Transactions- Trial Balance.
<b>UNIT 2</b>	<b>Analysis of Financial Decisions.</b> Basic elements of Balance Sheet – Liabilities-Assets-Current assets-Inventories- Long-term assets- Closing entries and adjusting entries -Intangible assets- Intercorporate investment.
<b>UNIT 3</b>	<b>Analysis of Ratios</b> Introduction to Ratio Analysis- Uses of Ratio Analysis- Classification of Ratios: Profitability Ratios, Turnover Ratios Solvency Ratios.
<b>UNIT 4</b>	<b>Statement of Fund flow And Cash flow</b> Steps for Preparation of Fund Flow Statement- reporting of cash flows from operations- Preparing the statement of cash flows -Cash flow from financing activities -Interpreting cash flow statement.
<b>UNIT 5</b>	<b>Accounting of Non-Profit Organisation</b> Final Accounts of Non-Profit Organisation: Receipts and Payments Accounts, Income and Expenditure Accounts; Balance Sheet. Capital and revenue expenditure- Window dressing- Recent scandals in financial reporting.
<b>UNIT 6</b>	<b>Accounting for Depreciation</b> Concepts of depreciation- Causes-Objectives-Factors-Depreciation methods: Straight-line Method, Diminishing Balance Method; Change in Method of Depreciation.
<b>UNIT 7</b>	<b>Return On Investment and Profitability Analysis</b> Capital expenditure budget - Importance of capital budgeting - Types of capital expenditure - Methods of capital budgeting - Time value for money Problems in Pay back, Profitability index, ARR, NPV &IRR

**Textbooks**

1. Accounting Text and Cases (Robert N Anthony, David F Hawkins, Kenneth M Merchant) TATA Mc Graw Hill)
2. An Introduction To Accountancy, 10E S K S N & Maheshwari Maheshwari1 Review Vikas Publishing House Pvt Limited,
3. Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012
4. T.S.Reddy&Y.Hari Prasad Reddy, Financial and Management Accounting, Margam Publications.

**Reference Books**

1. R Narayana Swamy, Financial Accounting – A Managerial Perspective, Published by Prentice Hall India.
2. Financial Accounting P.C. Tulsian2 Reviews Pearson Education.
3. Penman, S.H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014.
4. Erich, A. H., "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill. 2014.

**Online Resources:**

1. <http://www.freebookcentre.net/business-books-download/Introduction-to-Financial-and-Managerial-Accounting.html>
2. <http://www.freebookcentre.net/business-books-download/Management-Accounting-Concepts-and-Techniques.html>

First Year – Semester – I							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT5	PHM19CT109	Legal aspects of Business	2	1	-	3	60

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - have a basic understanding of the legal system in India</li> <li>2. CO2 - have a better understanding of important business laws for smooth business operation</li> <li>3. CO3 - be aware of the recent developments in Business environment and applicable laws.</li> <li>4. CO4 - apply deductive reasoning to basic legal and ethical problems in Business Law</li> <li>5. CO5 - analyse related business law statutes from the courts</li> <li>6. CO6 - apply the rules of business laws to real world conflicts and management challenges.</li> </ol>	<p>Students who have completed this course are expected to:</p> <ul style="list-style-type: none"> <li>• have a basic understanding of the legal system in India</li> <li>• have a better understanding of important business laws for smooth business operation</li> <li>• be aware of the recent developments in Business environment and applicable laws.</li> <li>• apply deductive reasoning to basic legal and ethical problems in Business Law</li> <li>• analyze business related law statutes from the courts</li> <li>• apply the rules of business laws to real world conflicts and management challenges.</li> </ul>

<b>UNIT 1</b>	<b>Fundamentals of Law</b> Sources of Law, Nature and Function of Law, Rule of Law, Concept of Legal entity, Indian legal System, Categories of Law - Public Law and Private Law, Civil Law and Criminal Law.
<b>UNIT 2 &amp; UNIT 3</b>	<b>Law of Contracts</b> Introduction to Contracts, Nature of contract, offer and acceptance, capacity to contract, consideration, free consent, unlawful agreements, Void and voidable Agreements, Quasi contracts, Performance and discharge of contracts, Breach of contracts, Indemnity and Guarantee, Rights and liabilities of surety, discharge of Surety, Bailment and Pledge, Agency and Power of attorney, Rights and duties of Principal and Agent, Termination of Agency.
<b>UNIT 4</b>	<b>Company Law</b> Introduction, Concept of Company, types of companies, Incorporation, Memorandum of Association, Articles of association, Doctrine of Ultra Vires, Management of the Company, Director, Doctrines of Constructive Notice and Indoor Management. <b>Law of Partnerships</b> Types of partnership, relation of partners to one another, Registration, Relation of partners to third parties, minor admitted to the benefits of partnership, Retirement, Dissolution of firm, Limited liability partnership.
<b>UNIT 5</b>	<b>Negotiable Instruments</b> Concept of Negotiability, Definitions, Characteristics., Presumptions, endorsements, Cheques, crossing, Holder, Holder in due course, Payment of Cheques, Criminal liability for dishonor of cheques, Promissory Note, Bills of exchange, acceptance, presentation, dishonour, Liability of parties under Negotiable Instruments.
<b>UNIT 6</b>	<b>Consumer Laws</b> Who Is A Consumer, Meaning Of Services, Deficiency, Rights Of Consumer And Remedies Available, Consumer Courts, Appeals. <b>Law of Sale of Goods</b> Definition and Scope, Essentials for contract of sale., goods, Documents of Title to goods, Conditions and Warranties, Doctrine of Caveat Emptor, Rights and duties of seller and Buyer, Transfer of Ownership, Rights of unpaid seller, Remedial measures.
<b>UNIT 7</b>	<b>Competition Law</b> Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission. <b>Intellectual Property Rights</b> Introduction to Patents, Trade mark, Copyrights etc. <b>Alternative Dispute resolution Mechanisms</b> Arbitration, Conciliation, Lok Adalat

**Text Book**

- N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
- P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

**Reference Books**

- P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
- Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
- Akhilshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.

4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
5. V. S. Datey, Taxman Publication, 21st Edition, 2008.

**Online Resources:**

1. <https://consumerhelpline.gov.in/>
2. <http://www.ipindia.nic.in/>
3. <http://www.mca.gov.in/MinistryV2/classification+and+registration+of+companies.html>

First Year – Semester - I							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT6	PHM19CT111	Service Quality Management	2	1	-	3	45

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

OBJECTIVES	LEARNING OUTCOMES
<ol style="list-style-type: none"> <li>1. CO1 - To develop knowledge of the organizational significance of managing the service encounter to achieve internal and external customer satisfaction.</li> <li>2. CO2 - To develop knowledge about how processes work in service firms and how to analyze processes in terms of process capacity, utilization and bottleneck; and furthermore, how to manage process variability.</li> <li>3. CO3 - To understand quality management systems</li> <li>4. CO4 - To develop knowledge of the operations of successful service firms that can be benchmarks for future management practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. The learners should be able to explain the strategies for managing service capacity and demand, including customer waiting.</li> <li>2. Describe key characteristics and management principles of different types of service operations systems.</li> <li>3. Analyze process flows of a service firm in terms of process capacity, utilization and bottleneck.</li> <li>4. Design a Walk-through-Audit (WtA) to evaluate the service quality of a firm from the perspective of a customer.</li> </ol>

<b>UNIT 1</b>	<b>Introduction: Concepts and dimensions of quality</b> Evolution of quality management – Need for Quality Management - Concepts and dimensions of quality & its importance in healthcare - Quality statements – vision, mission and policy statements - Quality circle
<b>UNIT 2</b>	<b>Customer focus and customer perception of quality</b> Customer focus – customer satisfaction - customer perception of quality, translating needs into requirements, customer retention. Dimension of service quality – customer complaints. Leadership - Employee involvement – empowerment, motivation and teamwork.
<b>UNIT 3</b>	<b>Continuous process improvement</b> Continuous process improvement – Introduction – Input/output model – Juran trilogy – PDSA cycle or Deming wheel – 5W2H method – Japanese 5S principles – Kaizen.
<b>UNIT 4</b>	<b>Quality control tools</b> Quality control tools – check sheets - Flow chart – Pareto – Cause & effect – Scatter diagram – Histogram – control charts.
<b>UNIT 5</b>	<b>Statistical Process control and Lean and six sigma</b> Statistical Process control (SPC) - Quality characteristics – variable & attributes – Conforming & non-conforming unit – Process capability – meaning and significance – Lean and six sigma.

<b>UNIT 6</b>	<b>Quality systems Organizing and implementation</b> Introduction to ISO 9000:2000 – Need for ISO Quality management systems – elements – documentation - Quality auditing. Case studies of implementation of quality systems in manufacturing and service sectors.
<b>UNIT 7</b>	<b>Cost of Quality or Quality cost</b> Introduction – understanding the basic cost of quality – Internal failure cost – External failure cost – Hidden quality cost – cost of lost opportunities - Case studies.

**Text Books**

1. Creating Quality, William J. Kolarik, McGraw-Hill International Editions.
2. Total Quality Management, Dr. K.C. Arora, S.K. Kataria & Sons, New Delhi.

**REFERENCES:**

- Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
- James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
- Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
- Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

**Online Resources**

1. <http://www.who.int/management/quality/assurance/en/>
2. <http://file.zums.ac.ir/ebook/391Introduction%20to%20Healthcare%20Quality%20Management-Patrice%20Spath-1567933238-Health%20Administration%20.pdf>
3. <http://www.rospace.com/school-college-safety/teaching-safety/whole-school-approach/safety-disaster-management/>
4. <http://www.ndma.gov.in/images/pdf/NDMAhospitalsafety.pdf>

First Year - Semester – I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT7	PHM19CT113	Written and Oral Communication	2	1	-	3	60

Objectives	Learning outcomes
<p>The course seeks to help learners develop a keen appreciation of good writing. In this regard, efforts would be made to facilitate a gradual development of writing skills so as to groom well-rounded managers:</p> <ol style="list-style-type: none"> <li>1. CO1 - To develop a knowledge of writing and delivering effective communication as applicable to the present business world</li> <li>2. CO2 - To analyse the communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages</li> <li>3. CO3 - To write business documents and prepare formal reports that are grammatically correct and use appropriate business style.</li> </ol>	<ul style="list-style-type: none"> <li>• The learners possess all the required knowledge of different forms of written and oral communication.</li> <li>• The learners will be able to analyse situations and audience to make choices of writing and delivering efficiently.</li> <li>• The learners will be able to write business document, prepare formal reports very accurately.</li> <li>• The learners will become capable of providing, accepting and using feedbacks to improve written and oral communication continuously.</li> </ul>

4. CO4 - To write effective and concise letters and memos and to use email to reach effectively the audience concerned.	
5. CO5 - To provide feedback, accept feedback, and use feedback to improve writing and oral communication skills	

<b>UNIT 1</b>	<b>Understanding and Planning Written Communication</b> Understanding business communication, directions of communication and barriers of communication, planning written Messages – determining purpose & type of message, formats of written communication
<b>UNIT 2</b>	<b>Applied Writing</b> Conveying good news, neutral messages, composing bad messages, composing persuasive Messages, Routine Messages, Routine Requests, routine replies, routine adjustment letters, refusing a claim.
<b>UNIT 3</b>	<b>Communicating Electronically</b> Communicating electronically, writing Emails, blogs, developing content for websites
<b>UNIT 4</b>	<b>Proposal, Report Writing for Business and Research &amp; Resume Writing</b> Proposal and report writing for business, Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, resume writing and application messages.
<b>UNIT 5</b>	<b>Oral Communication</b> Effective listening, perceiving and responding to others, adapting communication to people, verbal and non-verbal communication
<b>UNIT 6</b>	<b>Presentation and Public Speaking</b> Business presentation skills, public speaking, conference and meeting Skills.
<b>UNIT 7</b>	<b>Cross cultural and ethical communication</b> Cross-cultural communication, gender sensitivity in communication, ethical communication.

**Text Books**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11<sup>th</sup>

Scot Ober, Ph.D. Contemporary Business Communication Fifth edition (Indian Adaptation), Biztantra

**Reference Books**

1. Bovee/Thill/Schatzman Business Communication Today, Seventh Edition Published by Pearson Education

2. Lesikar/Flatley Basic Business Communication – Skills for empowering the internet generation, Tata McGraw-Hill Publishing Company Limited

**Online source:**

Guffey, Mary Ellen. **E-book--Business Communication: Process and Product**. 5th ed. Cincinnati, Ohio: South-Western College Publishing, An International Thomson Publishing Company, 2006.



First Year – Semester – I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT8	PHM19CT 115	Operations Management	2	1	-	3	60

1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - To provide a broad introduction to the field of operations management</li> <li>CO2 - To understand the concepts and techniques of Operations Management.</li> <li>CO3 - To use the above for improving the Operational Productivity of Organizations.</li> <li>CO4 - To explain the strategies for managing the transformation process that can lead to competitive advantage.</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>The learners will be able to understand the broader aspect of operations management</li> <li>The learners will be able to understand the concepts and techniques of operations management.</li> <li>The learners will be able to understand the strategic and operational decisions in managing manufacturing and service organizations</li> <li>They will learn the role of operations management function in an organization.</li> </ol>

<b>UNIT 1</b>	<b>Introduction to Operations Management</b> Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management
<b>UNIT 2</b>	<b>Forecasting, Capacity And Facility Design</b> Demand Forecasting – Need, Types, Objectives and Steps . Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.
<b>UNIT 3</b>	<b>Design Of Product, Process And Work Systems:</b> Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions
<b>UNIT 4</b>	<b>Materials Management</b> Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.
<b>UNIT 5</b>	<b>Scheduling and Project Management</b> Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Gantt charts; personnel scheduling in services.

<b>UNIT 6</b>	<b>Work Study</b> Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.
<b>UNIT 7</b>	<b>Maintenance Planning and Control:</b> Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement (Need for Replacement), Group Replacement Vs Individual Replacement –Kanban Systems

**Text Book**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.
3. Panneerselvam, R., PRODUCTION AND OPERATIONS MANAGEMENT, Second Edition PHI Learning Pvt. Ltd., New-Delhi, 2005
4. Joseph G. Monks: OPERATIONS MANAGEMENT – THEORY AND PROBLEMS, McGraw Hill.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.

**Reference Books**

1. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, Prentice Hall, 1994.
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, The Dryden Press.
4. Jack R. Meredith, THE MANAGEMENT OF OPERATION, John Wiley & Sons.
5. S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, Tata McGraw Hill.
6. Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

**Online Resources:**

1. <http://www.informaworld.com/smpp/title~content=t713696255>
2. <http://www.tandf.co.uk/journals/titles/00207543.asp> [www.scirp.org](http://www.scirp.org)
3. <http://www.springerlink.com/content/f780526553631475/> [www.sciencedirect.com](http://www.sciencedirect.com)

First Year – Semester - I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-9	PHM19CT117	Hospital Management	2	1	-	3	60
1 Tutorial hour = (30 hours) Assignment, creative exercise, small case study and management games							
<b>OBJECTIVES</b>				<b>LEARNING OUTCOMES</b>			
The students will learn the course with the following objectives in mind:				On completion of the course, the participant will be able to:			
1.CO1 - To provide theoretical inputs on the structure and functions of different clinical departments 2. CO2 - To make them understand the non clinical departments of hospitals and health care organizations				<ul style="list-style-type: none"> <li>• The learners will be able to understand the process, functions and structure of clinical &amp; non-clinical departments of various hospital</li> <li>• The learners will be able to manage the hospital operations in order to deliver</li> </ul>			

<p>3.CO3 - To exposing the students to professional way of managing hospital operations effectively.</p> <p>4.CO4 - To developing skills in planning and managing hospitals and health care organizations.</p>	<p>quality treatment to patients through proper controlling.</p> <ul style="list-style-type: none"> <li>• The learners will be able to apply the concepts of Modern Management in different health care units.</li> </ul>
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<b>UNIT 1</b>	<p><b>Introduction to Hospital Management</b> Hospital Administration - Introduction – Rationale of Hospital Administration - Role of Hospital – Problem solving in hospital – Hospital Statistics – Introduction of Clinical &amp; Non – Clinical – Supportive &amp; Ancillary services</p>
<b>UNIT 2</b>	<p><b>Front Desk, Admin Support Services, Inpatient (IP) &amp; Out-Patient services (OPD)</b> Inpatient (IP) and Outpatient services (OPD): Front desk Registration, Documentation. Billing: Inpatient &amp; Outpatient Billing. Admission and discharge Procedures and Protocols. Ward Management.</p>
<b>UNIT 3</b>	<p><b>Clinical Lab Services &amp; Imaging services</b> Clinical Laboratory and Imaging Services: Functions - Importance of Laboratory service and Radiology department, policies and procedures, process and common problems in Lab and imaging service. Transfusion services – movement of each unit of blood – managerial issues in blood bank.</p>
<b>UNIT 4</b>	<p><b>Operation Theatre process, zoning, ICU management &amp; Nursing department</b> Operation Theatre (OT): Process, zoning, policies and procedures, scheduling, Monitoring of asepsis. Intensive Care Unit (ICU): types of ICU, Management of ICU. Nursing Service: Nursing activities and tasks, Organization of nursing services and nursing care methods. Common problems in OT, ICU and Nursing services.</p>
<b>UNIT 5</b>	<p><b>Emergency department &amp; Central Sterile Supplies Department (CSSD):</b> Emergency department (ED): Registration, Triage, ED process, policies and procedures for Medico-legal cases, common problems in ED. Central Sterile Supplies Department (CSSD): Policies and procedures, CSSD process, Equipments used in CSSD, Indicators in CSSD, common problems in CSSD</p>
<b>UNIT 6</b>	<p><b>Medical Records Department, Dietary department &amp; Pharmacy Department</b> Medical Records Department (MRD) - purpose and scope - Functions – processing of Medical records – coding – indexing and filing system – policies and procedures – reports - common problems in MRD. Dietary Department – types of food service – layout of dietary service – work flow – policies and procedures Pharmacy Department – roles and function of hospital pharmacy – hospital formulary – drug distribution system – policies and procedure and managerial issues related to pharmacy</p>
<b>UNIT 7</b>	<p><b>House-keeping department, Linen &amp; Laundry and Hospital Engineering service department</b> Housekeeping – functions - types - activities – workflow of housekeeping - recent trends in housekeeping. Hospital waste management – classification of waste – generation and segregation of biomedical waste – storage and transportation of wastes – managerial issues, policy and procedures in biomedical waste management. Linen and Laundry – objectives – methods of distribution – laundry workflow – policies and procedures – managerial issues related to linen and laundry. Hospital Engineering services – civil works – water supply – electricity – medical gases used in hospitals. Hospital Transportation system and Hospital security services. Evaluation of hospital and health services.</p>

**Text Books**

1. Hospital Administration, DC Joshi, Mamta Joshi, Jaypee Brothers Medical Publishers
2. Hospital Administrator's Desk book, Robert C. Benjamin & Rudolph C. Kemppainen, Prentice-Hall Inc.
3. Gupta S.K.; Sunil Kant Chandra Shekhar; R Satpathy, Modern Trends In Planning And Designing Of Hospitals, Jaypee Brothers Pvt. Ltd.; January 2007. ISBN 9789350255506
4. Syed Amin Tabish, Hospital And Nursing Homes Planning, Organisations & Management, Jaypee Brothers Medical Pub (P) Ltd.

**REFERENCES:**

1. Managing a Modern Hospital, A.V. Srinivasan, Response Books, I Ed.
2. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed.
3. Hospital Administration And Management: A Comprehensive Guide (English) 1st Edition (Paperback) By Dasgupta - Jaypee Brothers
4. Hospital Operations: Principles of High Efficiency Health Care (FT Press Operations Management) 1st Edition, by [Wallace J. Hopp](#) and [William S. Lovejoy](#), Pearson Education, Inc.

**Web Resources**

1. <http://www.who.int/management/en/>
2. <http://www.amazon.in/Hospital-Operations-Principles-Efficiency-Management-ebook/dp/B009Z0SSAA>
3. <http://universitypublishingonline.org/jagielonianuniversitypress/ebook.jsf?bid=CBO9788323380276>

**SEMESTER II**

First Year – Semester – II							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT-10	PHM19CT102	Management and Organizational Behaviour	2	1	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at facilitating learners to the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - provide an overview of general management concepts and principles</li> <li>2. CO2 - gain an understanding of aspects of self and the organization with a view to improving efficiency and effectiveness</li> <li>3. CO3 - develop an understanding of group dynamics, boss-subordinate relationships and interpersonal processes with a view to managing them better</li> <li>4. CO4 - be able to foresee and predict behavioural issues in work groups with a view to managing and influencing change and evolution of organizations through motivation and leadership</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>1) appreciate the importance of implementing general management principles to people and human behavior in an organization</li> <li>2) determine the implications of individual differences in an organization for organizational efficiency and effectiveness</li> <li>3) justify the importance of perception, learning, synergies and differences in group dynamics and team work</li> <li>4) understand causes of organizational conflicts and resolving them through negotiation, motivation and leadership</li> </ol>

<b>UNIT 1</b>	<b>Introduction to Management</b> → Understanding the Manager's Job → The Environment of Organizations and Managers → Management functions: Planning, Organizing, Staffing, Leading and Controlling → Managing decision making
<b>UNIT 2</b>	<b>Introduction to Organizational Behavior (OB)</b> → A historical perspective of "behavior" in organizations → Getting things done with and through others → Contributing disciplines to the OB field → Challenges and opportunities for OB → Developing an OB model <b>Article:</b> "People who Make Organizations Go—Or Stop"
<b>UNIT 3</b>	<b>Dynamics of Organization Culture</b> → What cultures do? → Strong versus weak cultures → Hofstede's and Trompenaars' models of cultural typologies → Creating an ethical culture → Creating a customer-responsive culture <b>Article:</b> "Amazon employees reveal company's brutal work culture"
<b>UNIT 4</b>	<b>Foundations of Individual Behavior:</b> → Intellectual and physical abilities → Theories of learning → Components of attitudes → Causes and impact of Job satisfaction and its measurement → Personality traits and determinants, MARS and OCEAN models → Importance of values in the workplace → Factors influencing perception and judgement → Significance of attribution → OB applications of emotions and moods <b>Case discussion:</b> "Mina O'Reilly at Logan Airport", HBS 2009
<b>UNIT 5</b>	<b>Foundations of Group Behavior:</b> → Classification of groups → Stages of group development—Tuckman's model → Group properties: Roles, norms, size and cohesiveness → Group decision making → Difference between groups and teams → Turning individuals into team players <b>Case discussion:</b> "Managing a Global Team at Sun Microsystems, Inc.", HBS 2009 <b>Article:</b> "The Future of Work Motivation Theory"
<b>UNIT 6</b>	<b>Motivation and Leadership:</b> → Motivation and goal setting → Motivating by changing the nature of work environment → Rewarding employees → Maslow's Needs theory → Contemporary issues in leadership → Transactional and transformational leadership

	→ Contemporary leadership roles <b>Case Discussion:</b> Ricardo Semler: A Revolutionary Model of Leadership <b>Article:</b> “How the Navy SEALs train for Leadership Excellence”
<b>UNIT 7</b>	<b>Organizational Power, Politics, Conflict and Change:</b> → Bases of power → Power in groups → The Reality of organizational politics → The ethics of behaving politically → Definition of conflict and the conflict process → Negotiation → Forces of change → Managing resistance to change → Organizational development and its process <b>Article:</b> “Why Teams Don’t Work”

**Text Book**

Robbins S., Judge, T. A. and Vohra, N. (2015). Organizational Behaviour (16<sup>th</sup> ed.) Pearson Education

**Reference Books**

- 4) Kreitner, R. & Kinicki, A. (2010). Organizational Behavior (10<sup>th</sup> ed.) McGraw-Hill
- 5) Luthans, F. (2011). Organizational Behavior (12<sup>th</sup> ed.) McGraw-Hill
- 6) Mullins, L. (2013). Management and Organizational Behavior (10<sup>th</sup> ed.) Pearson Education

**Online Resource:**

4. <https://hbr.org/topic/managing-organizations>
5. Other Resources:
  - Cross, R., & Prusak, L. (2002). People Who Make Organizations Go—Or Stop, *Harvard Business Review*, 80(6), 104-111
  - Kanter, J. & Streitfeld, D. (2015). Amazon employees reveal company’s brutal work culture, *New York Times*, August 2015
  - Shapiro, D.L. (2004). The Future of Work Motivation Theory, *Academy of Management Review*, 29 (3), 379-387
  - Schrage, Michael. (2015). How the Navy SEALs train for Leadership Excellence, *Harvard Business Review*, May 2015
  - Hackman & Cotou. (2009). Why Teams Don’t Work, *Harvard Business Review*, R0905H

First Year – Semester – II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-11	PHM19CT104	Research Methodology	2	1	-	3	45

Objectives	Learning outcomes
This course is aimed at the following: 1. CO1 - The objective of this course is to make learners understand research methods in the context of business. Through this course, the learners can	At the end of the course the student will be able to <ul style="list-style-type: none"> <li>• Acquire a thorough knowledge on research methodology</li> <li>• See that the learners become researchers of high standard and can look forward to business research as one of the</li> </ul>

<p>differentiate theoretical research from empirical research.</p> <p>2. CO2 - The learners can comprehend as to how to prepare research design that includes testing validity, identifying variables, measurement and scaling.</p> <p>3. CO3 - The learners shall understand different types of data, methods of data collection, sample size and so on.</p> <p>4. CO4 - The learners shall know how to prepare data and analyse the same through various statistical tools.</p>	<p>employment avenues.</p> <ul style="list-style-type: none"> <li>• Comprehend the research process including theory and provide an overview of methodologies and methods associated with carrying out independent research</li> </ul>
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<b>UNIT 1</b>	<b>Introduction to Research Methodology</b> Business Research – Definition and Significance – the research process – Types of Research –Defining the Research problem -Technique involved in selecting a Research problem.
<b>UNIT 2</b>	<b>Formulating Research Questions, Objectives and Hypotheses</b> Research Question- Problem research objectives-Research hypotheses- Characteristics- Research in an evolutionary perspective – the role of theory in research.
<b>UNIT 3</b>	<b>Research Design</b> Need for research design - Features of a good design - Important concepts relating to research design - Explanation of different types of research designs & their uses - Developing a research plan.
<b>UNIT 4</b>	<b>Sampling Design</b> Census & sample survey - The Sampling Process - Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods
<b>UNIT 5</b>	<b>Methods of Data Collection, Scaling techniques and Questionnaire Design</b> Concept of primary & secondary data - Methods of data collection –Measurement scales & tests of sound measurement - Technique of developing measurement tools - Sources of errors in measurement- Scale construction techniques. Construction of questionnaire and instrument- validation of questionnaire.
<b>UNIT 6</b>	<b>Processing of Data and data analysis</b> Processing of Data- editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analysis.
<b>UNIT 7</b>	<b>Report Writing and Ethical Issues in Research</b> Research report – Different types – Contents of report – mechanics of writing research report – Bibliography. Ethics in research – ethical behaviour of research – subjectivity and objectivity in research- the nature of Ethical issues in Research- Issues and Rights involved in Ethical Research - Role of Institutional Ethics Committee - informed consent.

### Textbooks

1. Kothari, C.R (2005) & (2007) Research Methods, New Age Publishers, New Delhi.
2. Dr. Deepak Chawla & Dr. NeenaSondhi, Research Methodology Concepts and cases Vikas Publishing House Pvt. Ltd.
3. Uma Sekaran (2006) Research methods for Business, Wiley India, New Delhi, 2006.

4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan (2006) Management Research Methodology, Pearson Education, New Delhi.

### Reference Books

1. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
2. Alan Bryman and Emma Bell(2008) Business Research methods, Oxford University Press, New Delhi.
3. N. Srivastava & Shailaja Rego, Business Research Methods, Tata Mc Graw Hill Education Private Limited.

### Online Resources:

1. [www.socialresearchmethods.net](http://www.socialresearchmethods.net)
2. [www.marketresearch.com](http://www.marketresearch.com)

Course Number	Course Code	First Year – Semester - II Course Title	L	T	P	C	Total Hours
CT-12	PHM19CT106	Business Analytics	2	1	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To make students understand the use of business analytics in formulating and solving business problems through managerial decision making.</li> <li>2. CO2 - To familiarize students with the processes needed in developing, reporting, and analyzing business data.</li> <li>3. CO3 - To equip students with the skills to use and apply Excel add-ins.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• Understand the use of business analytics in formulating and solving business problems.</li> <li>• Develop, report, and analyze business data.</li> <li>• Use and apply Excel add-ins.</li> </ul>

<b>UNIT 1</b>	<p><b>Introduction</b></p> <p>Learn the basics of Data Analytics with introduction to statistics, process of exploring, analyzing, interpreting results.</p> <p>Data Measurement</p> <p>Understand the appropriateness of the data to analysed based on the level of measurement of the data gathered: Nominal, Ordinal, Ratio</p>
<b>UNIT 2</b>	<p><b>Descriptive Statistics</b></p> <p>Learn the descriptive statistics and understand concepts like measure of central tendency, variation, shape and correlation.</p> <p>Charts and graphs: Quantitative data graphs and qualitative data graphs</p>
<b>UNIT 3</b>	<p><b>Probability and distributions</b></p> <p>Learn and understand the fundamentals of probability and various distributions.</p> <p>Uniform Distribution, Binomial Distribution, Normal Distribution, Poisson Distribution</p> <p>Exponential Distribution, Relations between the Distributions</p>



<b>UNIT 4</b>	<b>Inferential statistics</b> Learn the inferential statistics and understand concepts like Central Limit Theorem, Confidence Interval, Hypothesis testing, ANOVA, Regression analysis and apply to real - world scenarios.
<b>UNIT 5</b>	<b>Data Visualization with Tableau</b> Learn the Data Analysis process of exploring, analyzing, interpreting and visualizing data Learn the various visualization techniques Data-drill down, Filtering
<b>UNIT 6</b>	<b>Employ Statistics in Tableau</b> Learn how to link the statistical concepts to Tableau by using mean, median, box plots, confidence intervals
<b>UNIT 7</b>	<b>Dashboards</b> Connect the Tableau worksheets to a single dashboard and optimize the details in the simplest form.

**Textbooks**

1. Business Analytics: Data Analysis & Decision Making, S. Christian Albright, Wayne L. Winston, 6<sup>th</sup> Edition.
2. Essentials of Business Analytics (Book Only), Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson, David Sweeney, Thomas Williams, Cengage Learning.
3. Business Analytics for Decision Making, Steven Orla Kimbrough, Hoong Chuin Lau, CRC Press.
4. Competing on Analytics: The New Science of Winning, Thomas H. Davenport, Jeanne G. Harris, Harvard Business School Press.

**Reference Books**

1. A practitioner's guide to business analytics-using data analytics tools to improve your organisation's decision making and strategy, Randy Bartlett, Mc Graw Hill.
2. Getting Started with Business Analytics: Insightful Decision-Making, David Roi Haroon, Galit Shmueli, CRC Press.
3. Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr., Wiley.
4. Analytics in a Big data world: The essential guide to data science and its application, Bart Baesens, Wiley.

**Online Resources:**

1. Competing on analytics, Strategy and Execution, magazine article by Thomas H Davenport, HBR.
2. [Which Countries Are Leading the Data Economy?](#), [Global Strategy](#) digital article , Ajay Bhalla, HBR.
3. [Data Science and the Art of Persuasion](#), [analytics](#) magazine article , Scott Berinato, HBR.
4. [A Look into Microsoft's Data-Driven Approach to Improving Sales](#), [sales](#) digital article, Ryan Fuller and Sanaz Namdar, HBR.

First Year – Semester – II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-13	PHM19CT108	Managerial Accounting	2	1	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To take a look at how relevant traditional and leading-edge topics integrate together with an outcome of understanding basic cost analysis, decision definitions, relevant information formatting, and how to make the decision itself.</li> <li>2. CO2 - To provide students the tools needed to make the best decisions to achieve the goals of their organizations.</li> <li>3. CO3 - To encourage students to not only use all quantitative tools and techniques available to them, but also logic, insight, judgment, and common sense.</li> <li>4. CO4 - To identify and use the appropriate relevant costs to make decisions related to special orders add/drop a segment, sell or process further, or make or buy</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• define the concepts of managerial accounting, cost concepts and the basics of cost/volume/profit relationships</li> <li>• recognize the basics of attaching products to services, process costing and activity based costing</li> <li>• recall how to budget efficiently and measure performance by analyzing standard costs</li> <li>• identify joint allocation principles and effective decision making skills for accounting managers</li> <li>• differentiate between various investment, transactions and performance measurements</li> </ul>

<b>UNIT 1</b>	<p><b>Introduction to Cost and Management Accounting</b>            Cost Accounting: Concepts of Costs , Classifications and Elements of Cost -Cost Centre and Cost Unit -Methods and Techniques of Costing - Cost Accounting Standards - Installation of a Costing System - Practical Difficulties in Installing a Costing System -Role of Cost Accountant in Decision Making.            Management Accounting: Tools and Techniques of Management Accounting - Conflicts in Profit versus Value Maximisation Principle -Role of Management Accountant in Decision Making.</p>
<b>UNIT 2</b>	<p><b>Process Costing and Unit costing</b>            Overview of Job and Process Costing -Modified and Hybrid Systems - The Cost Elements in a Process Cost System -The Equivalent Unit Concept - Unit Costing (Cost Sheet)- Management's Use of Cost Production Reports - Simplifications of JIT and Automation - Weighted Average Cost Method - Weighted Average Computational Steps</p>
<b>UNIT 3</b>	<p><b>Activity-Based Costing</b>            Activity-Based Costing -Issues Influencing Cost Management Systems Design -A Comprehensive Activity-Based Costing Example -Primary Stage Allocation -Comparing ABC to Traditional Volume Based Costing</p>
<b>UNIT 4</b>	<p><b>Cost Control through Standard Costs and variable cost</b>            Profit Analysis - The Use of Standards - Standard Cost Sheet - Standards for Materials - Standards for Labor - Standards for Overhead - Capacity and Control - Variance analysis for Materials, Labour and Overheads and Accounting Treatment of Variances. Variable Costing -Characteristics of Variable Costing -Comparing Variable Costing and Absorption Costing - Reconciliation of Variable and Absorption Costing</p>
<b>UNIT 5</b>	<p><b>Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making</b>            Advantages, Limitations and Applications - Breakeven Analysis -Cost-Volume Profit Analysis - P/V Ratio and its Significance - Margin of Safety; Absorption Costing: System of Profit Reporting and Stock Valuation -Difference between Marginal Costing and Absorption</p>

	Costing - Income Measurement under Marginal Costing and Absorption Costing
<b>UNIT 6</b>	<b>Budgetary Controls</b> Budget Concept, Manual - Fixed and Flexible Budgets - Preparation and Monitoring of Various Types of Budgets; Budgetary Control System: Advantages, Limitations and Installation - Zero Base Budgeting - Programme and Performance Budgeting
UNIT 7	<b>Application of Costing concepts in the Service and Trading Sector</b> The Decision- Making Process - Differential Analysis - Make or Buy Decisions -Special Sales Pricing Decisions - Use of Scarce Resources Decisions - Sell or Process Further Decisions –Add or Delete Segment Decisions -Equipment Replacement Decisions - Costs and Pricing Decisions

### Textbooks

1. M.Y. Khan & P.K. Jain, Theory and Problems of Management and Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
2. Tracie L. Miller-Nobles, Brenda L. Mattison, Ella Mae Matsumura, Horngren's Financial & Managerial Accounting, The Managerial Chapters, 6th Edition

### Reference Books

1. Carl S. Warren, James M. Reeve, Jonathan Duchac, Financial and Managerial Accounting 11<sup>th</sup>, South-Western Cengage Learning, ISBN: 13: 978-0-324-66381-5
2. Ray H Garrison and Eric Noreen, [Peter C. Brewer](#) Managerial Accounting, 16<sup>th</sup> Edition SBN-13: 978-1260153132
3. Jerry J. Weygandt, Paul D. Kimmel and Donald E. Kieso Managerial Accounting: Tools for Business Decision Making 7th Edition, ISBN-13: 978-1118334331
4. Jan Williams, Mark Bettner, Joseph Carcello Susan and Haka Financial & Managerial Accounting with Connect Plus Access Code: The Basis for Business Decisions 17th Edition, ISBN-13: 978-1259183973

### Online Resources:

1. [http://www.de-brouwer.com/assets/students/uw\\_eMBA\\_wikibook-managerial-accounting.pdf](http://www.de-brouwer.com/assets/students/uw_eMBA_wikibook-managerial-accounting.pdf)
2. <https://library.ku.ac.ke/wpcontent/downloads/2011/08/Bookboon/Accounting/managerial-and-cost-accounting.pdf>  
<http://wserver.scc.losrios.edu/~burbagg/1Bnotes.html>

First Year – Semester – II							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT-14	PHM19CT 110	Quantitative Techniques	2	1	-	3	45
Objectives			Learning outcomes				
This course is aimed at the following: <ol style="list-style-type: none"> <li>CO1 - To demonstrate a sound knowledge of statistical terms</li> <li>CO2 - To give broader understanding of the statistical concept and techniques for research study</li> <li>CO3 - To facilitate the students in understanding the scientific methods available in operations research.</li> <li>CO4 - To understand the application of statistics and operations research in managerial decision-making.</li> <li>CO5 - Be able to apply quantitative techniques to solve a variety of business problems.</li> </ol>			At the end of the course the student will be able to <ul style="list-style-type: none"> <li>develop the capability for customizing the Statistical and Operations research to perform various management and business activities.</li> <li>facilitate objective solutions in business decision making under subjective conditions.</li> <li>Analyse output from both specialist and general office software</li> <li>Produce quantitative analysis using specialist software</li> <li>Convey the results of quantitative analysis</li> </ul>				

<b>UNIT 1</b>	<b>Introduction to Basic Statistics, Frequency Distribution, Measures of Central Tendency and Dispersion</b> Introduction to concepts - Qualitative & quantitative observations - Conceptual issues – Frequency distribution - characteristics & diagrams; Arithmetic mean, median, mode, position of averages, percentiles - Selection of appropriate measure of central tendency; Measures of Dispersion - Concept of range - Mean deviation Inter quartile range, variance & standard deviation - Coefficient of variation & method of calculating standard deviation.
<b>UNIT 2</b>	<b>Linear Regression and Correlation</b> Introduction - Scatter diagram-Correlation coefficient - correlation and rank correlation-Concurrent Deviation Probable Error. Regression & regression equations.
<b>UNIT 3</b>	<b>Business Forecasting</b> Time Series Trend analysis: Semi-average method and Moving average Method (problems) – seasonal variation ; Cyclical & Irregular variations- Regression based forecasting- Seasonality in forecasting.
<b>UNIT 4</b>	<b>Testing of Hypothesis</b> Basic concepts procedure - degree of freedom level of significance -Test of Significance: Assumptions about parametric and non-parametric tests – Testing of Means- one tail and two tail test- Chi-square tests ANOVA (one way).
<b>UNIT 5</b>	<b>Operations Research, Linear Programming</b> Operations Research Models Formulation of Models Using models for problem solving - Techniques of Operations Research Limitations of Operations Research. Requirements of L. P. Applications of L. P. Graphical methods only.

<b>UNIT 6</b>	<b>Transportation and Assignment</b> TRANSPORTATION MODEL Balanced and Unbalanced Problems - North-West Corner rule Least cost entry method -Vogel s Approximation method-ASSIGNMENT MODEL Unbalanced assignment problems- Maximization problems in assignment
<b>UNIT 7</b>	<b>Net Work Analysis, Replacement And Sequencing</b> NET WORK ANALYSIS Critical path method and PERT technique. REPLACEMENT MODELS: Capital equipment replacement - Replacement of terms that fail completely; Individuals Vs Group replacement. SEQUENCING: Problems with n jobs and 3 machines

**Textbooks**

1. Business Statistics and Operations Research Dr.S.P.Gupta, Dr.P.K.Gupta and Dr.Manmohan, Sultan Chand & Sons.
2. Business Statistics and Operations Research P.R.Vittal, Margam Publications.
3. Bio Statistics-Wayne W. Daniel VII Edition, John Wiley & Sons, Inc, 7th Edition (2000)
4. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.

**Reference Books**

1. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.3
2. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.

**Online Resources:**

1. <http://free-onlineebooks.blogspot.in/2014/12/download-business-statistics-by-jk.html>
2. <http://free-onlineebooks.blogspot.in/2014/05/download-operations-research-ebooks.html>

**HEALTHCARE FINANCE (HF) - ELECTIVE - I**

First Year – Semester – II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-1	PHF19DE112	Financial Management in Healthcare	2	1	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - To familiarize the students with the basic concepts of financial management</li> <li>CO2 - To apply the financial principles in the area of Hospital administration</li> <li>CO3 - To critically evaluate various financial decisions of the hospitals.</li> <li>CO4 - To develop skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.</li> <li>CO5 - To provide, a complete overview of modern corporate finance, including relevant theory and practical application.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>obtain an understanding and ability to use basic business financial management concepts and tools of analysis to possess the techniques of managing finance in an organization.</li> <li>possess the techniques of managing finance in an organization</li> <li>relate capital investment decisions and financial policies to business valuations.</li> <li>calculate contemporary measures of financial measures of performance and risk.</li> <li>calculate common investment criteria and project cash flows associated with corporate project evaluation</li> </ul>

<b>UNIT 1</b>	<b>Financial Environment Of Business</b> General financial environment Introduction to Financial Markets Scope of Finance function - Executive functions and Incidental functions Goals of Financial Management Time Value of Money, Risk and Return
<b>UNIT 2</b>	<b>Short Term Financing</b> Working Capital Planning Monitoring and Control of Working Capital Working Capital Financing Factors affecting Working Capital requirements Forecasting Working Capital requirements
<b>UNIT 3</b>	<b>Cash Management, Receivables Management And Inventory Management</b> Cash Management Motives for holding cash- cash planning - cash collection and disbursement. Receivables Management - credit policy- Factoring. Inventory Management - Need to hold inventory - Inventory Management Techniques.

<b>UNIT 4</b>	<b>Sources Of Funds</b> Long term financing: Shares, Debentures and Term loans, Debt financing Secured and Unsecured debts Under writing of shares Right issue: Meaning Rights issue procedure Pricing the rights issue Dilution of market price rights. Valuation of Stocks
<b>UNIT 5</b>	<b>Dividend Policy And Issue Of Bonus Shares</b> Dividend policy decision: Internal financing- Dividend and Retained earning Relevance and Irrelevance of M.M. Hypothesis Walters model Cost of retained earnings Dividend practices Factors affecting dividend policy Stock dividend and Stock splits Issue of bonus shares and its procedure.
<b>UNIT 6</b>	<b>Cost of Capital</b> The Cost of Capital- Cost of Specific sources of capital- Cost of retained earnings Measurement of overallcost of capital, Cost of Equity and the Capital Asset Pricing Model (CAPM), Weighted Average Cost of Capital,
<b>UNIT 7</b>	<b>Capital Structure</b> Relevance and Irrelevance of Capital Structure, Capital Structure Planning and Policy, Approaches to Establish Target Capital Structure.

### Textbooks

1. I.M.Pandey, Financial Management Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. Dr.S.N.Maheswari, Financial Management Principles & Practice, Slutan Chand & Sons, Newdelhi.
4. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.

### Reference Books

1. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
2. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.
3. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
4. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

### Online Resources:

1. [http://www.onlineebooks.info/aa.php?isbn=ISBN:8174465863&name= Financial\\_Management](http://www.onlineebooks.info/aa.php?isbn=ISBN:8174465863&name= Financial_Management)
2. [http://vcmdrp.tums.ac.ir/files/financial/istgahe\\_mali/moton\\_english/financial\\_management\\_%5Bww.acfile.com%5D.pdf](http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bww.acfile.com%5D.pdf)
3. <http://managementhelp.org/businessfinance/>

## HEALTHCARE QUALITY (HQ) - ELECTIVE – I

First Year – Semester - II							
COURSE NUMBER	COURSE CODE	COURSE TITLE	L	T	P	C	TOTAL HOURS
DE-1	PHQ 19DE 112	Total Quality Management in hospitals	2	1	-	3	45

OBJECTIVES	LEARNING OUTCOMES
<ul style="list-style-type: none"> <li>• CO1 - To understand on Total Quality Management (TQM) philosophies and frameworks.</li> <li>• CO2 - Develop in-depth knowledge on various tools and techniques of Total Quality Management (TQM).</li> <li>• CO3 - Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.</li> <li>• CO4 - To develop a strategy for implementing TQM in an organization.</li> </ul>	<ol style="list-style-type: none"> <li>1.The learners will be able to understand on Total Quality Management (TQM) philosophies and frameworks.</li> <li>2.The learners will develop in-depth knowledge on various tools and techniques of Total Quality Management (TQM).</li> <li>3.Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.</li> <li>4.Select and use appropriate tools and techniques for controlling, improving and measuring quality.</li> <li>5.The learners will be able to understand the methods for measuring and evaluating the performance of health organizations</li> </ol>

UNIT 1	<b>Introduction to Quality concepts</b> Basic quality concepts – Overview and criticisms of quality philosophies - roadmap to implement quality in hospitals – needs and preferences of people who use health services.
UNIT 2	<b>Healthcare process</b> Healthcare as a process – systems thinking - Investigating an Error/ Root cause analysis Responding to Adverse events – process mapping
UNIT 3	<b>Process Improvement methods</b> Tools for design process - Quality Function Deployment – objective of QFD – capturing the voice of the customer – QFD methodology – benefits - case studies on QFD - Failure Mode Effect Analysis (FMEA) – stages of FMEA – FMEA procedure - Poka-Yoke
UNIT 4	<b>Tools for design process</b> A critical overview of Lean, Six Sigma and Model for Improvement– Kanban concept and JIT - Benchmarking – types of benchmarking – benchmarking process.
UNIT 5	<b>Seven Management tools</b> New seven Management Tools – Affinity diagram – relationship diagram – tree diagram – matrix diagram – matrix data analysis - decision tree diagram – arrow diagram
UNIT 6	<b>Business Process Re-engineering</b> Business Process Reengineering – advantages of BPR – steps involved in BPR and applications of BPR
UNIT 7	<b>Measuring Patient Satisfaction</b> Patient satisfaction – Measuring client patient satisfaction - Measurement models of client-patient satisfaction. Complaint handling patient - Evaluation-measurement models of quality health services - Quality indicators in the health sector - Methods for measuring and evaluating the performance of health organizations - improvement - standardization of procedures.



**Text Books**

1. Donabedian, A. (1966). "Evaluating the quality of medical care." *The Millbank Memorial Fund Quarterly* 44(3): 166-203.
2. Hackman, J. Richard, and Ruth Wageman (1995), "Total Quality Management: Empirical, Conceptual, and Practical Issues," *Administrative Science Quarterly* 40 (2): 309-342.
3. Garvin, David A. "Competing on the Eight Dimensions of Quality." *Harvard Business Review* 65, no. 6 (November-December 1987).

**REFERENCES:**

1. Going Lean in Health Care. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2005.
2. Langley, Moen, Nolan et al., 2009, *The Improvement Guide*, 2nd Edition (Wiley)
3. Morton, A. and J. Cornwell (2009). "What's the difference between a hospital and a bottling factory?" *British Medical Journal* 339: 428-430
4. *Crossing the Quality Chasm* - Institute of Medicine, 2001

**Online Resources**

5. <http://www.achs.org.au/>
6. <http://www.isqua.org/>
7. <http://www.juran.com/>
8. <http://www.nist.gov/baldrige/>
9. <http://www.oecd.org/health/>

## HEALTHCARE HR (HR) – ELECTIVE - I

First Year – II Semester							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-1	PHR 19DE 112	Talent Management in healthcare	2	1	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To impart the major facets of talent management system.</li> <li>2. CO2 - To make them understand the planning stages of talent management.</li> <li>3. CO3 - To impart the ways to develop and retain talent of the organization.</li> <li>4. CO4 - To make them familiarize about challenges and issues relating to talent management.</li> </ol>	<p>At the end of the course the student will be:</p> <ul style="list-style-type: none"> <li>• Equipped with knowledge of talent management framework</li> <li>• Able to know the ways to acquire, develop and retain talent in an organization</li> <li>• Equipped to use information system in talent management system</li> <li>• Able to synthesize the learning of talent management in organization</li> </ul>

<b>UNIT 1</b>	Introducing talent Management system, components and benefits of talent management system, talent vs. knowledge workers, talent management process.
<b>UNIT 2</b>	Building blocks of Talent Management, competencies, performance management, Talent Planning, integrating succession planning and career planning.
<b>UNIT 3</b>	Talent Acquisition, Recruiting Process, Evaluating employee potential, integrating coaching, training and development with talent management.
<b>UNIT 4</b>	Competency and competency model, measuring performance and assessment centres.
<b>UNIT 5</b>	Compensation and reward strategies for effective talent management, integrating compensation with talent management.
<b>UNIT 6</b>	Using information technology to support talent management system, Talent management information systems, using analytics for talent management.
<b>UNIT 7</b>	Talent Management Challenges, Best Practices of Talent Management, Talent Management in India.

**Textbooks**

1. The Talent Management Handbook – creating organizational excellence by identifying , developing and promoting your best people by Lance A.Berger , Dorothy R.Berger , McGraw Hill
2. Effective Talent Management: Aligning Strategy, People and Performance By Mark Wilcox

**Reference Books**

1. Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). Human Resource Management: Gaining a Competitive Advantage, 6<sup>th</sup> Edition. McGraw-Hill/Irwin.
2. Talent management in India : challenges and opportunities by Masood hasan , Anil Kumar Singh , Somesh Dhamija 2009 , Atlantic publishers and Distributors

**Online Resources:**

1. Free management library for talent management :  
<https://managementhelp.org/humanresources/talent-management.htm>

First Year – Semester – II							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
GE-1	PHM19GE114	To be chosen by student	3	-	-	3	45

First Year – Semester – II							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CR-1	PHM19CR152	Hospital Hands on posting - I	-	-	135	3	135

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - The objective of Hands-On Posting training is to gain insights into the administrative and functional aspects in a hospital.</li> <li>CO2 - Students are expected to have exposure in a hospital and cover various departments.</li> <li>CO3 - They are required to interact with employees working in various departments, make an independent observation, and note the practical situations.</li> <li>CO4 - They observe the issues of concern, and also identify major aspects of good practices in hospitals.</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>to gain insights into the administrative and functional aspects in a hospital.</li> <li>to have exposure in a hospital and cover various departments.</li> <li>to interact with employees working in various departments and understand the process flow</li> <li>identify major aspects of good practices in hospitals and quality indicators.</li> </ol>

**Students will undergo HANDS-ON POSTING training in the following departments during the II - Semester**

#### **CLINICAL, NON CLINICAL AND SUPPORTIVE DEPARTMENTS**

**Total Number of days: 22.5 days**

- Outpatient department - (2 days)
- In patient department (Admission, billing and discharge) - (2 days)
- Radiology Department – (2 days)
- Laboratory Services (Biochemistry, Microbiology, Pathology) – (2 days)
- House Keeping Department (Laundry & Bio-medical Waste Management) – (2 days)
- Nursing Services (2 days)
- Operation Theatre – (1 day)
- Emergency Department – (2 days)
- Medical Records Department (2 days)
- Central Sterile Supplies Department – (1 day)
- Pharmacy Department – (1 day)
- Dietary Department – (1 day)

13. Blood bank – (1 day)  
 14. Bio Medical Engineering Department – (1 day)  
 Report Writing – (1/2 day)

### HANDS-ON POSTING FORMAT FOR REPORT SUBMISSION

NAME OF THE STUDENT:  
 REG. NO.  
 NAME OF THE DEPARTMENT:  
 NUMBER OF DAYS ALLOTTED:  
 DEPARTMENT LOCATION:  
 OBJECTIVES OF THE DEPARTMENT:  
 ORGANIZATION CHART:  
 FUNCTIONS OF THE DEPARTMENT:  
 PROCESS FLOW:  
 NUMBER OF EMPLOYEES IN THE DEPARTMENT:  
 ROLES AND RESPONSIBILITIES OF THE EMPLOYEES AND CAPACITY BUILDING:  
 EQUIPMENTS LIST  
 LIST OF TERMINOLOGIES USED AND THEIR MEANING  
 MAJOR HIGHLIGHTS OF THE DEPARTMENT  
 FINDINGS/ PROBLEMS (if any):  
 SUGGESTIONS  
 CONCLUSIONS:  
 SIGNATURE OF THE STUDENT:  
 REMARKS AND  
 SIGNATURE & NAME WITH DATE OF THE HOD/IN-CHARGE:  
  
 SIGNATURE OF THE FACULTY IN-CHARGE:

### SEMESTER - III

Second Year – Semester – III							
Course No.	Course Code	Course Title	L	T	P	C	Total Hours
CT-15	PHM19CT201	Business Environment and Strategic Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at facilitating learners to the following:</p> <ol style="list-style-type: none"> <li>1. CO1 – explore the conceptual frameworks and models which will assist in analyzing competitive situations</li> <li>2. CO2 - develop an awareness of the impact of external environmental forces on business and corporate strategies</li> <li>3. CO3 - understand the concept of strategy formulation and implementation</li> <li>4. CO4 - develop habits of orderly, analytical and practical thinking in critical strategic decision making</li> </ol>	<p>At the end of the course, the learners will be able to:</p> <ol style="list-style-type: none"> <li>1) appreciate the importance of the need for strategy in organization</li> <li>2) understand the impact of environmental factors on analyzing strategy</li> <li>3) appraise different models in strategy analysis, formulation and implementation</li> <li>4) determine the need for evaluation of various strategies using appropriate evaluation tools</li> </ol>

<b>UNIT 1</b>	<p><b>The Business Environment:</b></p> <ul style="list-style-type: none"> <li>→ The concept of environment and its characteristics</li> <li>→ The environmental sectors</li> <li>→ The external environment scanning and appraisal</li> </ul> <p>Article: Fullerton, Don and Stavins, Robert, "How Economists See the Environment," <i>Nature</i>, 1998 [web]</p> <p>Article: Ghemawat, P. and Rivkin, J.W., "Creating Competitive Advantage," HBS background note</p>
<b>UNIT 2</b>	<p><b>The Foundations of Strategic Analysis:</b></p> <ul style="list-style-type: none"> <li>→ Concept and objectives of Human Resource Planning, Need and importance of HR Planning</li> <li>→ Introduction to the concepts of Strategy and Strategic Management,</li> <li>→ Evolution of Strategic Management and overview of Strategic Management Process</li> <li>→ Classification and levels of Strategy</li> <li>→ Strategic Intent : Concept of Vision and Mission</li> <li>→ Business Ethics &amp; Corporate Social Responsibility</li> </ul> <p>Article: Porter, M.E., "What is Strategy?", Harvard Business Review, 1996</p>
<b>UNIT 3</b>	<p><b>Strategic Analysis:</b></p> <ul style="list-style-type: none"> <li>→ Industry Analysis using Porter's 5 Forces Model</li> <li>→ Environmental Threat and Opportunity Profile (ETOP)</li> <li>→ Value chain Analysis</li> <li>→ Strategic Advantage Profile (SAP)</li> <li>→ Resource Based View of the Firm-VRIO Framework</li> <li>→ Scenario Analysis</li> <li>→ SWOT Analysis and TOWS Matrix</li> </ul> <p><b>Article:</b> Porter, M.E., "The Five Competitive Forces that Shape Strategy", Harvard Business Review, 2008</p>
<b>UNIT 4</b>	<p><b>Strategic Choice:</b></p> <ul style="list-style-type: none"> <li>→ Bases of competitive advantage</li> <li>→ Competition and collaboration</li> <li>→ Business-level strategies</li> <li>→ Corporate Strategies</li> <li>→ Making Strategic Choices using Strickland's Grand Strategy Selection Matrix,</li> <li>→ Portfolio Analysis using BCG and GE Nine Cell Matrix</li> <li>→ Ansoff's Product Market Matrix</li> <li>→ Choosing Generic Business Strategies using Porter's Model of competitive advantage</li> <li>→ Functional Strategies</li> <li>→ <b>Article:</b> Ghemawat, P. "Distance Still Matters: The Hard Reality of Global Expansion," Harvard Business Review, September 2001</li> </ul> <p><b>Case discussion:</b> Philips versus Matsushita: The Battle Continues</p>
<b>UNIT 5</b>	<p><b>Industry Structures and Market Strategies:</b></p> <ul style="list-style-type: none"> <li>→ Objectives and Principles of compensation, Components of compensation</li> <li>→ Industry Structures and Lifecycle Stages</li> <li>→ Marketing Warfare and Dominance Strategies</li> <li>→ Advantages and Disadvantages of Defensive and Offensive strategies</li> </ul>
<b>UNIT 6</b>	<p><b>Strategy Implementation and Control:</b></p> <ul style="list-style-type: none"> <li>→ Resource Allocation and Organization Structure</li> </ul>

	<ul style="list-style-type: none"> <li>→ Integration between various levels of strategy.</li> <li>→ Measuring performance using Balanced Score Card (BSC)</li> <li>→ Problems in measuring performance and establishing strategic controls.</li> </ul> <p><b>Article:</b> Hamel, G. and Prahalad, C.K., "The Core Competence of the Corporation," Harvard Business Review, 1990</p> <p><b>Case discussion:</b> Sabena Belgian World Airlines: Weytjens' first assignment</p>
<b>UNIT 7</b>	<p><b>The Blue Ocean Strategy:</b></p> <ul style="list-style-type: none"> <li>→ The difference between blue ocean and red ocean strategies</li> <li>→ Principles behind blue ocean strategy: <ul style="list-style-type: none"> <li>○ how to create uncontested market space by reconstructing market boundaries,</li> <li>○ focusing on the big picture,</li> <li>○ reaching beyond existing demand and supply in new market spaces</li> <li>○ getting the strategic sequence right</li> </ul> </li> </ul>

### Text Book

Johnson, G. Scholes, K and Whittington, E. *Exploring Corporate Strategies: Text and Cases*, Pearson, 2008

### Reference Books

- Bartlett, C., and S. Ghoshal. *Managing Across Borders: The Transnational Solution*. Boston, MA: Harvard Business School Press, 2002
- Galbraith, J. *Designing the Global Corporation*. Hoboken, NJ: Jossey-Bass, 2000
- Ghemawat, P., D. Collis, G. Pisano, and J. Rivkin. *Strategy and the Business Landscape*. Upper Saddle River, NJ: Prentice Hall, 2001
- Hamel, G., and C. K. Prahalad. *Competing for the Future*. Boston, MA: Harvard Business School Press, 1996
- Hill, W.L.C. and Jones, G.R. *Strategic Management: An Integrated Approach*. Delhi: Cengage Learning, 2013
- Kaplan, R. S., and D. P. Norton. *Strategy Maps: Converting Intangible Assets Into Tangible Outcomes*. Boston, MA: Harvard Business School Press, 2004
- Kazmi, A. *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill, 2011
- Kim, W. Chan, and R. Mauborgne. *Blue Ocean Strategy*. Boston, MA: Harvard Business School Press, 2005
- Pearce, J.A. and Robinson, R.B. *Strategic Management: Formulation, Implementation and Control*. New Delhi: Tata Mc-Graw Hill, 2012
- Porter, M. *Competitive Advantage*. New York, NY: Free Press, 1985
- ——— *The Competitive Advantage of Nations*. New York, NY: Free Press, 1990
- Prahalad, C. K., and V. Ramaswamy. *The Future of Competition*. Boston, MA: Harvard Business School Press, 2004
- Thomson and Strickland. *Strategic Management: Concepts and Cases*, McGraw Hill

### Online Resource:

6. <https://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/strmgtrf.pdf>

Second Year – Semester - III							
COURSE NUMBER	COURSE CODE	COURSE TITLE	L	T	P	C	TOTAL HOURS
CT-16	PHM19CT203	Entrepreneurship	3	-		3	45
OBJECTIVES			LEARNING OUTCOMES				
1. CO1 - To introduce the concept of entrepreneurship (process, characteristics and traits). 2. CO2 - To understand the various issues related to entrepreneurs (Planning, execution and operation). 3. CO3 - To apply concept in preparing viable business plans (Idea to opportunity and viability analysis). 4. CO4 - To develop an attitude to become an entrepreneur (achievement and motivation).			At the end of the course students are expected to: <ul style="list-style-type: none"> <li>• Leverage their entrepreneurial skills for sustained economic growth and development,</li> <li>• Have requisite knowledge for wealth creation and employment generation as innovative entrepreneurs create wealth and employment.</li> <li>• Understand the practice of entrepreneurship as it facilitates the process of inculcating the entrepreneurial qualities among students, young managers and executives.</li> </ul>				

<b>UNIT 1</b>	Entrepreneurship Introduction, Theories of Entrepreneurship, types of Entrepreneurs, Ethics of Entrepreneurs, Social Responsibility.
<b>UNIT 2</b>	Entrepreneurship Development and motivation 1- Ch. 2 <i>Entrepreneurship: New Venture Creation</i> , by David H Holt 2- India's Big Problem: Nurturing Entrepreneurs
<b>UNIT 3</b>	Intrepreneurship, Corporate entrepreneurship 1- Ch. 6 <i>Entrepreneurship-Theory and Practice</i> by Raj Shankar
<b>UNIT 4</b>	Rural Entrepreneurship, Sustainability, Social Entrepreneurship, Family business, women Entrepreneurship
<b>UNIT 5</b>	Entrepreneurship Process, Identification of Business, Business Models, Business Plan, Business Strategy and Planning, Business Creation
<b>UNIT 6</b>	Project Planning /resources, Viable Business Plan, Feasibility / Viability study 1- Ch. 11 <i>Entrepreneurship-Theory and Practice</i> by Raj Shankar 2- Ch. 7 <i>Entrepreneurship Theory, Process, Practice</i> by Kuratko and Hodgetts
<b>UNIT 7</b>	SSI/ MSMEs/Start up ecosystem in India, Government/Institutional support to SSI/incubation 1- Ch. 3 and 4, <i>Entrepreneurship</i> by P.Narayana Reddy

**Text Book:** *Entrepreneurship-Theory and Practice* by Raj Shankar

**Reference Books:**

- *Entrepreneurship --New venture creation* by David H Holt
- *Entrepreneurship Theory, Process, Practice* by Kuratko and Hodgetts
- *Innovation and Entrepreneurship* by P.F.Drucker
- *Entrepreneurship* by P.Narayana Reddy

**Journals, Business Magazines and Business dailies**

- *Journal of Management and Entrepreneurship, XIME*
- *The ICFAI University Journal of Entrepreneurship Development*

- *Harvard Business Review*
- *Business India*
- *Business Today*
- *Business World*
- *Business Line*
- *Business Standard*
- *The Economic Times*

Second Year – Semester - III							
COURSE NUMBER	COURSE CODE	COURSE TITLE	L	T	P	C	TOTAL HOURS
CT-17	PHM19CT205	Services Marketing and Management	3	-		3	45

OBJECTIVES	LEARNING OUTCOMES
<ol style="list-style-type: none"> <li>1. CO1 - It provides students with a theoretical and practical understanding of current service marketing, focusing on the service experience, service innovation and service delivery.</li> <li>2. CO2 - At the end of this course, students should have a clear understanding of marketing and management issues faced by organizations developing services through a design thinking approach.</li> <li>3. CO3 - Apply principles and behaviors underlying effective performance in teams</li> </ol>	<ol style="list-style-type: none"> <li>1. The learners will be able to interpret and use service marketing theory to develop (new) service offerings</li> <li>2. Present and respond to feedback through oral and visual presentations and written material</li> <li>3. Apply principles and behaviors underlying effective performance in teams</li> <li>4. Reflect on and manage own, as well as the team's, learning process</li> <li>5. Students should also have had hands-on experience of the challenging, complex and iterative process of service design.</li> </ol>

<b>UNIT 1</b>	Introduction to Services Marketing: What are services? Why Services Marketing? Service and Technology, Characteristics of Services Compared to Goods, Services Marketing Mix, Staying Focused on the Customer
<b>UNIT 2</b>	The Gaps Model of Service Quality: The Customer Gap, The Provider Gaps, Putting it all Together – Closing the Gaps
<b>UNIT 3</b>	Focus on the Customer: Consumer Behavior in Services, Customer Expectations of Service, Customer Perceptions of Service
<b>UNIT 4</b>	Understanding Customer Requirements: Listening to Customers through Research, Building Customer Relationships, Service Recovery
<b>UNIT 5</b>	Aligning Service Design and Standards: Service Innovation and Design, Customer-Defined Service Standards, Physical Evidence and Servicescape
<b>UNIT 6</b>	Delivering and Performing Service: Employees' Roles in Service Delivery, Customers' Roles in Service Delivery, Delivering Service through Intermediaries and Electronic Channels, Managing Demand and Capacity
<b>UNIT 7</b>	Managing Service Promises: Integrated Services Marketing Communications, Pricing of Services



**Text Books**

1. Delivering Quality service, Zeithmal Parasuraman and Berry, The Free Press Macmillan.
2. Marketing for Healthcare Organizations – Philip Kotler Roberta N. Clarke.

**REFERENCES:**

1. Marketing of Non-Profit Organization, Philip Kotler, Prentice Hall of India (P) Ltd, India
2. Service Marketing, Ravi Sankar, Manas Publications, New Delhi
3. How to Market Your Hospital Without Selling Your Philosophy, G.D. Kunders, A PRISM Publication, Bangalore, India
4. Service Marketing, Christopher Lovelock, Pearson Education Asia.
5. Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, Sixth Edition, Prentice Hall of India.

**Online Resources**

1. <http://www.marketingteacher.com/introduction-to-services-marketing/>
2. <http://uu.diva-portal.org/smash/get/diva2:351192/FULLTEXT01.pdf>

Second year – Semester – III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-18	PHM19CT207	Supply Chain and Logistics Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 -To make students understand the fundamental concepts of supply chain management.</li> <li>2. CO2 - To familiarize the students to evaluate and manage an effective supply chain.</li> <li>3. CO3 - To equip students with knowledge on basic concepts on planning and managing inventories in a supply chain.</li> <li>4. CO4 - To make students understand the sourcing decisions in a supply chain.</li> </ol>	<p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> <li>• Able to develop an understanding of role of supply chain management in today's business environment</li> <li>• Become familiar with current supply chain management trends and apply the current supply chain theories, practices and concepts.</li> <li>• Equipped to procurement concepts to improve supply chain operation.</li> <li>• Able to make sourcing decisions in a supply chain.</li> </ul>

<b>UNIT 1</b>	<b>Understanding the Supply chain and its performance</b> Objective – Importance – Decision phases – Process views – Competitive and Supply Chain Strategies – Achieving Strategic Fit – Expanding Strategic Scope – Challenges in achieving and maintaining Strategic Fit
<b>UNIT 2</b>	<b>Supply chain drivers and metrics</b> Financial measures of performance – Drivers of supply chain performance – Framework for structuring Drivers – Facilities – Inventory – Transportation – Information – Sourcing – Pricing

<b>UNIT 3</b>	<b>Network design in the supply chain</b> Role of network design in the supply chain – factors influencing network design decisions – framework for network design decisions – Models for facility location and capacity allocation – making network design decisions in practice –Impact of globalization on supply chain network – the off shoring decision: Total cost – risk management in global supply chain
<b>UNIT 4</b>	<b>Demand forecasting in a supply chain</b> The role of forecasting in supply chain – characteristics of forecasting – components of a forecast and forecasting methods – role of IT in forecasting
<b>UNIT 5</b>	<b>Planning and managing inventories in a supply chain</b> Cycle inventory –safety inventory – determining the optimal level of product availability
<b>UNIT 6</b>	<b>Transportation in a supply chain</b> Role of transportation in a supply chain – modes of transportation – design options for transportation network – Trade-offs in transportation design
<b>UNIT 7</b>	<b>Sourcing decisions in a supply chain</b> Role of sourcing in a supply chain – In-House or outsource – Third and Fourth party logistics providers – supplier selection – design collaboration – procurement process – designing a sourcing portfolio

**Textbooks**

1. Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Sunil Chopra, Peter Meindl, Pearson.
2. Essentials of Supply Chain Management, fourth Edition by Michael Hugos, Wiley Publishers

**Reference Books**

1. Principles of Supply Chain Management, Second Edition by Richard E. Crandall, William R. Crandall, Charlie C. Chen.
2. Supply Chain Management for competitive Advantage by Rangaraj, Tata Mc Graw-Hill Publishing Company Limited.

Second Year – Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-19	PHM19CT209	Medical Tourism and Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To understand the significance of travel agency and tour operation business</li> <li>2. CO2 - To know the current trends and practices in the tourism and travel trade sector</li> <li>3. CO3 - To develop adequate knowledge and skills applicable to travel industry</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• Exhibit and nurture, through action and affect, the attributes that facilitate effective teamwork, including those that create cross-functionality and innovation and design-thinking, and are manifestations of internet-based and other technology-enabled collaboration.</li> <li>• Develop innovative solutions to strategic, tactical</li> </ul>

<p>4. CO4 - To understand challenges and issues of medical tourism</p> <p>5. CO5 - To know in detail about the healthcare costs</p>	<p>and operational issues in managing healthcare systems and associated information technology through the combined use of information, data analytics, organizational knowledge, talent management, and critical and design thinking.</p> <ul style="list-style-type: none"> <li>• Students will have deeper understanding of the entire health care operations, and what tools are at their disposal to help shape the performance of those operations.</li> <li>• Students will understand healthcare cost</li> <li>• Students will learn various organization and association involved in medical tourism</li> </ul>
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<b>UNIT 1</b>	<p><b>Introduction to Medical Tourism</b></p> <p>Tour Operation: Definition- Concept-History and Growth of Tour Operation business. Types of Tour Operators, Organizational Structure, Forms of Organization, Departments and its functions The Process of travel decision making, Mode and Destination selection</p>
<b>UNIT 2</b>	<p><b>Challenges and Issues of Medical Tourism</b></p> <p>Challenges and Issues of Medical Tourism: Access to correct information, Problems with pre and post operative care, Language and cultural barriers, Maintaining quality of health care, incorrect estimation costs, Documentation and visa.</p>
<b>UNIT 3</b>	<p><b>Tour Packaging, classification &amp; Costing</b></p> <p>Tour Packaging &amp; Costing - Importance of Tour Packaging – Classifications of Tour Packages – Medical tourism Packages in India for Health check-ups - Concept of costing - healthcare costs – Price discrimination</p>
<b>UNIT 4</b>	<p><b>Tour Operation: Managing and Distribution</b></p> <p>Managing Tour Operation, Field Operations- inbound and outbound, Managing Distribution Role of Distribution in exchange process, Selling through distribution chains. Distribution System in Tourism Operation Management of In-house operations</p>
<b>UNIT 5</b>	<p><b>Tour Operation Documentation and travel arrangements</b></p> <p>Tour Operation Documentation: Making travel arrangements, Booking the flight, Passport and Visa, Tourism in destination country, Accommodation close to hospital, Importance and Future RBI Regulations for Tour Operators</p>
<b>UNIT 6</b>	<p><b>Travel Agency, Medical Tourism Companies and Tour Operation Business</b></p> <p>Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Medical Tourism Companies, Forex, Cargo &amp; MICE – Documentation - IATA Accreditation - Recognition from Government</p>
<b>UNIT 7</b>	<p><b>Associations and Organizations promoting tour operators</b></p> <p>Associations and Organizations promoting tour operators: IATO, TAAI, ASTA, WATA, PATA, FHRAI, UFTA, European and Indian Directive on Tour operation</p>

### Textbooks

1. Josef Woodman: Patients Beyond Borders, A Healthy Travel Publication – Czech Republic
2. Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
3. Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.

### Reference Books:

1. Travel Agency & Tour Operations, Foster D;
2. Travel Agency and Tour Operation, JM Negi;
3. Travel Agency Management, M.N.Chand;
4. Tour operations and Tour Guiding, J.N. Negi.

**Online Resources:**

1. <https://www.quora.com/What-are-the-types-of-medical-tourism>
2. <https://www.medicaltourismassociation.com/en/medical-tourism-faq-s.html>
3. <https://www.quora.com/What-are-the-best-medical-tourism-companies-in-India>

**HEALTHCARE FINANCE (HF) – ELECTIVE - II**

Second Year – Semester – III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-2	PHF19DE 211	Security Analysis and Portfolio Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To acquaint the participant with the tools and techniques used in sound money management</li> <li>2. CO2 - To understand risk aversion and apply the principles to portfolio construction</li> <li>3. CO3 - To understand diversification and be able to create a well-diversified portfolio</li> <li>4. CO4 - To familiarize the students with the techniques involved in deciding upon purchase or sale of securities</li> <li>5. CO5 - To understand the empirical and theoretical implications of the financial environment and valuation techniques on optimal portfolio management.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• measure risk and performance in the context of an efficient portfolio and make asset allocation decisions</li> <li>• become a good investment analyst</li> <li>• analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.</li> <li>• construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.</li> <li>• characterize the implications of the market efficiency evidence on active portfolio management</li> </ul>

<b>UNIT 1</b>	<b>Introduction to Portfolio Management: Investment Policy Statement</b> Investment Overview Individual Investor Life Cycle Types of Investment Investment alternatives Risk & Return concepts
<b>UNIT 2</b>	<b>Securities Markets</b> Financial Market - Segments – Types - Participants in financial Market Regulatory Environment, Primary Market Methods of floating new issues, Book building Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and

	Regulations of stock exchanges – Trading system in stock exchanges –SEBI.
<b>UNIT 3</b>	<b>Asset Classes, Risk Premia, and Asset Allocation</b> Asset Allocation Decision Institutional client objectives and preferences Individual/Private client objectives and preferences Basic Asset Allocation Techniques (mean variance; passive approach) Advanced Asset Allocation Techniques (alpha strategies; active approach)
<b>UNIT 4</b>	<b>Asset Selection: Equity, Fixed Income Investments</b> Equity Asset Class Characteristics Equity Portfolio Risk Fixed Income Asset Class Characteristics. Roles of Duration, Convexity Fixed Income Portfolio Value Distributions Balance Sheet Valuation Dividend Discount Model Earnings Multiplier Approach
<b>UNIT 5</b>	<b>Fundamental Analysis – Underlying Value</b> Macro Economic Analysis Industry analysis Company Analysis Estimating Intrinsic Value Technical Analysis Equity Portfolio Management Strategies Passive versus Active Management Value versus Growth Investing
<b>UNIT 6</b>	<b>Bonds : Regular Income</b> Basic Features Price & Yield Bond Duration Bond Price Volatility Term Structure of Interest Rates Bond Portfolio Management Strategies
<b>UNIT 7</b>	<b>Portfolio Management</b> Asset Management Industry Investment Companies Portfolio Strategy Portfolio Revision Portfolio Evaluation Portfolio performance measures Requisites for a Portfolio Manager Capital Asset Pricing model Mutual Funds

**Textbooks**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.

**Reference Books**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

**Online Resources:**

1. [http://ebooks.lpude.in/commerce/mcom/term\\_3/DCOM504\\_DMGT511\\_SECURITY\\_ANALYSIS\\_AND\\_PORTFOLIO\\_MANAGEMENT.pdf](http://ebooks.lpude.in/commerce/mcom/term_3/DCOM504_DMGT511_SECURITY_ANALYSIS_AND_PORTFOLIO_MANAGEMENT.pdf)
2. [http://164.100.133.129:81/econtent/Uploads/Security\\_Analysis\\_&\\_Portfolio\\_Management.pdf](http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf)

**HEALTHCARE FINANCE (HF) – ELECTIVE - III**

Second Year – Semester – III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-3	PHF19DE213	Financial System and Markets in healthcare	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To familiarize the students with the basic knowledge about the Finance concepts, markets and various services provided in those markets.</li> <li>2. CO2 - To provide adequate information about the roles of intermediaries and its regulating bodies</li> <li>3. CO3 - To give information about the prevailing financial system in India.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• understand the role and function of the financial system in reference to the macro economy.</li> <li>• demonstrate an awareness of the current structure and regulation of the Indian financial services sector.</li> <li>• evaluate and create strategies to promote financial products and services.</li> </ul>

<b>UNIT 1</b>	<b>Introduction and overview of Financial system</b> Financial System and its Components – financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system
<b>UNIT 2</b>	<b>Structure of Financial System</b> Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI –Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms
<b>UNIT 3</b>	<b>Money Market and forex market</b> Money market – functions, organisation and instruments. Role of central bank in money market. Debt and Fixed Income Securities Market including bond market. Forex Market: An overview.
<b>UNIT 4</b>	<b>Financial Institutions</b> Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) –Life and non-life insurance companies in

	India. Non-banking financial companies (NBFCs); Micro-finance organisations; Regional Rural Banks.
<b>UNIT 5</b>	<b>Mutual Funds</b> Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India, Debt Securitisation – Concept and Application – De-mat Services - need and Operations-role of NSDL and CSDL
<b>UNIT 6</b>	<b>Overview of financial services industry</b> Merchant banking – pre and post issue management, underwriting; Brokers and Sub-brokers; Fund-based and fee-based services; Venture capital finance; Factoring services, Investment Banking; Credit rating; Financial counselling; Syndicate loans; Lease Financing; Restructuring and Corporate Advisory Services by Investment Banking.
<b>UNIT 7</b>	<b>Derivative Markets</b> Concept and Functions of Derivative Markets; Participants of Derivative Markets; Different types of financial derivative instruments in India – Forwards, Futures, Options, Swaps and Swaptions.

**Textbooks**

1. Clifford Gomez, "Financial Markets, Institutions and Financial Services", PHI, Eastern Economy Edition.
2. L M Bhole, and JitendraMahakud. Financial Institution and Markets, McGraw-Hill Education

**Reference Books**

1. M Y Khan, "Financial Services", TMH, 7th edition
2. Ravi M. Kishore, "Financial Management", Taxmann's, 6th edition.
3. Bhole. L.M. and Jitendra Mahakud "Financial Institutions & Markets – Structure, Growth & Innovations", TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5th edition.

**Online Resources:**

1. [https://kamayanti.files.wordpress.com/2016/09/the-mcgraw-hill\\_irwin-series-in-finance-insurance-and-real-estate-anthony-saunders-marcia-millon-cornett-financial-markets-and-institutions-mcgraw-hill-education-2011.pdf](https://kamayanti.files.wordpress.com/2016/09/the-mcgraw-hill_irwin-series-in-finance-insurance-and-real-estate-anthony-saunders-marcia-millon-cornett-financial-markets-and-institutions-mcgraw-hill-education-2011.pdf)
2. <http://www.himpub.com/documents/Chapter1321.pdf>

**HEALTHCARE QUALITY – ELCETIVE – II**

Second Year – Semester – III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-2	PHQ19DE 211	Healthcare Accreditation and laws	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ul style="list-style-type: none"> <li>• CO1 - To orient about accreditation policies</li> <li>• CO2 - To introduce availability of various accreditation policies</li> <li>• CO3 - To impart procedure of accrediting a hospital</li> <li>• CO4 - To teach how to renew accreditation</li> </ul>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• The learner will be aware about accreditation procedure</li> <li>• The learner will gain knowledge on how to choose accreditation policy for an organization</li> <li>• The learner will be able to design Standard Operating Protocols for their</li> </ul>

of a hospital	respective departments <ul style="list-style-type: none"> <li>The learner will be updated with recent standards in the industry</li> </ul>
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<b>UNIT 1</b>	<b>INTRODUCTION</b> Introduction – Evolutions – Benefits - Accreditation for institutions – Accreditation for educational institutions – Accreditation for hospitals
<b>UNIT 2</b>	<b>ACCREDITATION FOR HEALTHCARE INSTITUTIONS</b> Accreditation Policies – Procedures – QCI – Organization Structure – Governing Body
<b>UNIT 3</b>	<b>STATE ACCREDITATION POLICIES</b> Role of State Government – Policies and Procedures – History – Initiatives in Indian states
<b>UNIT 4</b>	<b>NATIONAL ACCREDITATION POLICIES</b> NABH – AAC – COP –MOM- PRE – HIC – CQI – ROM – FMS – HRM – IMS. Standards and Objective Elements – Benefits to service providers – Benefits to customers – How to become an assessor? – Accreditation process
<b>UNIT 5</b>	<b>INTERNATIONAL ACCREDITATION PROCEDURES</b> JCI - History – ISQua – Ambulance services – Laboratory – Critical Care – Clinics – Dental Clinics – Diagnostic Services – Alternate Medicine
<b>UNIT 6</b>	<b>HEALTHCARE LAWS</b> Medical Termination of pregnancy (MTP) Act – Pre-conception - Pre-natal Diagnostic Technique Act (PCPNDT) – Consumer Protection Act (COPRA) – Organ Transplantation Act – Mental Health Act.
<b>UNIT 7</b>	<b>LAWS RELATED TO PHARMACY</b> Pharmacy law, Food and Drugs Act – Drug price control order – Drugs and cosmetics Act – clinical trials – product launch.

### Textbooks

- 1 A.F. Al-Assaf, MD, June A. Schemele, CRC Press
- 2 Sharon and Myers, "Patient Safety and Hospital Accreditation – A model for ensuring success", Springer Publishing Company, 2012 Edition
- 3 NABH recent Manual (4<sup>th</sup> Edition)
- 4 JCI recent Manual (2019 Standards)

### Reference Books

- 1 Russell L. colling, "HOSPITAL AND HEALTHCARE SECURITY", Fourth Edition

### Online Resources:

1. <https://www.jointcommissioninternational.org/store/publications-1/books-and-e-books/>
2. <https://www.nabh.co/>
3. <https://www.isqua.org/>
4. <https://www.qcin.org/>



**HEALTHCARE QUALITY – ELCETIVE - III****Second Year – Semester – III**

<b>COURSE NUMBER</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL HOURS</b>
<b>DE-3</b>	<b>PHQ19DE213</b>	<b>Innovation and Design Thinking</b>	<b>3</b>	<b>-</b>		<b>3</b>	<b>45</b>

<b>OBJECTIVES</b>	<b>LEARNING OUTCOMES</b>
<p>1.CO1 - Introduce students to a new approach— design thinking—that enhances innovation activities in terms of market impact, value creation, and speed.</p> <p>2.CO2 - Expand students' thinking about design and innovation beyond the design and development of new Products to other fundamental sources of value creation.</p> <p>3.CO3 - Strengthen students' individual and collaborative capabilities to identify customer needs, create sound Concept hypotheses, collect appropriate data, and develop a prototype that allows for meaningful feedback in a real-world environment.</p> <p>4.CO4 - Teach students to translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations.</p>	<p>1.The learners will be able to think and enhance innovation activities in terms of market impact, value creation and speed.</p> <p>2.Students' will be able to think about design and innovation beyond the design and development of new Products.</p> <p>3.Students will be able to identify customer needs, create sound Concept hypotheses, collect appropriate data, and develop a prototype that allows for meaningful feedback in a real-world environment.</p> <p>4.Teach students to translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations.</p>

<b>UNIT 1</b>	Why Design Thinking and The Design Process provides context and an introduction to key concepts, terminology, and structure for the course.
<b>UNIT 2</b>	Scoping, The Design Brief and Visualization introduces ways to clarify the scope of a project and its intent, questions to explore, target stakeholders, and establishes the importance of pictures and storytelling in the overall process.
<b>UNIT 3</b>	Fundamentals of Ethnography and Identifying Insights review how to observe users in their “natural habitat” and efficiently extract useful patterns from collected data.
<b>UNIT 4</b>	Establishing Design Criteria and Brainstorming shows how to develop a succinct expression of the ideal end state of a project, and deliberately generate many fresh alternatives to the status quo.
<b>UNIT 5</b>	Concept Development and The Napkin Pitch details how to choose the best ideas, assemble them into detailed solutions, and rationally evaluate them, as well introduce a simple, consistent format for summarizing and communicating new concepts.
<b>UNIT 6</b>	Assumptions Testing and Prototyping introduces a tool for surfacing key assumptions underlying the attractiveness of a new concept and using data to assess the likelihood that they are true, as well as ways to create visual manifestations of concepts.
<b>UNIT 7</b>	Co-Creation, Learning Launches, and “So What?” highlights ways to engage stakeholders in the development of new concepts, conduct experiments in the world quickly and inexpensively, and lead innovation in organizations

**Text Books**

1. Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)
2. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, The Designing for Growth Field Book: A Step-by-Step Project Guide (Columbia University Press, 2014)

**REFERENCES:**

1. Tom Kelly, *The Art of Innovation: Lessons in Creativity From IDEO, America's Leading Design Firm* (Profile Books, 2002)
2. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation* (HarperBusiness, 2009)
3. Jeff Dyer, Hal Gregersen, Clayton Christensen, *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators* (Harvard Business Review Press, 2009)
4. Roger Martin, *The Design of Business: Why Design Thinking Is The Next Competitive Advantage* (Harvard Business Review Press, 2009)
5. Alexander Osterwalder and Yves Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (John Wiley and Sons, 2010)
6. Nigel Cross, *Design Thinking: Understanding How Designers Think and Work* (Bloomsbury Academic, 2011)

**Online Resources**

1. Human-Centered Design Toolkit (IDEO); <https://www.ideo.com/post/design-kit>
2. Design Thinking Boot Camp Bootleg (Stanford D-School); <https://dschool.stanford.edu/resources/the-bootcamp-bootleg>
3. Collective Action Toolkit (frogdesign); [https://www.frogdesign.com/wpcontent/uploads/2016/03/CAT\\_2.0\\_English.pdf](https://www.frogdesign.com/wpcontent/uploads/2016/03/CAT_2.0_English.pdf)
4. Design Thinking for Educators (IDEO); <https://designthinkingforeducators.com/>

**HEALTHCARE HR – ELECTIVE -II**

Second Year – Semester – III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-2	PHR 19DE211	HR Analytics	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To make students understand the business challenges and analytics domain.</li> <li>2. CO2 - To familiarize students with the processes needed in developing, reporting, and analyzing HR data.</li> <li>3. CO3 - To equip students with the skills to use predictive analytics.</li> <li>4. CO4 - To make students reflect on usage and limitation of HR analytics</li> </ol>	<p>At the end of the course the student will be:</p> <ul style="list-style-type: none"> <li>• Able to understand the use of HR analytics in solving business problems.</li> <li>• Equipped to Develop, report, and analyze HR data.</li> <li>• Able to learn how to make the impact with HR data.</li> <li>• Able to learn business cases and apply problem solving</li> </ul>

<b>UNIT 1</b>	Introduction to HR Analytics and its importance, define business challenges and understand the analytics domain
<b>UNIT 2</b>	Understanding the Bell curve and normally distributed data in HRM - Nature of normally distributed data in HRM, analyzing normally distributed data and taking appropriate decisions based on the distribution.
<b>UNIT 3</b>	Analysis of data and decision making – basic analysis and taking decisions,

	communicating findings
<b>UNIT 4</b>	Employee surveys - confidence intervals in employee surveys, sample sizes for employee surveys of attitude, performance, and turnover.
<b>UNIT 5</b>	Predictive analytics - analyzing the relation between variables, using simple and multiple regression as a forecasting tool.
<b>UNIT 6</b>	Determinants of model – understand key determinants of model , modeling qualitative information in regression models
<b>UNIT 7</b>	Modeling of information – reflection on HR analytics, ethics , usage and limitations

**Textbooks**

1. The Practical Guide to HR Analytics by Shona D.Water , Valerie N.Streets, Lindsay A.McFarlane , Racheal Johnson Murray 2018 SHRM
2. Predictive HR Analytics – mastering the HR metric by Martin R Edwards & Kirsten Edwards 2016 Kogan Page Limited

**Reference Books**

3. Winning on HR Analytics: Leveraging Data for Competitive Advantage by Ramesh Soundararajan, Kuldeep Singh 2016, SAGE

**Online Resources:**

1. Competing on analytics, Strategy and Execution, magazine article by Thomas H Davenport, HBR.
2. [Which Countries Are Leading the Data Economy?](#), [Global Strategy](#) digital article ,Ajay Bhalla, HBR.

**HEALTHCARE HR – ELECTIVE - III**

Second Year – III Semester							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
<b>DE-3</b>	<b>PHR 19DE213</b>	<b>Training and Development</b>	3	-	-	<b>3</b>	<b>45</b>

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To make the students comprehend the objectives of training and development.</li> <li>2. CO2 - To impart the basics of process of training.</li> <li>3. CO3 - To make them familiarize about various issues relating to design and delivery of training programme.</li> <li>4. CO4 - To make them aware about training and development methods followed in an organization</li> </ol>	<p>At the end of the course the student will be:</p> <ul style="list-style-type: none"> <li>• Equipped with knowledge in Training – learning process.</li> <li>• Able to analyze the training needs of an organization.</li> <li>• Equipped to assess, design, access and implement various methods of training.</li> <li>• Evaluate the value of the training once completed from the individual employee and the organization's viewpoint</li> </ul>

<b>UNIT 1</b>	Scope and cost of human resource development - a systems model to training- strategy and HRD- Building employee commitment; orientation and socialization.
<b>UNIT 2</b>	Need assessment - purpose and methods of need assessment- three levels of need assessment- identifying training objectives.
<b>UNIT 3</b>	Training phase - learning principles -training methods - management development

	programmes - new employee orientation.
<b>UNIT 4</b>	Evaluation phase - evaluation levels and purposes - evaluation designs - using evaluation to improve training - utility of training programmes - benchmarking HRD.
<b>UNIT 5</b>	Human resources development in the future - small business applications - training for special purposes - global HRM training
<b>UNIT 6</b>	Training – Learning with technology and beyond – Learning with technology making it work – Blended learning
<b>UNIT 7</b>	Developing effective hospital training and development programs - Healthcare leaders – culture of development

**Textbooks**

1. Gary Dessler, Biju Varkkey Human Resource Management, 15th edition (2017) Pearson
2. Telling Ain't Training, 2nd edition: Updated, Expanded, Enhanced (2011) , the American Society for Training and development

**Reference Books**

3. Employee Training and Development (2017), Raymond Noe , Amitabh DeoKodwani
4. Fisher, Schoenfeldt and Shaw, Human Resource Management, 4th edition, Houghton Mifflin Co., New York, 2002

**Online Resources:**

1. Becker's Hospital review : <https://www.beckershospitalreview.com> - 7 best practices for hospitals training and development program

Second year SEMESTER – III							
Course Number	Course Code	Course Title	L	CT/CR	P	C	Total Hours
CR-2	PHM 19CR 252	Hands on posting - II	-	-	135	3	135

22.5days x 6 hours = 135Hours (1 credit =45 hours)

**OBJECTIVES:**

1. The objective of Hands-on posting-II training is to gain insights into the administrative and functional aspects in a hospital.
2. It is firmly believed that learning will be more meaningful only when the students study in the practical situation through Hands-on posting-II training.
3. Students are expected to have exposure in a hospital and cover various departments. They are required to interact with employees working in various departments, make an independent observation, note the practices, situations, issues of concern, and also identify major aspects of good practices in hospitals.

**Students will undergo training in the following departments during the III Semester -**  
(Report Format refer PHM 15CR 152 – Hands-on posting-I)

**Total Number of Days – 22.5 days (6 hours per day)**

- 1) Health Insurance – (2 days)

- 2) International Patient Services – (2 days) – 2 Batch
- 3) Telemedicine (2 days) – 2 Batch
- 4) Purchase Department – (2 days)
- 5) Security Department – (2 days)
- 6) Human Resource Department – (1 day)
- 7) Central Stores Department – (2 days)
- 8) Media and Public relations Department - (1day ) – 1 Batch
- 9) Electronic Data Processing (EDP) & HIS - (2 days)
- 10) Marketing Department – (1 day)
- 11) Finance Department – (1 day)
- 12) Hospital Engineering services (Plumbing, Electricity, Civil, A/C, Lifts) ,Hospital manifold - (2 days)
- 13) Quality Department – (2.5 days) ( Students will be oriented towards the pathways/process and quality aspects in various departments of the hospital)

**NOTE: Format for Report Submission & Format for Evaluation of Training II (Refer Semester II – Hands-on posting Training I)**

Second Year – Semester III							
Course Number	Course Code	Course Title	CT/CR		P	C	Total Hours
			L				
CR-3	PHM 19CR 254	Summer Internship	-	-	270	6	270
(1 credit = 45 hours) July month (34 days x 8 hours = 272 hrs)							

OBJECTIVES	LEARNING OUTCOMES
The students will learn the course with the following objectives in mind:	On completion of the summer internship, the students will be able to:
<ol style="list-style-type: none"> <li>1. CO1 – Apply business concepts and theories to real-world decision-making</li> <li>2. CO2 - Increase proficiency in specific business disciplines; such as human resources management, operations management, marketing, and finance</li> <li>3. CO3 – Develop and improve</li> </ol>	<ol style="list-style-type: none"> <li>1. Learn the real-world applications and decision-making.</li> <li>2. Meet professional role models and potential mentors who can provide guidance, feedback, and support.</li> <li>3. Expand network of professional relationships and contacts.</li> <li>4. Develop a solid work ethic and professional demeanour, as well as a commitment to ethical conduct and</li> </ol>

<p>business skills in communication, technology, quantitative reasoning, and teamwork.</p> <p>4. CO4 - Observe and participate in business operations and decision-making.</p>	<p>social responsibility.</p>
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## INTRODUCTION

An internships on-the-job training for many professional jobs, similar to an apprenticeship, more often taken up by college and university students during his undergraduate or master degree in their free time to supplement their formal education and expose them to the world of work. Internships offer various occasion to interns during internship programs to expand familiarity in their choose area of work , to find out what they have an importance in an exacting in specific line of business, develop professional network links, build interpersonal skill or get some credit points if it's a "sandwich course" they are in.

Employers too benefit from an internship arrangement as it gives access to interns with some skills to execute relevant tasks for the employer. Many interns end up with permanent service with the same organisation in which they are interned. Their worth to the organisation may be greater than before by the fact that they require modest or less training.

An internship may be compensated, non-compensated or some time to some extent paid. Paid internships is usually the norm in fields like medical and health science, engineering, laws and politics, business, graphic design accounting, banking and finance, information technology, media, journalisms, hospital and tourisms where as unpaid Internships are common.

### **SUMMER INTERNSHIP FORMAT FOR REPORT SUBMISSION MBA (Hospital and Health System Management)**

1. Title Page
2. Acknowledgements
3. List of Contents
4. Company Profile:
  - a. Brief history (Evolution)
  - b. Departments
  - c. Organization Structure
  - d. Number of employees
  - e. Vision, Mission and Quality Policy
  - f. Awards Received
  - g. Products / Services
5. Functions of the Department

- a. Major Function
  - b. Support to other Departments
6. Process of the Department
  7. Critical analysis of the theoretical concepts relating to practical experiences
  8. SWOT Analysis
  9. Conclusions & recommendations for improvement
  10. References & Sources used
  11. Annexures

**Note:** The report should be 1.5 space typed in Times New Roman with 12 font size on A4 size, with bold headings & sub-headings, with margins set as top, bottom & right 1 inch whereas left 1.5 inch. These typed pages should be hard board binding in black colour consisting of not less than 30 pages.

**Major headings under which observations have to be made and reported in the sections and departments which have to be compulsorily covered**

(Note: This list is only indicative. Depending upon the realities; students may identify additional areas and record their study outcomes)

**1. Core values**

Identify the objectives and core values of the departments through discussions with administrator or superintendents or departmental heads and explain how the structure, system, skills, staffing are interlinked to achieve the stated objectives. The view points of departmental head as also of other employees may be collected.

**2. Location and Work Place Layout**

Location, general upkeep of the department should be noted. Make a study of the workplace layout and the viewpoints of the employees and identify the scope for improvement. Discuss your findings with the authorities concerned and make an independent analysis of the situation.

**3. Work Method**

Existing policies and procedures.

**4. Reporting Structure of the Department**

(To be depicted in the form of the organizational chart)

You may identify the strengths and shortcomings of this structure (as per the employee) Based on the inputs you have received and suggest improvements.

**5. Flow chart of activities and their relations within a given function.**

- Identify the various activities and functions and draw a flow chart of the same. You are required to detail the activities, working, methods, criticality of the functions, general functioning and related aspects.
- Identify opportunities for improvements and how improvements can be brought about. Issues of concern from employees" viewpoint (to be brought out through discussion with employees)
- Issues of concern from managements" viewpoint (to be brought out through discussion with management/HODs, Administrator/Doctors etc).

#### **6. Administrative and functional Aspects( in continuation with previous point)**

Identify administrative and functional aspects of the working of the departments or section and record your observation from the view point of system, processes and improvements (if any)

#### **7. Internal and External Customers**

List the various activities and their importance in delivering services to both internal (internal to the organization like medical staff, billing, paramedical staff, etc) and external (patients, their care takers employee of patients if applicable, insurance companies etc) customers.

#### **8. Linkages with other functional Aspects**

Identify the working linkage between the department / function under study with the various other departments or function in the hospital. Analysis may include strengths, shortcomings and opportunities for improvements.

#### **9. Equipments List**

Classify and list the various equipments, tools, protective gears and other aids used in various work stations .Identify the investments, operating expenses (if available ) purpose of use; care to be taken in using ,maintenance and calibration procedure for recording results of investigation related medical records managements ,use of information technology, disposal of consumables and waste.

#### **10. Work place safety and capacity building**

Identify various procedures followed for ensuring safety of personnel as also of the environment. Make an inventory of training needs of employees training given in the past and options available to the management for capacity building of employees.

#### **11. Listing of the terminologies used and their meanings**

#### **12. Observations and analysis against management principles and concepts**

- o Major concepts/Major principles
- o Actual practice
- o Analysis with respect to concept/management principle.
- o Learning outcome.



Second Year – Semester – IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-20	PHM19CT202	Cross-cultural Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - The aim of the course is to help the students acquire a global perspective on management in terms of cross-cultural understanding and adaptation.</li> <li>CO2 - Specifically it will seek to promote a broad awareness in the students of the tasks for management in cross-cultural settings and contexts and of what it takes to achieve success in managing those tasks and functioning effectively as managers</li> <li>CO3 - To provide an overview about cross-cultural management and Expatriates assignments.</li> </ol>	<p>At the end of the course:</p> <ul style="list-style-type: none"> <li>Students will be equipped with knowledge in understanding and appreciating intercultural differences, cross-cultural negotiations that promotes clearer communication, strengthens interpersonal relationships and contributes to business success.</li> <li>Students are expected to be familiar about leadership in cross-cultural management.</li> <li>Able to make them comprehend culture shock and methods of cultural adjustment.</li> </ul>

<b>UNIT 1</b>	<p>Role of Culture, Cultural Diversity, Hofstede's Cultural Dimension, Trompenaars' Cultural Dimensions, Country Clusters, The GLOBE Project, Comparison of Countries-India, USA, China, Japan,</p> <p>1- Chapter 4, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>
<b>UNIT 2</b>	<p>Role of Culture; Perceptions, interpretations, and attitudes across cultures; Similarities and Differences across cultures.</p> <p>1- Chapter 5, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>
<b>UNIT 3</b>	<p>Organizational Cultures in MNCs; Family culture, Eiffel Tower, Guided Missile and Incubator, Managing Multiculturalism and Diversity; Advantages and Disadvantages of Diversity.</p> <p>1- Chapter 6, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>
<b>UNIT 4</b>	<p>Cross-Cultural communication-Kinesics, Proxemics, Chronemics, Chromatics Cross – Cultural Negotiations Negotiation Tactics; Bargaining Behaviour; Managing Cross-Cultural Negotiations</p> <p>1- Chapter 11, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p> <p>2- Case Study: Cross-Cultural Conflicts In the Corning-Vitro Joint Venture</p>

<b>UNIT 5</b>	<p>Motivation across Cultures, Maslow Theory, Herzberg Theory, Equity Theory, Goal-Setting Theory, Expectancy Theory, Work Centrality, Reward Systems.</p> <p>Leadership Across Cultures, Leadership Behaviours and Styles, Japanese Leadership Approaches, Leadership in China.</p> <p>1- Chapter 12, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p> <p>2- Chapter 13, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>
<b>UNIT 6</b>	<p>Human Resource Selection and Development across Cultures-Selection Procedures, Compensation, Repatriation</p> <p>1- Chapter 14, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>
<b>UNIT 7</b>	<p>Labour Relations in the International Arena Comparative Studies of Management Systems, Practices and Styles of: India and China.</p> <p>1- Chapter 15, International Management – Culture, Strategy, and Behaviour by Hodgetts, Luthans, Doh, Sixth Edition, Tata McGraw-Hill.</p>

## Textbooks

1. The Blackwell handbook of cross-cultural management. (2002) Gannon, M.& Newman, K. L. (eds.) Oxford, UK: Blackwell.
2. Earley, P. C. & Gibson, C. B. (2002). Multinational work teams: A new perspective. Mahwah, NJ: Lawrence Erlbaum.

## Reference Books

1. Hall, E. T. Beyond culture. Garden City: Anchor Press. Doubleday. 1981.
2. Hofstede, G. (2003) Cultures and organizations: Intercultural cooperation and its importance for survival. London. Profile books.
3. Manab Thakur, Gene E Burton, B N Srivastava. (2001) International management. Concepts and cases. New Dehli: Tata McGraw-Hill Publishing Company.

## Online Resources:

1. E-Book: Cross-Cultural Management , Veronica Velo
2. E-Journal: International Journal of Cross Cultural Management

Second Year - Semester – IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
CT-21	PHM 19CT204	Ethics and Social Responsibility	3	-	-	3	45

Objectives	Learning outcomes
<ol style="list-style-type: none"> <li>1. CO1 - To expose students to ethical issues with special emphasis on ethical dilemmas in corporate world.</li> <li>2. CO2 - To sensitize students to evaluating and</li> </ol>	<p><b>After the completion of the course, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• The learners will understand and recognize the difference between legal and ethical</li> </ul>

<p>applying societal values and culture.</p> <p>3. CO3 - To expose students to international frameworks, initiatives and principles that guide and support businesses in behaving responsibly.</p> <p>4. CO4 - To promote among students a holistic view of business and its impact on society, environment and economy (triple bottom line).</p> <p>5. CO5 - To develop the capacity of decision making with due emphasis on ethics in the organizational context</p>	<p>compliances</p> <ul style="list-style-type: none"> <li>The learners recognize and resolve ethical issues in business</li> <li>The learners run business in ethical manner</li> <li>The learners reflect on and critically examine their own values and the importance of the ethical dimension in business and workplace decision making; and,</li> <li>The learners confidently apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and written forms these, using the concepts, logic and rhetorical conventions of business ethics.</li> </ul>
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<b>UNIT 1</b>	<b>Introduction to Corporate Governance:</b> Evolution, Governance practices and regulation
<b>UNIT 2</b>	<b>Structure and development of boards:</b> Roles and responsibilities of board, Role of capital market and government, governance ratings; Future of governance – Innovative practices
<b>UNIT 3</b>	<b>Developing Ethical Culture in Hospitals and Health System Management:</b> Importance of Business Ethics, Developing and Organizational and Global Ethical Culture & Benefits of Business Ethics; Ethical Myths
<b>UNIT 4</b>	<b>Ethical Issues and Institutionalization of Business Ethics:</b> Ethical Issues in Marketing, Finance, HR & Advertising
<b>UNIT 5</b>	<b>Ethical Decision Making and Ethical Leadership:</b> Business Ethics in Global Economy, Developing an Effective Ethical Program, Managing and Controlling Ethics Program
<b>UNIT 6</b>	<b>Medical Ethics:</b> Medical Jurisprudence, Medical Etiquette, Medical Council of India and its regulations (Code of Medical Ethics), Patient Rights and Responsibilities, Licenses and certificates required for a hospital, Laws related to medical practice with recent amendments
<b>UNIT 7</b>	<b>Corporate Social Responsibility in Hospitals and Health System Management:</b> Stakeholders Relationship, Need for CSR, Corporate citizenship; Strategies for CSR, Challenges and implementation

## TEXT BOOKS:

1. Textbook of Forensic Medicine & Toxicology, V.V.Pillay.
2. Business Ethics by Ferrell, Fraedrich and Ferrell, 9<sup>th</sup> Edition, Cengage publishers.

## REFERENCE BOOKS:

1. Cases in Business Ethics by Marianne M Jennings, Cengage publishers
2. Business Ethics by Crane, Andrew and Dirk Matten, Oxford publishers

**HEALTHCARE FINANCE (HF) – ELECTIVE - IV**

Second Year – Semester – IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-4	PHF19DE 206	Entrepreneurial Finance	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ul style="list-style-type: none"> <li>to enhance students' understanding of the</li> </ul>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>describe and analyze the suitability of different</li> </ul>

<p>dynamic challenges faced by entrepreneurial ventures in securing financial backing to support future growth and development.</p> <ul style="list-style-type: none"> <li>• To examines the corporate finance issues confronting entrepreneurial firms. The primary areas of study for the course are: financial forecasting, identification and evaluation of real options, assessment of financial needs, and valuation.</li> <li>• to help managers make better investment and financing decisions in entrepreneurial settings.</li> </ul>	<p>financing and harvesting strategies for entrepreneurial firms.</p> <ul style="list-style-type: none"> <li>• explain the financial decision-making and valuation methods used for entrepreneurial firms, while comparing the different perspectives of the investor and the entrepreneur.</li> <li>• evaluate the differences in contractual features, i.e., diversification, information, expectations, and incentives, when structuring a deal between an investor and an entrepreneur.</li> </ul>
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<b>UNIT 1</b>	<b>INTRODUCTION</b> Entrepreneurial finance – meaning – steps in Project formulation, Feasibility report, Business Plan – meaning, needs and content – Factors contributing to successful implementation of Business Plan.
<b>UNIT 2</b>	<b>LEGAL DIMENSION</b> Forms of business and their taxation issues – overall view of important Acts having financial implication on business – Companies Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Provident Fund Act, Profession Tax Act, Payment of Gratuity Act, ESI Act, Workmen’s Compensation Act, Intellectual Property Rights – meaning and types – Developing IP strategy
<b>UNIT 3</b>	<b>PROJECT APPRAISAL,</b> Project appraisal methods – Payback Period, Accounting Rate of Return, Discounted cash flow techniques – Risk incorporation techniques, Methods of minimizing risks, Overrun analysis, Establishing priorities in capital allocation.
<b>UNIT 4</b>	<b>FINANCIAL PLANNING</b> Financial planning – Capital structure and Working capital – Methods of estimating costs, Estimating operating revenue and project cost, Errors in cost estimation, Projected Income statement and Balance Sheet,
<b>UNIT 5</b>	<b>FINANCIAL ANALYSIS</b> Financial analysis – Fund flow, Cash flow and Ratio analysis, Break even analysis, Leverages, Budget and Budgetary control – Adjustment for inflation, Social Cost Benefit (SCB) analysis – meaning, Difference between Financial and SCB analysis, Mechanism and criticism of SCB analysis.
<b>UNIT 6</b>	<b>FINANCING OF VENTURES</b> Different stages of financing – Seed, Expansion and Mezzanine – Sources of finance – Equity, Bootstrapping, Debentures, Angel funding, Venture capital and Lease financing, Bank loans – different types of fund-based and non fund-based facilities – Financial institutions funding, Financial assistance to women entrepreneurs, Financial incentives and facilities available to entrepreneurs.
<b>UNIT 7</b>	<b>MANAGING GROWTH AND FINANCIAL SICKNESS</b> - Venture life cycle, Growth sources, Growth strategies and their funding – Franchising, Licensing, Exporting, Joint Ventures, Mergers and Acquisitions, Leveraged Buyouts – Business Valuation – need and approaches, Going public through IPO, Steps involved in issuing IPO, Rating of IPOs, Symptoms and causes of sickness, Rehabilitation measures and Turnaround strategies.

**Textbooks**

1. Steven Rogers, "Entrepreneurial Finance", Tata McGraw Gill, New Delhi, 2011.
2. Gupta S.L. and Arun Mittal, "Entrepreneurship Development", International Book House Pvt. Ltd., New Delhi, 2011.

**Reference Books**

3. Arya Kumar, "Entrepreneurship", Pearson Education, New Delhi, 2012.
4. Gupta C.B. and Srinivasan N.P., "Entrepreneurship Development in India", Sultan Chand and Sons, New Delhi, 2010.
5. Philip J. Adelman, "Entrepreneurial Finance", Pearson Education, New Delhi, 6th edition, 2013.

**Online Resources:**

1. <https://ocw.mit.edu/courses/sloan-school-of-management/15-431-entrepreneurial-finance-spring-2011/lecture-notes/>

**HEALTHCARE FINANCE – ELECTIVE - V**

Second Year – Semester – IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-5	PHF19DE 208	Risk Management and Insurance	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organisation</li> <li>2. CO2 - To provide the students with a broad understanding of risk and insurance as a means to manage it.</li> <li>3. CO3 - To understand the insurance program appropriate for the income replacement needs of insured with differential circumstances.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• know the techniques involved in managing different types of risks</li> <li>• demonstrate a working knowledge of the language and procedures associated with risk management.</li> <li>• perform risk management review for individuals and organizations.</li> <li>• evaluate the use of insurance contracts in employee benefit programs.</li> </ul>

<b>UNIT 1</b>	<b>Introduction to Risk Management And Insurance</b> Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk- general structure of the insurance market
<b>UNIT 2</b>	<b>Risk Aversion &amp; Management Techniques</b> Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk
<b>UNIT 3</b>	<b>Risk Management Tools</b> Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.
<b>UNIT 4</b>	<b>Introduction To Insurance</b> General Insurance – Principles of general insurance – General Insurance Products (Fire,

	Motor, Health) principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance
<b>UNIT 5</b>	<b>Insurance Contracts</b> Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.
<b>UNIT 6</b>	<b>Insurance as a Risk Management Technique</b> Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage - meaning of 'Causa Proxima' in insurance claim settlement. Reinsurance in the insurance sector. Areas of the application of reinsurance.
<b>UNIT 7</b>	<b>Information Technology in Insurance</b> Application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas.

**Textbooks**

1. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.
3. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.

**Reference Books**

1. Stulz, Risk management and Derivatives, Cengage Learning, 2nd Edition, 2011.
2. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.
3. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India, 2010.
4. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 8th Edition, 2009.

**Online Resources:**

- <https://www.de250.com/Lecture%20Notes%20on%20Principles%20of%20Risk%20Management%20&%20Insurance.pdf>
- <https://www.griffithfoundation.org/uploads/Insurance-101-July-10-2013-Presentation.pdf>
- <https://www.scribd.com/document/386288616/principles-of-risk-management-and-insurance-13th-edition>

## HEALTHCARE QUALITY (HQ) – ELECTIVE - IV

Second Year – Semester – IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-4	PHQ19DE 206	Quality Assurance Framework in Hospitals	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>CO1 - The quality assurance in various departments(patient care and diagnostic Services)</li> <li>CO2 - To identify Patient Safety in Clinical Processes</li> <li>CO3 - To understand the importance of communication, empowerment, risk assessment in clinical governance</li> <li>CO4 - the importance of patient centric hospital</li> <li>CO5 - To know the importance of road map for implementing quality in system design.</li> </ol>	<p>At the end of the course the student will be able to</p> <ul style="list-style-type: none"> <li>Understand the quality assurance in various departments(patient care and diagnostic Services)</li> <li>Know the importance of communication, empowerment, risk assessment in clinical governance</li> <li>Know the importance of patient centric hospital</li> <li>know the importance of road map</li> </ul>

<b>UNIT 1</b>	<b>Quality Assurance Framework</b> <ul style="list-style-type: none"> <li>QA in Patient Care Services (admission to discharge &amp; beyond)</li> <li>QA in Diagnostic Services (Laboratory &amp; Imaging)</li> <li>QA in various settings of Patient care</li> </ul>
<b>UNIT 2</b>	<b>Patient Safety in Clinical Processes</b> <ul style="list-style-type: none"> <li>Patient Safety Management Program (PSMP)</li> <li>Infection Control Practices</li> <li>Preventing Medical &amp; Medication Errors, STGs</li> </ul>
<b>UNIT 3</b>	<b>Continuous Quality Improvement</b> <ul style="list-style-type: none"> <li>Monitoring Managerial Indicators</li> <li>Monitoring Clinical Indicators</li> <li>Complying Patient Rights and Measuring Patient Satisfaction</li> </ul>
<b>UNIT 4</b>	<b>Clinical Governance</b> <ul style="list-style-type: none"> <li>Leadership, Empowerment, Effective Communication</li> <li>Clinical Audits</li> <li>Risk assessment and its mitigation</li> </ul>
<b>UNIT 5</b>	<b>Facility Management</b> <ul style="list-style-type: none"> <li>Maintenance of Hospital Facilities including Bio-Medical equipment, HVAC</li> <li>Central Sterile Supply Department Regulatory requirements, AERB, Fire Safety, BMW and Safety codes.</li> </ul>
<b>UNIT 6</b>	<b>Patient Centric Hospitals</b> <ul style="list-style-type: none"> <li>Smart Hospitals through effective HIS</li> <li>Patient Friendly Hospitals</li> <li>Green &amp; Clean Hospitals</li> </ul>
<b>UNIT 7</b>	<b>Road Map to implement Quality/Accreditation</b>

	<ul style="list-style-type: none"> <li>• Gap analysis &amp; sensitizing various categories of staff</li> <li>• System design and documentation</li> <li>• Implementation and self-assessment</li> </ul>
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**Textbooks**

1. Quality audits for Improved Performance by Dennis R.Arter
2. An introduction to quality Assurance in Healthcare by Avedis Donabedian
3. Process quality control by Ellis R Ott & Edward G Schilling
4. Measuring quality Improvement in Healthcare: A Guide to statistical process control applications by Raymond G.Carey

**Reference Books**

- 1 Quality planning and Analysis by J M Juran and Frank M Gryna
- 2 Tools and strategies for Quality Improvement and patient Safety by Ronda G. Hughes
- 3 The quality tool box by Nancy R.Tague
- 4 The Healthcare quality book by Elizabeth R Ransom, Maulik S. Joshi and David B.Nash

## Online Resources:

- 1 [http://apps.searo.who.int/PDS\\_DOCS/B0110.pdf](http://apps.searo.who.int/PDS_DOCS/B0110.pdf)
- 2 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3088954/>
- 3 <http://applications.emro.who.int/dsaf/dsa231.pdf>
- 4 [https://c.ymcdn.com/sites/ahdionline.site-ym.com/resource/resmgr/WhitePapers/QA\\_Best\\_Practices.pdf](https://c.ymcdn.com/sites/ahdionline.site-ym.com/resource/resmgr/WhitePapers/QA_Best_Practices.pdf)

**HEALTHCARE QUALITY (HQ) – ELCTIVE – V**

Second Year – Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-5	PHQ19DE 208	Healthcare Governance and Technology	3	-	-	3	45

Objectives	Learning outcomes
This course is aimed at the following: <ul style="list-style-type: none"> <li>• CO1 - To orient students towards audit procedure in hospital</li> <li>• CO2 - To demonstrate the significance and documentation</li> <li>• CO3 - To sensitize students to periodical conduct of audit</li> <li>• CO4 - To expose students to report writing after audit</li> <li>• CO5 - To teach different mode of governance</li> </ul>	At the end of the course the student will be able <ul style="list-style-type: none"> <li>• To audit different clinical set up in various types of hospitals</li> <li>• To monitor the records and registers in a hospital</li> <li>• To organize audit meeting periodically</li> <li>• To generate reports and completing audit rounds</li> <li>• To monitor the key result areas of the hospital</li> </ul>

<b>UNIT 1</b>	GOVERNANCE Introduction – Governance, Risk and Assurance – Historical perspectives - Facilitating clinical governance in hospitals – Clinical governance committees – Strategies
<b>UNIT 2</b>	PERSONAL EFFECTIVENESS



	Understanding your personal purpose – Creating an inspiring personal vision – Creating a shared and empowering organizational vision – Putting things first – Urgent Matrix - Growing influence
<b>UNIT 3</b>	ATTRIBUTES OF GOVERNANCE Risk assessment and Mitigation – Patient Centeredness – Clinical Effectiveness – Communication – Giving effective feedback – Negotiation - Information Management – good governance practices
<b>UNIT 4</b>	AUDIT, BRANCHES OF AUDIT Definition – Types of audit – Components /Checklist – Process – Findings – Documentation – Report writing – Phases – Regulatory Requirements – Prerequisites of an audit - Hospital Audit – Administrative audit – Nursing audit – Performance audit – Maintenance/ House-keeping audit
<b>UNIT 5</b>	PLANNING PROCESS FOR INTRODUCTION OF TECHNOLOGY IN HEALTHCARE Healthcare Technology in developing countries – Planning and adopting appropriate Technology in Healthcare – Mechanism to ensure appropriate use of healthcare Technologies – Developing sources of information on hospital technology – Evaluation methods of health technology
<b>UNIT 6</b>	APPLICATION OF E-HEALTHCARE E-health technology – EMR – Medical Transcription – Telemedicine – e-procurement – e-prescribing.
<b>UNIT 7</b>	CONCEPTS AND ISSUES RELATED TO HEALTHCARE TECHNOLOGY (HCT) Introduction – Problems and constraints associated with HCT – application of technology in different healthcare units – diagnostic and therapeutic departments.

### Textbooks

- 1 Business Ethics by Ferrell, Fraedrich and Ferrell, 9<sup>th</sup> Edition, Cengage publishers.
- 2 “MEDICAL ETHICS” by CM Francis,, Jaypee – The Health Sciences Publisher
- 3 “LEGAL AND FORENSIC MEDICINE” edited by Roy G. Beran, Volume 3, Springer Reference, 2013
- 4 “ LEGAL ISSUES IN MEDICAL PRACTICE- Medicolegal Guidelines for Safe Practice” edited by V P Singh, The Health Sciences Publisher, First Edition – 2016
- 5 NABH recent Manual (4<sup>th</sup> Edition)

### Reference Books

1. **Cases in Business Ethics** by Marianne M Jennings, Cengage Publication
2. **Business Ethics** by Crane, Andrew and Dirk Matten, Oxford publishers.
3. **Business Ethics** by Daniel Albuquerque, Oxford publishers.
4. **Perspectives in Business Ethics**, Laura P Hartman, McGraw –Hill international
5. **Western Windows – Eastern Doors**, Subhash Sharma, New Age international Publishing

### Online Resources:

- 1 <http://ahpi.in/>
- 2 <https://www.nabh.co/>
- 3 <https://www.unido.org/>
- 4 <https://www.qcin.org/>

## HEALTHCARE HR (HR) – ELECTIVE - IV

Second Year – Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-4	PHR 19DE206	Compensation and Benefits Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To impart the basics of compensation concepts to students.</li> <li>2. CO2 - To provide the student with a thorough knowledge of Job Analysis, Job Description and Job Evaluation.</li> <li>3. CO3 - To enable the students to understand the Basic pay structure</li> <li>4. CO4 - To familiarize students about short term and long term incentives.</li> </ol>	<p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the compensation concepts.</li> <li>• Possess knowledge on Job Analysis, Job Description and Job Evaluation.</li> <li>• Know the basics of pay structure.</li> <li>• Understand the ways to strengthen pay-performance link.</li> </ul>

<b>UNIT 1</b>	<b>Compensation Concepts</b> Reward system- Compensation system dimensions- Non compensation system dimensions- compensation program – Determining rates of pay
<b>UNIT 2</b>	<b>Job Analysis</b> Preliminary Considerations-Planning a job analysis program-Collecting and Describing job data-Reviewing and revising job facts- Job Analysis Questionnaire – Job Analysis Interview-Job Analysis methodologies
<b>UNIT 3</b>	<b>Job Description</b> Planning, operations and control – Elements of job description –Information used in Describing jobs- Ways of Describing job facts-revising job description – using the computer
<b>UNIT 4</b>	<b>Job Evaluation</b> Job requirements and pay-job evaluation issues-Intra and inter occupational method of job classification-whole job ranking-Position classification-market pricing approach-maturity curve method-compensable factors
<b>UNIT 5</b>	<b>Base Pay Structure</b> Pay structure architecture- interlocking multiple pay structures-fan type pay structure-architectural design hints-pay sectors
<b>UNIT 6</b>	<b>Short term incentives</b> Premium and differentials, pay for unit produced, individual based bonus and awards, aggregating employees for incentive opportunities - organization wide short term incentives
<b>UNIT 7</b>	<b>Long term incentives</b> Designing a long term incentive and deferred compensation plan - Qualified deferred compensation arrangement - benefits and services

## Textbooks

1. Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education, 10<sup>th</sup> Edition.
2. Compensation planning, George T Mulkovich& Jerry Newmann, McGraw Hill Publication
3. Richard Thrope& Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi
4. Compensation Management, Dr.Mousumi S Bhattacharya, Dr.NilanjanSengupta, Excel Books.

**Reference Books**

1. DewakarGoel, Performance Appraisal and Compensation Management, PHI Learning, New Delhi, Second Edition.
2. Milkovich, G.T., and Newman, J.M. (2011). Compensation, 10th ed. (Boston: McGraw-Hill Irwin, Inc.)
3. Milkovich, G.T., Newman, J.M., and Milkovich, C. (2009). Cases in Compensation, 10th ed. (Homewood, IL: Irwin ).
4. Michael Armstrong & Helen Murlis, Hand Book of Reward Management, Crust Publishing House.

**Online Resources:**

1. How to Tie Executive Compensation to Sustainability , digital article by Seymour Burchman, HBR.
2. 7 Compensation Strategies for Cash-Strapped Startups digital article by Amelia Friedman, HBR.
3. Elon Musk’s Unusual Compensation Plan Isn’t Really About Compensation at all Executive digital article by George Serafeim, HBR.
4. Why Elon Musk’s Compensation Plan Wouldn’t Work for Most Executives digital article by Alex Edmans, HBR.

**HEALTHCARE HR (HR) – ELECTIVE - V**

Second Year – Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
DE-5	PHR 19DE208	Performance Management	3	-	-	3	45

Objectives	Learning outcomes
<p>This course is aimed at the following:</p> <ol style="list-style-type: none"> <li>1. CO1 - To provide an overview about performance appraisal and performance management systems.</li> <li>2. CO2 - To familiarize the students about design of performance management systems.</li> <li>3. CO3 - To enable the student to reduce biases in ratings.</li> <li>4. CO4 - To make them comprehend using performance management system data for HR decisions.</li> </ol>	<p>At the end of the course the student will be:</p> <ul style="list-style-type: none"> <li>• Equipped with knowledge in structuring of performance management systems.</li> <li>• Able to use performance analysis to develop individuals and organization development.</li> <li>• Able to make decisions based on performance management system data.</li> <li>• Evaluate the effectiveness of performance management systems</li> </ul>

<b>UNIT 1</b>	<b>Performance appraisal and Performance Management: An overview – Identification</b>
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	<b>of KRAs and KPAs - Evolution of Performance Management – Importance of performance management in hospitals</b>
<b>UNIT 2</b>	Defining and planning performance – Building competencies – Performance analysis for individual and healthcare sector development
<b>UNIT 3</b>	Reducing biases in ratings – Performance conversations and performance review discussions – Performance counseling
<b>UNIT 4</b>	Using performance management system data for HR decisions and performance improvements in healthcare – best practices in performance management
<b>UNIT 5</b>	360 degree feedback as performance management tool – methodology and ratings – Issues in performance management
<b>UNIT 6</b>	Managing motivation through Rewards and recognition – Best practices in health care organizations
<b>UNIT 7</b>	Facilitation of Performance Management System through Automation – Ethics in Performance management system.

### Textbooks

1. Performance Management: Towards Organizational effectiveness (2016) , T V Rao. Sage Publications India.
2. HBR Guide to Performance Management (2017). HBR Guide Series.

### Reference Books

1. The HR Scorecard : Linking people, Strategy and Performance (2001) Brian E. Becker, Dave Ulrich, Mark A. Huselid. Harvard Business School Press.
2. Employee Engagement Through Effective Performance Management: A Practical Guide for Managers ( 2018) Edward M Mone, Manuel London. Routledge

### Online Resources:

1. Effective practice guidelines : [www.shrm.org](http://www.shrm.org) – special reports and expert views on performance management

Course Number	Course Code	Second Year – IV Semester Course Title					Total Hours
			L	T	P	C	
RP-1	PHM19RP256	Dissertation	-	-	360	12	360

**(1 credit = 30 hours) 3 months (February – April) excluding holidays – 60days x 6 hours = 360 hrs (Ethical clearance – 10 days)**

### DISSERTATION

The aim of the dissertation is

CO1 - to provide an opportunity to improve the intellectual and personal development in the chosen field by undertaking a significant practical unit of activity,

CO2 - having an educational value at a level commensurate with the award of the degree.

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

#### Selecting the Dissertation Topic

The dissertation topic should be related to the field of specialization.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly. Few restrictions are placed on the choice of the topic. The topic should be:

- Relevant to business, defined broadly;
- Related to one or more of the subjects or areas of study within the core program and specialization stream;
- Clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

### **Planning the Dissertation**

This will entail the following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

### **The Dissertation plan or outline**

The dissertation plan is an outline and chapter wise description which should reflect the aims and objectives of the chosen topic.

- Faculty-guide will get an opportunity, about the topic at an early stage and make constructive comments and guide in the proper direction.
- The dissertation plan also provides a revision point in the development of the dissertation report in order to allow appropriate changes in the scope and gives proper direction of the work as it progresses.

### **Dissertation format**

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled:

### **Executive Summary**

- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, the student should give a list of all the references you have used. These should be cross - references with your text.

For articles from journals, the following details are required (Harvard Model) e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required: Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, the student should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

### **Guidelines**

1. All candidates registered to undergo M.B.A. (Hospital & Health Systems Management) shall be assigned a recognized guide. The topics assigned to the candidates will be intimated to the Controller of Examinations of this university.
2. All students shall do a dissertation during the Fourth semester in any organization.
3. Students will be allotted to recognized guide of MBA department who will monitor jointly with the external guide allotted by the organization concerned.
4. The dissertation will consist of data collection with analysis and interpretation applying statistical tools to arrive at some findings. No other option in lieu of dissertation will be accepted.
5. Each student will be evaluated based on project reviews, dissertation and Viva – Voce.
6. The dissertation shall be in a bound volume not exceeding 100 pages (double line spacing and typed one side only).
7. Three copies and (two DVD/CD) of dissertation shall be submitted 30 days prior to the commencement of the university examination on the prescribed date to the Controller of Examinations of this university.
8. Students are encouraged to write articles based on their study and present their observation and findings in the final presentation. Students will be guided to prepare and submit papers for publishing in journals. This is an opportunity to enhance their competence and thereby add value to their credentials.