

SELF ASSESSMENT REPORT

For

Master of Business Administration (Hospital & Health Systems Management)

Sri Ramachandra Faculty of Management Sciences



SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
(Category - I Deemed to be University) Porur, Chennai

Submitted to



OCTOBER, 2021

PRE-VISIT QUALIFIERS

1. Atleast 3 batches of Management programs should have graduated.
2. Atleast 20% of the faculty associated with the management program should have Ph.D. Degree averaged over two academic years i.e. Current Academic Year (CAY) and Current Academic Year Minus One (CAYMI).
3. Admissions in the program should be more than 60% of the sanctioned in take averaged for three academic years i.e. Current Academic Year (CAY), Current Academic Year Minus One (CAYMI) and Current Academic Year minus Two (CAYM2).
4. The institution should have atleast two Professor(s) or one Professor and one Associate Professor with Ph.D. qualification (on regular basis) for each Management Program being offered by the department/institution for two academic years i.e. Current Academic Year (CAY) and Current Academic Year Minus One (CAYMI).
5. Placement ratio (Placement + higher studies + Entrepreneurship) should be greater than 60% averaged over three academic years i.e. Current Academic Year minus one (CAYml), Current Academic Year minus Two (CAYM2) and Current Academic Year minus Three (CAYM3).
6. The Faculty Student Ratio in the programs under consideration should be less than or equal to1:25, averaged over three academic years i.e. Current Academic Year (CAY), Current Academic Year Minus One (CAYMI) and Current Academic Year minus Two (CAYM2).

Note: Academic year is defined as July to June.

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Part – A

Institutional Information

1. Name and Address of the Institution:

**SRI RAMACHANDRA FACULTY OF MANAGEMENT SCIENCES,
SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION &
RESEARCH (Deemed to be University)
NO.1, RAMACHANDRA NAGAR,
PORUR, CHENNAI – 600116**

2. Name and Address of the Affiliating University, if applicable:

3. Year of establishment of the Institution: 2001

4. Type of the Institution

Institute of National Importance

University

Deemed University

Autonomous

AICTE Approved PGDM Institution

Any others (please specify)

5. Ownership Status

Central Government	
State Government	
Trust	✓
Society	
Government Aided	
Section 25 Company	
Self-Financing	✓
Any others, Please Specify	

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6. Vision of the Institution:

To make the Sri Ramachandra Faculty of Management Sciences a potential global centre of excellence in education, healthcare, and research.

7. Mission of the Institution:

- To educate and develop individuals to be **professionally ethical and socially responsible**.
- To provide a culture of care and empathy committed to **Innovation** and adoption of new and cost-effective technology.
- To undertake **quality research, consultancy** and training programs.
- To **collaborate with stakeholders** for support and participation in its program in education, service, outreach and research.
- To strive for the **promotion of health and wholeness in individuals** and the community at large with special concern for the differently-abled and underprivileged.

8. Details of all the programs offered by the Institution

S.No	Name of the program to be considered	Year of start	Initial Intake	Increase in intake, if any(menti on the number of seats)	Year of increase	AICTE Approval	Accreditation Status*
1	M.B.A Hospital and Health Systems Management	2001	30	60	2019	F. No. Southern/1-4260191965/2019/EO A-dated.29 th April 2019 Permanent Id: 1-422478412 Application Id: 1-4260191965	Not Accredited Date of Visit and Year: 19,20,21 of August 2011

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9. Programs to be considered for Accreditation vide this application

S.No.	Program Name	Current Year Sanctioned Intake	Current Year admitted nos.
1.	MBA (Hospital and Health Systems Management)	60	59

10. Contact Information of the Head of the Institution and NBA coordinator, if designated:

- **NAME: Dr. Selvam Jesiah**
DESIGNATION: Professor & Principal
MOBILE NO: 9443677931
EMAIL ID: selvamjesiah@sriramachandra.edu.in

- **NBA COORDINATOR:**
NAME: Dr. A. Bhoomadevi
DESIGNATION: Associate Professor
MOBILE NO: 9884022001
EMAIL ID: bhoomadevi@sriramachandra.edu.in

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Part – B Criteria Summary

Name of the Program: MBA (Hospital and Health Systems Management)

Criteria No.	Criteria	Mark/Weightage
1	Vision, Mission & Program Educational Objectives	50
2	Governance, Leadership & Financial Resources	100
3	Program Outcomes & Course Outcomes	100
4	Curriculum & Learning Process	125
5	Student Quality and Performance	100
6	Faculty Attributes and Contributions	220
7	Industry & International Connect	130
8	Infrastructure	75
9	Alumni Performance and Connect	50
10	Continuous Improvement	50
	Total	1000

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CRITERION 1	Vision, Mission & Program Educational Objectives	50
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1.1 Vision and Mission Statements (5)

Sri Ramachandra Institute of Higher Education and Research (hereafter referred to as SRIHER) was established in the year 1985 as a part of Sri Ramachandra Education and Health Trust under the leadership of Shri.N.P.V Ramasamy Udayar. Since its inception, the institution grew to the status of “Deemed to be University” in September 1994 under Section 3 of the University Grants Commission Act, 1956. It has 12 Faculties (Faculty of Medicine, Dentistry, Pharmacy, Physiotherapy, Nursing, Allied Health Sciences, Management Sciences, Public Health, Biomedical Sciences, Technology and Research, Clinical Research, Sports and Exercise Sciences and Engineering and Technology. Sri Ramachandra Medical Centre (SRMC) and Sri Ramachandra Hospital (SRH) with 2339 beds and the state of art infrastructure act as the fulcrum of teaching, learning and research resources with 86 departments including 15 new departments added during 2014-19. The teaching programs were increased from 108 in 2013 to 152 in 2020. All these UG /PG/ Super Speciality and Ph.D programs are fully approved by the respective Regulatory/ Statutory bodies namely Medical Council of India, Dental Council of India, All India Council for Technical Education (AICTE), Pharmacy Council of India, Indian Nursing Council, Rehabilitation Council of India and University Grants Commission. The Student strength was increased from 5168 in 2013 to 7639 in 2020. The permanent faculty strength is 747 in 2020 occupying 100% of the sanctioned faculty positions. With the aim of multi-disciplinary education, the institute is planning to introduce new courses in the years to come. To its credit, SRIHER has been rated as A++ by the National Assessment and Accreditation Council (NAAC) in January 2021.

Vision:

"To offer diverse educational programs that facilitate the development of competent professionals and valuable citizens, who demonstrate excellence in the respective disciplines, while being locally and globally responsive in areas of education, healthcare delivery and research"

Mission:

“Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) will actively promote and preserve the higher values and ethics in education, health care, and research and will pursue excellence in all these areas while consciously meeting the expectations of the people it serves without prejudice and in all fairness stay socially meaningful in its propagation of the various arts and sciences to enrich humanity at large”

The mission of SRIHER is directed to achieve the vision. The institution has defined graduate attributes with focus on knowledge, skills, professional behaviors and values in relation to producing valuable citizens. MoU's have been signed with many Universities and Industries in India and abroad to impart education based on knowledge, skills and attitude domains.

The ‘Vision’ and ‘Mission’ statements have been approved by the Board of Management (BOM) of the Deemed to be University in 1995. “Vision-2020” and subsequently “Vision-2035” of SRIHER, after due approval by BOM are being implemented as per the Strategic plan developed after stakeholders’ consultation.

Sri Ramachandra Faculty of Management Sciences

SRIHER appreciated the need for capable health care administrators who can relieve the administrative burden of the doctors and help enhance the service potentials of the hospital and came up with the idea of establishing Sri Ramachandra College of Management in 2000 which introduced a Two-year MBA programme in Hospital and Health Systems Management in the year 2001 under Choice Based Credit System (CBCS) with a wide range of electives to suit industry requirements. The MBA programme has been approved by the All India Council for Technical Education (AICTE), New Delhi since then. The college was renamed as Sri Ramachandra Faculty of Management Sciences (hereafter referred as SRFMS) in 2020. The Summer Internship and Placement record of SRFMS has been consistently high, right from its inception for which the institution has been placed under the “**Platinum Category**”in

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AICTE-CII Survey since 2018. SRFMS has established partnerships with outstanding academic institutions and healthcare organizations like ICAI, XLRI, Qur Health, and Mellon Ai to learn and acquire knowledge and practices for the benefit of students.

Vision:

“To make the Sri Ramachandra Faculty of Management Sciences a potential global centre of excellence in education, healthcare and research”

Our vision drives our activities. SRFMS vision is in line with the SRIHER’s vision of demonstrating excellence in the relevant disciplines. The vision of SRFMS is embedded in the entire process, from admission to the placement and placement to the life of the students. It is also visible in student-faculty interaction, experiences, administration, and outreach activities of the institute. The vision is also reflected in the curriculum, with every course addressing and benchmarking excellence. Faculty colloquiums and debates address the ways to achieve excellence in education in healthcare and research to create greater sensitivity among all stakeholders at SRFMS.

Mission:

The Mission of SRFMS are:

- M1 - To educate and develop individuals to be professionally ethical and socially responsible.
- M2 - To provide a culture of care and empathy committed to innovation and adoption of new and cost-effective technology.
- M3 - To undertake quality research, consultancy, and training programs.
- M4 - To collaborate with stakeholders for support and participation in its education, service, outreach, and research program.
- M5 - To strive to promote health and wholeness in individuals and the community at large with special concern for the differently-abled and underprivileged.

To reach the professional and global centre of excellence in education, healthcare and research, the students are trained to be socially committed in providing healthcare services to the patients. The students and faculty members undertake quality research in collaboration with multiple stakeholders. SRFMS aims to promote health and wholeness in individuals through various extension/outreach activities which helps in reaching the vision.

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Mapping of vision, mission of SRIHER and SRFMS

The vision of SRFMS is achieved through five important mission and its justification is listed in Table 1.1.

Table 1.1 Mapping of vision, mission of SRFMS

Vision of SRFMS	Mission of SRFMS	Justification - SRIHER and SRFMS Mission to achieve the Vision
To make the Sri Ramachandra Faculty of Management Sciences a potential global centre of excellence in education, healthcare, and research.	M1 Professionally ethical and socially responsible	<ul style="list-style-type: none"> The curriculum of SRFMS is benchmarked with International standards. The outreach/extension activity trains the students to be socially responsible. The qualities required for professionalism are imbibed with the students during their course of study. SRIHER has been accredited with A++ by NAAC during January 2021 and preparation of SRFMS for NBA Accreditation ensures quality of standards in imparting education.
	M2 Culture of care and empathy committed to innovation and adoption of new and cost-effective technology.	<ul style="list-style-type: none"> MBBS, BDS and Allied Health Sciences graduates enroll for MBA program of SRFMS where administrative skills, knowledge are imparted along with professional ethics and social responsibility. These graduates of SRFMS will possess clinical and administrative expertise in achieving excellence in Healthcare with care and empathy. The Mentoring, Outreach activities are also conducted at regular intervals to develop social responsibility. The practical exposure of SRFMS

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		<p>students through Hands-on-Practice, Summer Internships and Dissertation provides a platform to identify various issues pertaining to Healthcare organization and develop innovative and cost effective models to solve the issues.</p>
	<p style="text-align: center;">M3 Undertake quality research, consultancy, and training programs</p>	<ul style="list-style-type: none"> • In SRFMS, modern teaching initiatives which include case study method, role play and blended learning are used as Andragogy. The students of SRFMS are motivated to publish research articles with the faculty members, participate and present research papers at various seminars/conferences, the experts from industries are invited to deliver lectures, conduct workshops, provide training to the students which vouches to achieve excellence in education. • The Faculty Research Promotion Committee (FRPC) of SRFMS conducts faculty seminars, workshops to develop and share research inputs of faculty members. • To bridge the gap between theory and practice in imparting quality education, SRIHER and SRFMS have signed MOUs' with various organizations in providing training, outreach services and research activities.
		<ul style="list-style-type: none"> • The placement cell of SRIHER and

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	<p style="text-align: center;">M4</p> <p>Collaborate with the stakeholders for support and participation in its education, service, outreach, and research program.</p>	<p>SRFMS co-ordinates with the different stakeholders and collects feedback on industry expectations.</p> <ul style="list-style-type: none">• Industry experts and distinguished alumni members are involved in regular activities of SRFMS which helps to prepare the students in delivering excellence in healthcare.• SRIHER and SRFMS collaborate with various stakeholders to promote quality research. SRIHER also provides internal funding for the quality research projects every year.
	<p style="text-align: center;">M5</p> <p>To promote health and wholeness in individuals and the community at large with special concern for the differently-abled and underprivileged.</p>	<ul style="list-style-type: none">• SRFMS prepares the students for a dynamic healthcare setup. SRIHER and SRFMS organize medical camps, hygiene, sanitation practices for the welfare of the community. Yoga, Fit India initiatives, physical activities, outreach activities of SRFMS promotes health and wholeness of individuals which will help to reach excellence in healthcare.

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1.2 PEOs statements (5)

SRFMS's post graduate program in Hospital and Health Systems Management is designed to reflect the knowing, doing and being activities of the graduates with a vision to produce best-in-class health leaders and become a centre of excellence. It has the credit of producing students who became great leaders in leading corporate hospitals and budding entrepreneurs. On successful completion of the course, the graduates will achieve the following Program Educational Objectives (PEOs) within 3-4 years of graduation.

Table 1.2 Program Educational Objectives (PEOs)

PEO Number	PEO Statements	Description
PEO 1	Graduates will be exemplary leaders and problem solvers continuing to excel in the career of hospital management.	SRFMS prepares its graduates to meet, identify and solve pertinent business issues, specifically in the healthcare domain which helps to achieve the vision of excellence in healthcare.
PEO 2	Graduates will have key management competencies required to act with creative, innovative, and entrepreneurial potentials.	The graduates of SRFMS will possess key management competencies listed in the mission where the seeds are sown for exploring their creativity, innovation and entrepreneurial abilities.
PEO 3	Graduates will accomplish practical acquaintance to conceptual and practical knowledge in hospital management while upholding ethical practices.	The learning at SRFMS includes evidence based management practices through case studies, hands-on-experience in all clinical/non-clinical departments, internship program and dissertation. Therefore, upon graduation, the graduates will be able to work in real-time hospital set up which is achieved through the mission namely collaboration with the stakeholders. This supports to achieve the vision of excellence in education
PEO 4	Graduates will excel in a competitive environment through extraordinary communication and teamwork.	SRFMS graduates will serve as strong competitor in the market. They make themselves uniquely visible in the competitive healthcare environment through excellent communication and

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		teamwork. The mission namely collaboration with stakeholders and service to the community paves way for it.
PEO 5	Graduates will have a leading role in corporate and life-long learning to contribute to the society.	The graduates of SRFMS will explore emerging business problems and develop solutions which facilitate continuous learning and improvement beneficial to the society. The mission innovation and adoption of cost effective technology, quality research, training supports achievement of PEO5 which is targeted towards achievement of excellence in research.

1.3 Dissemination among Stakeholders (10)

The stakeholders are the major beneficiaries of any program. The mission, vision, PEOs of SRFMS are reflected in the regular academic, non-academic activities, outreach and extension services, events and any other programs organized by the faculty. SRFMS endeavours to disseminate, understand and seek feedback at regular intervals about the vision, mission and PEOs statements from all the stakeholders for validation and review.

The details of dissemination of Vision, Mission and PEOs are given below:

- The Institute Website (<https://www.sriramachandra.edu.in/>)
- SRFMS Website (<http://www.srfms.sriramachandra.edu.in/>)
- Director's Office
- Principal's Office
- Orientation Program to First Year Students
- SRFMS Notice Board
- 'InSight' - The Newsletter of SRFMS
- SRFMS LED TV display
- At the entrance of SRFMS
- Classrooms
- SRFMS Administration Office
- SRFMS Library
- Seminar Hall of SRFMS
- Computer Lab of SRFMS

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The mode of dissemination of Vision, Mission, and PEOs play a key role to reach the stakeholders. SRFMS consciously disseminates the vision, mission and PEOs in regular intervals to strengthen the recall among the stakeholders. Faculty members establish congruence among course plans and outcomes with the stated vision, mission and PEOs. Dissemination program is summarized in Table 1.3.

Table 1.3 Dissemination among Stakeholders

Internal Stakeholders	Dissemination Mode
Students	<ul style="list-style-type: none"> i) Displayed in the classrooms/corridors ii) Orientation to I year students at the time of joining. iii) Inaugural ceremony of SRFMS activities/events iv) Official website of SRFMS v) Learning Management System of SRFMS
Faculty	<ul style="list-style-type: none"> i) Faculty rooms. ii) Faculty and Staff orientation program iii) Official website of SRFMS
Parents	<ul style="list-style-type: none"> i) Official website of SRFMS ii) Displayed in the corridors
External Stakeholders	Dissemination Mode
Alumni	<ul style="list-style-type: none"> i) Alumni Facebook page. ii) Alumni Meet iii) Official website of SRFMS
Visiting Faculty	<ul style="list-style-type: none"> i) At the time of joining. ii) Official website of SRFMS iii) Displayed in corridors
Hospital Administrators	<ul style="list-style-type: none"> i) Official website of SRFMS ii) Faculty newsletter- InSight
Potential Employers/Recruiters	<ul style="list-style-type: none"> i) Placement Brochure of SRFMS ii) Faculty newsletter- InSight iii) Official website of SRFMS iv) Career guidance talks to the students.
Academic Experts from other Institutes/Industries	<ul style="list-style-type: none"> i) During BoS Meeting ii) Official website of SRFMS iii) Placement brochure of SRFMS iv) 'InSight'- Newsletter of SRFMS
Other Stakeholders/Community	<ul style="list-style-type: none"> i) Official website of SRFMS.

1.4 Formulation Process (15)

The vision and mission statements of Sri Ramachandra Faculty of Management Sciences (SRFMS) derive its roots from the SRIHER vision and mission. The formulation process of vision, mission of SRFMS is depicted in Figure 1.1. Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis informed the formulation of vision and mission statements of SRFMS. Feedback garnered from the students, alumni members, parents, employers, hospital administrators, academic experts and faculty members provided critical inputs to the preparation of the vision and mission statements. The vision and mission statements were validated at the faculty meeting of SRFMS and approved by the Academic Advisory Council (AAC).

The PEOs of SRFMS were defined in consonance with the vision and mission. The PEOs formulation process is presented in Figure 1.2. A SWOC analysis matrix was prepared based on point of views obtained from multiple stakeholders. The review committee consolidates and summarizes the views of all the stakeholders. The draft-PEOs are formulated at a specially convened faculty meeting. The Academic Advisory Council reviews and approves the PEOs.

Figure 1.1 Process of formulating vision and mission statements

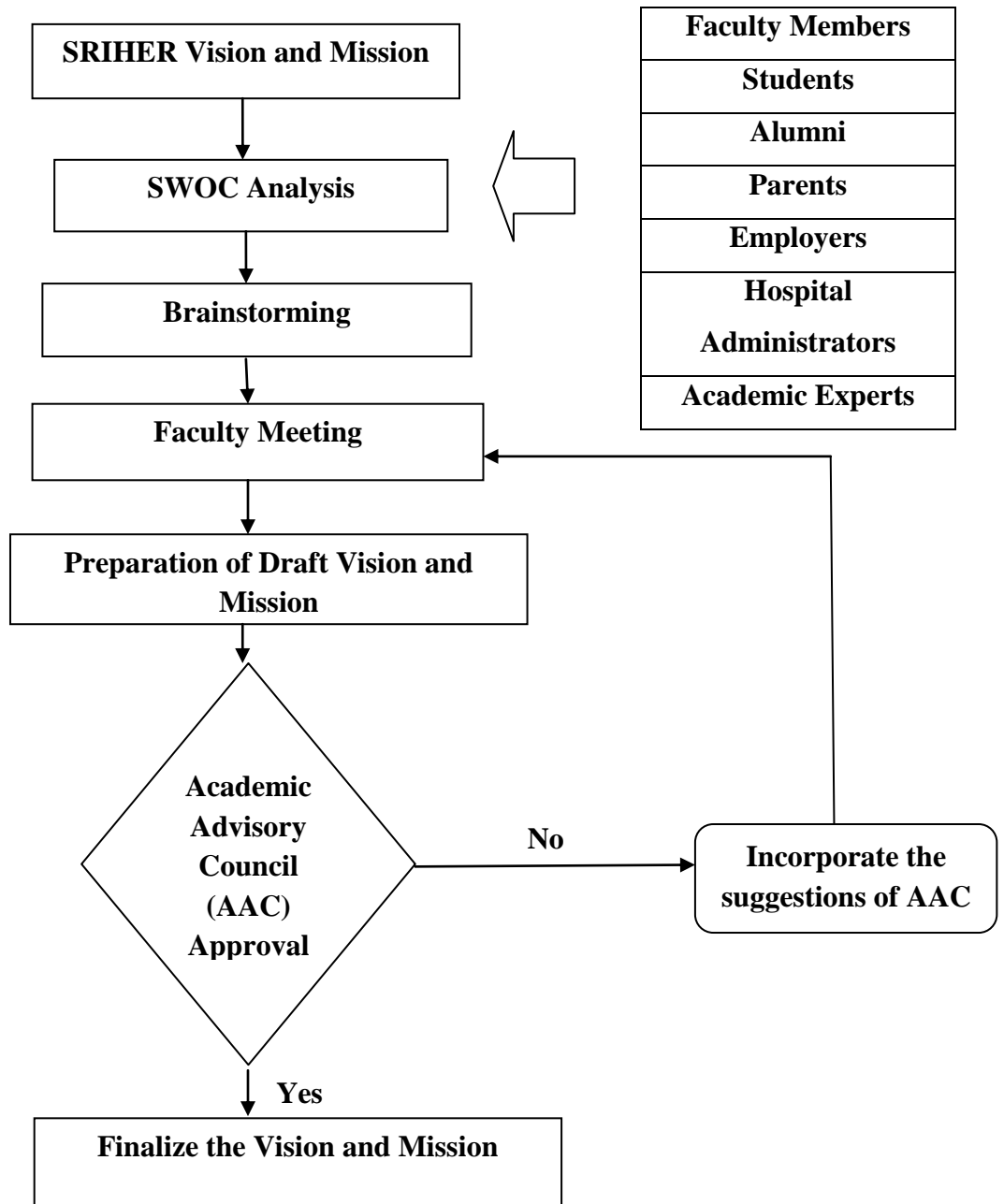
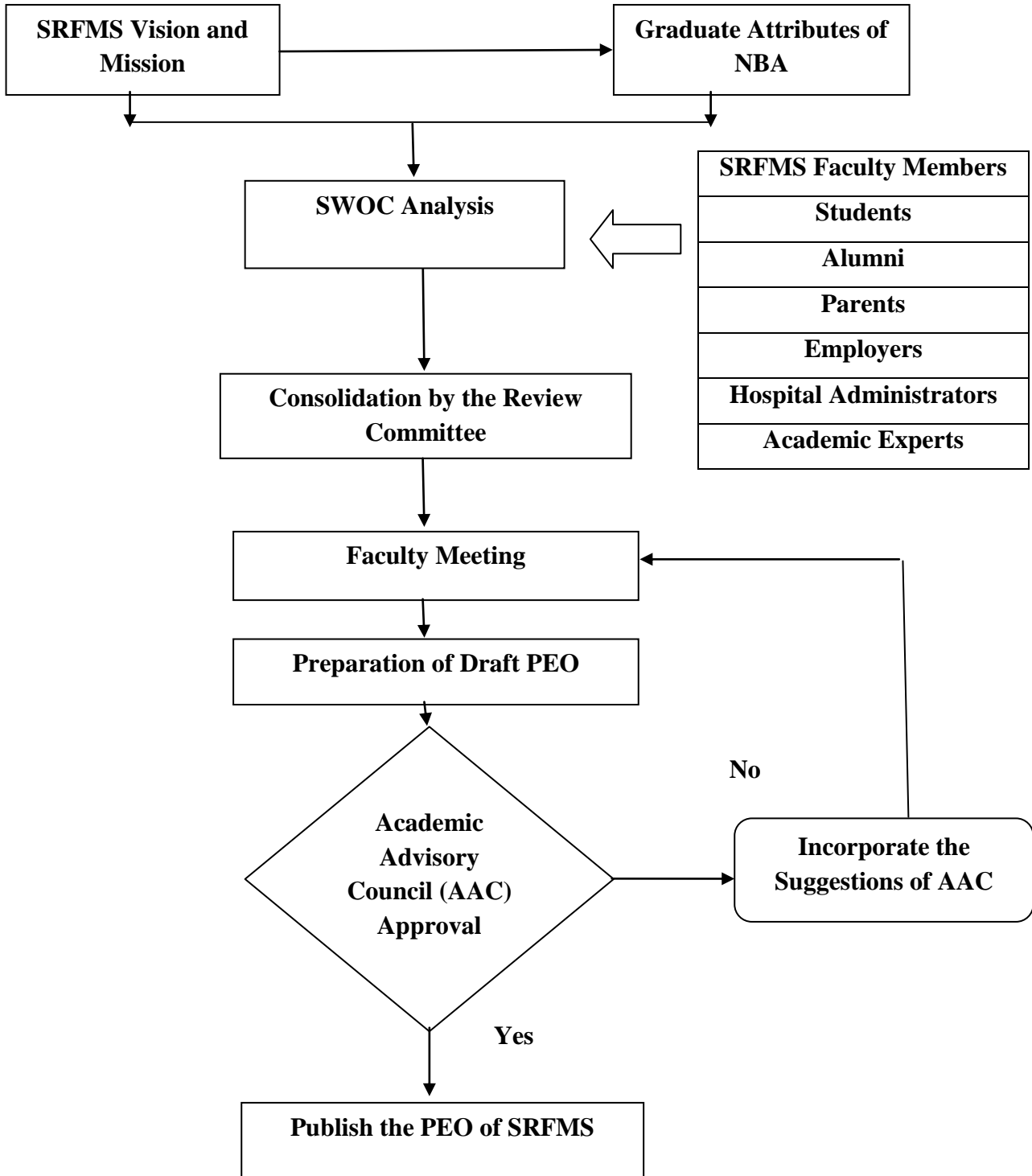


Figure 1.2 Process of formulating the program educational objectives (PEOs)



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1.5 Consistency of PEOs with the mission (15)

The PEOs are based on the vision, mission of SRFMS. The mission statement is split into five parts for the purpose of establishing the connection between the mission statement and the PEOs. A score of three signifies high relationship between PEO and mission; a score of two denotes medium/moderate relationship, and a score of one indicates low relationship. The detailed relationship matrix between PEOs and mission are illustrated in Table 1.4. The justification for the relationship mapping of PEO and the mission is given in Table 1.5

Table 1.4 Mission- PEOs Matrix

PEO Statements	M1 Professional Ethics and Social responsibility	M2 Culture of Care and Empathy- Innovation,a doption of new cost- effectiive technology	M3 Quality Research, Consultancy, and Training	M4 Collaboration with stakeholders	M5 Promotion of Health and Wholeness in Individuals
PEO 1: Graduates will be exemplary leaders and problem solvers continuing to excel in the career of hospital management.	3	3	3	3	1
PEO 2: Graduates will have key management competencies required to act with creative, innovative, and entrepreneurial potentials.	1	2	3	3	1
PEO 3: Graduates will accomplish practical acquaintance to conceptual and practical knowledge in hospital management while upholding ethical practices.	3	2	3	3	3
PEO 4: Graduates will excel in a competitive environment through extraordinary communication and teamwork.	3	3	1	3	2
PEO 5: Graduates will have a leading role in corporate and life-long learning to contribute to the society.	3	3	2	3	3

Note: The degree of relationship between PEO and Mission is explained as:

3- High

2 - Medium

1 - Low

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Table 1.5 Justification of co-relation parameters of the Mission- PEOs matrix

PEOs	Mission	Justification
PEO 1	M1	The students are aspirants of hospital administrators. They are trained to be professionally ethical and socially responsible in providing patient care. Professional Ethics and Social Responsibility are included in the taught course. Hence PEO1 strongly supports achieving M1.
	M2	PEO 1 strongly supports M2 by developing and understanding patient expectations in delivering care.
	M3	The summer internships, hands-on-posting, and dissertation work enhance students' capability for leadership and problem-solving abilities. Therefore, PEO1 strongly supports the achievement of M3.
	M4	The MOU's signed by the faculty with the corporate helps students pursue summer internships and dissertations, enabling them to acquire managerial positions in hospitals. The curriculum involves the case-based method of teaching, which will test the students' skills in problem-solving. Hence PEO1 strongly supports achieving M4.
	M5	The fit India initiatives of the faculty and outreach/extension activities contribute to achieving M5, which is indirectly associated with PEO 1
PEO 2	M1	Hospital management, entrepreneurship, design thinking, ethics and social responsibility are developed through vivid experiences and courses. Various club activities help students attain general competency and to explore Entrepreneurial ideas. Hence PEO2 contributes slightly to M1.
	M2	PEO 2 moderately contributes to the achievement of M2 through experience of students in Hands-on-posting, Summer Internships, and Dissertation. The outreach, extension activities instills a care and empathy towards the society among students.
	M3	Guest talk, seminars, alumni interaction provides opportunities for students to undergo training, consultancy, and research under the supervision of industry experts. Hence PEO2 strongly supports M3.
	M4	The students of SRFMS participate in various conferences, seminars, workshops, entrepreneurship activities organized by the industry/ colleges. The entrepreneurship cell of SRFMS and Sri Ramachandra Innovation Incubation Centre promotes feasible ideas of the students. Therefore, PEO2

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		contributes high to achieve M4.
	M5	PEO2 indirectly contributes to M5 through mentoring, extension and outreach programs.
PEO3	M1	The curriculum embeds knowledge on various managerial aspects of hospital and general administration. The students are also enrolled in National Savings Scheme, outreach/extension activities that imbibe a commitment to society and the nation, and hence PEO3 strongly supports M1.
	M2	The in-class and hands-on- experience gained in hospitals helps students provide a culture of care and empathy to patients when employed as hospital administrators. Hence PEO3 moderately supports M2.
	M3	PEO3 strongly supports M3 through academic and research activities of students who gained their knowledge during the two-year program, which will help them undertake research, consultancy, and training.
	M4	The MOU's signed by SRFMS with the industries will help students' practical learning where PEO3 contributes high to M4. The industry exposure serves as the bridge to integrate academic learning with corporate experience.
	M5	The contribution of PEO3 to achieve M5 is high through various extension/outreach activities, and the taught courses instill a sense of ethical commitment to society.
PEO4	M1	The curricular and co-curricular activities help the students develop a sense of commitment to become competent management professionals at graduation. Hence, PEO4 contributes highly to M1.
	M2	PEO4 contributes high to M2 through various academic activities and non-academic activities.
	M3	PEO4 contributes slightly to achieve M3 through internships and dissertations.
	M4	The MOU's signed by the faculty with the industries will help in students' professional development where PEO4 contributes high to M4.
	M5	A sense of responsibility and accountability is imparted to the students through various academic and co-curricular activities where PEO4 helps achieve M5 moderately.

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PEO 5	M1	The hands-on posting experiences provide the students with exposure to the various ethical dilemmas and the relevance of social responsibilities in decision making and leadership. PEO5 contributes significantly to M1 since leadership encompasses various dimensions such as professional ethics, social responsibilities, and continuous learning.
	M2	The broad tenets of contribution to society involve empathizing with the fellow people with whom we interact daily. The students' interactions with the patients and the stakeholders at the hospital's various departments provide them an understanding of the role of care and empathy in the service delivery process. Therefore, PEO5 strongly contributes to M2.
PEO5	M3	The capability for continuous learning stems from the curiosity to explore and solve new problems. The consultancy and research activities provide access to wicked real-world problems, and PEO 5 sets the fundamental for continuous learning, thus contributing to M3 moderately.
	M4	The contribution to society lies in the interaction with various stakeholders and gathering multiple viewpoints. PEO 5 relates to developing the intention to contribute to society, and M4 acts as its window. Therefore, PEO 5 contributes significantly to M4.
	M5	Social commitment and life-long learning are required to gather awareness about the different people around us. This awareness will lead to efforts that cater to the well-being of those with limitations. Thus, PEO5 strongly contributes to M5.

CRITERION 2	Governance, Leadership & Financial Resources	100
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2.1 Governance and Leadership (60)

2.1.1 Governance Structure and Policies (25)

2.1.1.1 Governing Structure (10)

Sri Ramachandra Faculty of Management Sciences (SRFMS) is one of the twelve constituent units of Sri Ramachandra Institute of Higher Education and Research (SRIHER). National Assessment and Accreditation Council (NAAC) awarded SRIHER with A++ Grade in January 2021. The UGC placed SRIHER in Category-I universities in India. The NIRF-2020 ranked SRIHER 28th among Universities in the country. The university offers 152 UG and PG programs in healthcare sciences with nearly 7639 students receive their teaching and training within the campus.

The university has a hierarchical organizational structure with well-defined lines of authority and reporting within each division. The hierarchical structure ensures autonomy with accountability for departments as well as individual faculty members. The Chancellor chairs the governing structure of SRIHER (DU) and comprises the pro-chancellor, the vice-chancellor and representative members from the faculties, various committees, advisory councils and board of management. The policies, information, and implementation cascades down through the hierarchical setup. The bottom-up feedback transforms the communications into a two-way dialogue channel.

The various statutory committees and councils of the university provide the broad framework of operations within which the activities of the universities are executed. The decentralized participatory structure ensures equal representation, inclusion, and participation from all the departments. The various department level committees such as the faculty committee ensure that the needs of the departments are represented and heard. The decentralization nurtures unit level, department level, and the overall university level growth.

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SRFMS is one of the twelve constituent units of SRIHER (DU). The twelve faculties of SRIHER include,

- Faculty of Medicine (Sri Ramachandra Medical College and Research Institute)
- Faculty of Dental Sciences
- Faculty of Pharmacy
- Faculty of Nursing
- Faculty of Physiotherapy
- Faculty of Allied Health Sciences
- Faculty of Management Sciences
- Faculty of Biomedical Sciences, Technology and Research
- Faculty of Public Health/Sri Ramachandra College of Public Health
- Faculty of Sports & Exercise Sciences
- Faculty of Clinical Research
- Faculty of Engineering and Technology

Figure 2.1 shows the organizational structure of the University. The structure promotes a participatory management system manifested through specific task-oriented committees. The apex body of the university is the Board of Management, vested with the power of approving the major decisions of the various academic and administrative councils/boards of the university. The body has three sub-committees: the Academic Council Board of Studies, the Finance Committee and the Planning and Monitoring Board. In addition, the University has evolved a two-tier system of University Development Committee (UDC) and University Advisory Council (UAC). The UDC comprising members from all the constituent colleges/faculties along with the Registrar, the Director (Finance), the General Manager (HR) is a consultative body to provide academic and administrative inputs for enhancing the functioning of the University. The UAC acts as monitoring body assessing the implementation of the approved scheme and proposals.

The Vice-chancellor is the head of the university who is the chairman of most of the major committees constituted by university in line with the UGC norms. Registrar, Dean of Faculties, Dean (Research), Dean (Education), Dean (Student Affairs) and IQAC Coordinator report direct to the Vice-Chancellor on the matters concerning their agenda. Heads of various Faculties report to the Dean of Faculties for all academic and administrative matters. As

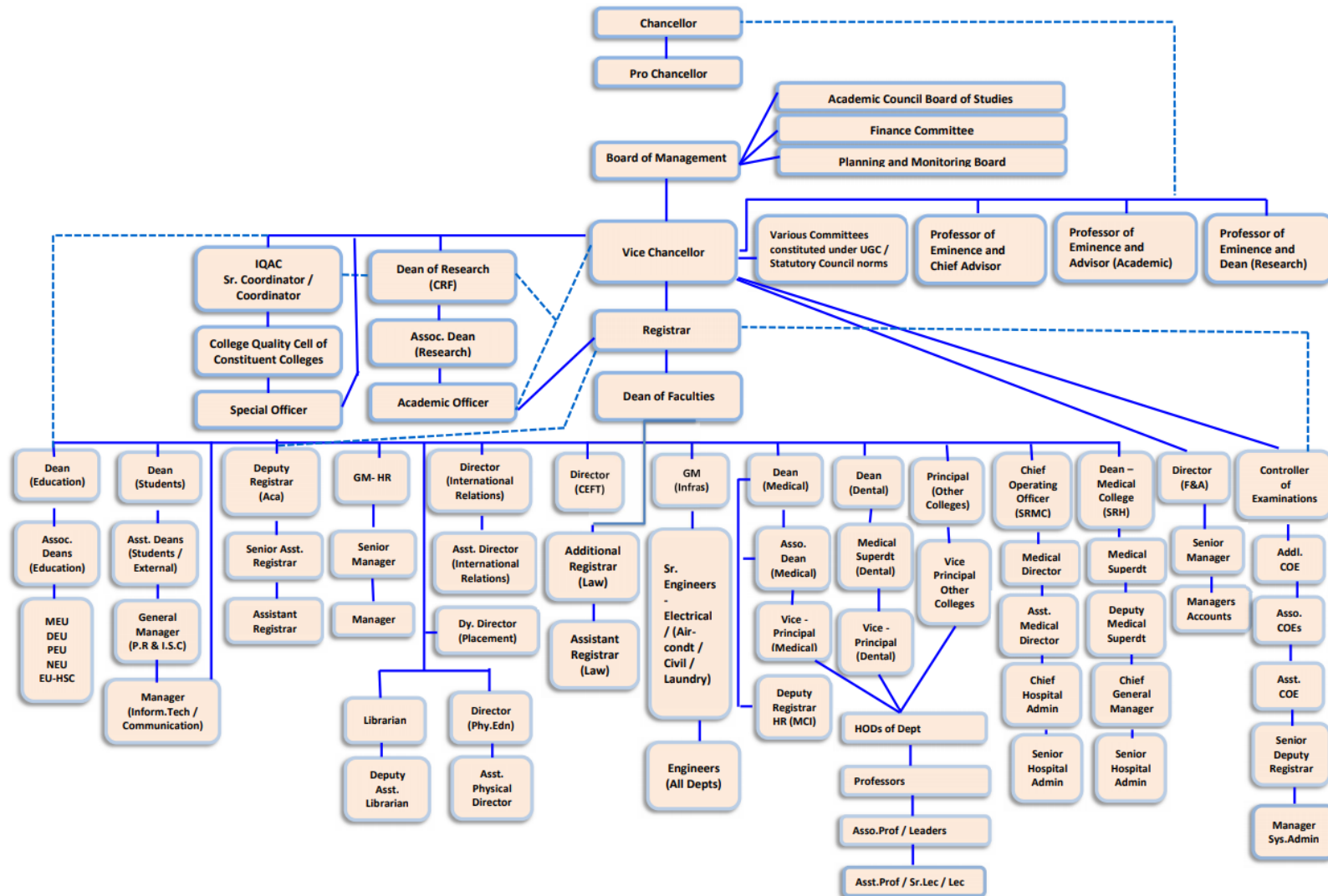
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research is the prime component for excellence, the Dean (Research) is in direct contact with heads of Faculties that facilitates quick disposal of task entrusted pertaining to research, projects and consultancy services. SRFMS has been significantly benefited of this participative management.

The Board of Management consists of well qualified exemplary leaders. The board provides the directions, recommendations, and implementation suggestions for the various bodies in the universities and guides the university towards positive progression and growth. The board's suggestions are implemented through the various departments and concerned authorities and feedback through participatory communication is shared with the board for further developments and improvisation. The list of members of the board of management is presented in Table 2.1 and other major committees are presented in Table 2.2 and Table 2.3

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Figure 2.1 Organogram of SRIHER (DU)



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Table 2.1 Board of Management

Name of the member	Designation
Dr. P.V. Vijayaraghavan Vice-Chancellor, SRIHER	Ex-officio Chairman
Dr. Mahesh Vakamudi Dean of Faculties, SRIHER	Ex-officio Member
Mr. V. Swaminathan Registrar, SRIHER	Ex-officio Secretary
Dr. K. Balaji Singh Dean Students, SRIHER	Member
Dr. Kalpana Balakrishnan Dean Research & Prof. Department of Environmental Health Engg., Faculty of Public health, SRIHER	Member
Dr. Uma Sekar Associate Dean, SRMC & RI, SRIHER	Member
Dr. A. K. Agarwal Ex-Dean, Prof. of Excellence, Maulana Azad Medical College	Member
Prof. Dr. Ved Prakash Mishra Pro-Chancellor & Chief Adviser Datta Meghe Institute of Medical Sciences	Member
Dr. Y. K. Chawla Former Director, Prof. & Head, Dept. of Hepatology, PGIMER, Chandigarh	Member
Dr. K. Sambath Kumar MHRD Nominee	Member
Dr. Gridhar Gyani Director General, Association of Health Care Providers of India	Member
Dr. G. V. Sampath Chairman, Naruvi Hospitals	Member

Table 2.2 Finance Committee

NAME	DESIGNATION	AFFILIATION
Dr. P.V. Vijayaraghavan	Chairman	SRIHER
Dr. S.P. Thyagarajan	Professor of Eminence & Dean (Research)	SRIHER
Dr. Mahesh Vakamudi	Dean of Faculties and Professor, Dept. of Anaesthesiology	SRIHER

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Mr. V. Swaminathan	Registrar	SRIHER
Mr.J.Ravi Sankar	Ex-officio Secretary Director (Finance & Accounts)	SRIHER

Table 2.3 Planning and Monitoring Board

NAME	DESIGNATION	AFFILIATION
Dr. P.V. Vijayaraghavan	Chairman	SRIHER
Prof. Kailash Kumar Gupta	(UGC Nominee) Professor,	Department of Medicine, Institute of Medical Sciences, Banaras Hindu University, Varanasi, Uttar Pradesh
Dr. Mahesh Vakamudi	Dean of Faculties and Chief Operating Officer	SRIHER
Dr. J. Balachander	Consultant in Cardiology	JIPMER
Dr. S.P. Thyagarajan	Professor of Eminence & Dean (Research)	SRIHER
Dr. S. Balasubramanian	Medical Director	Kanchi Kamakoti Child Trust Hospital, Chennai
Dr. K. Balaji Singh	Dean (Students) & Chairman – International Patient Care	SRIHER
Dr. S. Jagadesh Chandra Bose	Professor & Head	Department of Surgical Oncology, SRIHER
Dr. C. Ravindran	Dean, SRDC & Hospital,	SRIHER
Mr. J. Ravi Sankar	Director (Finance & Accounts),	SRIHER
Prof. V. Raju	Provost	Faculty of Engineering and Technology, SRIHER
Mr. Veriah Subramani	G.M. (Infrastructure)	SRIHER
Dr. N. Venkatesh	Course Chairman and Professor	Faculty of Physiotherapy, SRIHER
Mr. V. Swaminathan	Ex-officio Secretary, Registrar	SRIHER

The university has in place all the committees as required under the MoA and rules of Deemed University, based on the UGC & AICTE regulations. The university largely follows the UGC regulations while SRFMS adheres to the AICTE regulations. The committees,

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which enable participation of all stakeholders in decision making and implementation process at the University and Faculty Level, are furnished in Table 2.1, Table 2.2, Table 2.3, Table 2.4, Table 2.5, Table 2.6, Table 2.7 (University level) and in Table 2.8, Table 2.9, Table 2.10, Table 2.11, Table 2.12, Table 2.13, Table 2.14, Table 2.15, Table 2.16, Table 2.17 and Table 2.18 (Faculty Level). The faculty level committees indicate the decentralization of powers and decision making at the unit level.

Table 2.4 Academic Council

NAME	DESIGNATION	AFFILIATION
Dr.P.V.Vijayaraghavan	Chairman	Vice-chancellor, SRIHER
Dr.Mahesh Vakamudi	Member	Dean of Faculties, SRIHER
Dr. Satish Goyal	Member	Government Medical College & Hospital, Aurangabad – 431 004.
Prof. Pankaj Kundra	Member	JIPMER, Puducherry – 605 006.
Dr.K.Balaji Singh	Member	SRIHER
Prof. V.Raju	Member	SRIHER
Dr. V.S. Kanchana Bhaaskaran	Member	VIT, Chennai Campus
Dr. S. Anandan	Member	SRIHER
Dr. V. Nagarajan	Member	Madurai – 625 001.
Dr. C. Ravindran	Member	SRIHER
Dr. B. Rajashekhar	Member	Manipal University, Manipal – 576 119.
Dr. S. Mahadevan	Member	Director, Sri Venkateshwaraa Medical College Hospital and Research Centre, Puducherry
Dr. S.J. Nalini	Member	Principal, Faculty of Nursing,SRIHER
Dr. R. Sivakumar	Member	Principal, Faculty of Physiotherapy, SRIHER
Dr. S. Senthilkumar	Member	Principal, Faculty of Allied Health Sciences, SRIHER
Dr. K. C. John	Member	Director, Faculty of Management Sciences, SRIHER
Dr. Kalpana Balakrishnan	Member	Associate Dean (Research) &Professor, Faculty of Public Health, SRIHER
Dr. Uma Sekar	Member	Associate Dean, SRIHER
Dr. Aruna Parameswari	Member	Prof. & Head, Dept. of Anaesthesiology,SRIHER
Dr. R. Kalpana	Member	Prof. & Head, Dept. of Anatomy, SRIHER
Dr. M. Ganesh	Member	Prof. & Head, Dept. of Biochemistry, SRIHER

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NAME	DESIGNATION	AFFILIATION
Dr. M. Jayakumar	Member	Professor, Dept. of Nephrology, SRIHER
Dr. M. K. Renuka	Member	Prof. & Head, Dept. of Critical Care Medicine, SRIHER
Dr. T.V. Ramakrishnan	Member	Prof. & Head, Dept. of Emergency Medicine, SRIHER
Dr. L. Somu	Member	Professor, Dept. of E.N.T., SRIHER
Dr. Anupma Jyoti Kindo	Member	Prof. & Head, Dept. of Microbiology, SRIHER
Dr. S. Shuba	Member	Prof. & Head, Dept. of Paediatric Medicine, SRIHER
Dr. Sandhya Sundaram	Member	Prof. & Head, Dept. of Pathology, SRIHER
Dr. K. Punnagai	Member	Prof. & Head, Dept. of Pharmacology, SRIHER
Dr. Priscilla Johnson	Member	Prof. & Head, Dept. of Physiology, SRIHER
Dr. P. M. Venkata Sai	Member	Prof. & Head, Dept. of Radiology and Imaging Sciences, SRIHER
Dr. R. Sathianathan	Member	Prof. & Head, Dept. of Psychiatry, SRIHER
Dr. S. Sankar	Member	Prof. & Head, Environmental and Health Engg., SRIHER
Dr. A.J. Hemamalini	Member	Prof. & Head, Dept. of Clinical Nutrition, SRIHER
Dr. H. Thamizhchelvan	Member	Prof. & Head, Dept. of Oral Pathology, SRIHER
Dr. M.S. Muthu	Member	Prof. & Head, Dept. of Paedodontics, SRDC & H, SRIHER
Dr. Prema Muthuswamy	Member	Prof. & Vice Principal, Faculty of Engineering & Technology, SRIHER
Dr. K. Mangathayaru	Member	Professor, Dept. of Pharmacognosy, Faculty of Pharmacy, SRIHER
Dr. P. Antony Leo Aseer	Member	Prof. & Vice Principal, Faculty of Physiotherapy, SRIHER
Dr. Selvam Jesiah	Member	Prof. & Principal, Faculty of Management Sciences, SRIHER
Dr. A. Sumathy	Member	Professor, Dept. of Biomedical Sciences, SRIHER
Dr. P. Venkatachalam	Member	Professor, Dept. of Human Genetics, SRIHER
Dr. Krishnendu Mukhopadhyay	Member	Professor, Dept. of Environmental

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NAME	DESIGNATION	AFFILIATION
		Health Engg, SRIHER
Dr. Narasimman Swaminathan	Member	Professor in Physiotherapy & Vice Principal, SRIHER
Dr. Gopalswami	Member	Asso. Professor, Faculty of Physiotherapy, SRIHER
Dr. A. Seethalakshmi	Member	Reader, Faculty of Nursing, SRIHER
Dr. P.S. Haritha	Member	Asso. Professor, Dept. of Orthodontics and Dentofacial Orthopedics, SRDC&H, SRIHER
Dr. S. Manikandan	Member	Asso. Professor, Dept. of Nephrology, SRIHER
Dr. Vidya Krishna	Member	Asst. Professor, Dept. of Paediatrics, SRIHER
Dr. M. Lakshmi	Member	Asst. Professor, Dept. of General Medicine, SRIHER
Mr. V. Swaminathan	Member	Ex-officio Secretary, Registrar, SRIHER

Table 2.5 Internal Quality Assurance Cell (IQAC)

Internal Quality Assurance Cell			
S.No.	NAME	DESIGNATION	AFFILIATION
1	Dr. P.V. Vijayaraghavan Vice-Chancellor	Chairman	SRIHER
2	Dr. Mahesh Vakamudi Dean of Faculties	Co-Chairman	SRIHER
3	Dr. A. Ravi	Coordinator	SRIHER
4	Mr. R.V. Sengutuvan Pro-Chancellor	Ex-Officio Member	SRIHER
5	Dr. S. P. Thyagarajan Professor of Eminence and Dean (Research)	Ex-Officio Member	SRIHER
6	Prof. K. V. Somasundaram Professor of Eminence and Advisor (Academic)	Ex-Officio Member	SRIHER
7	Dr. D. Chamundeeswari Professor, Faculty of Pharmacy	Core Coordinator	SRIHER
8	Dr. V. Raju Provost	Core Coordinator	SRET, SRIHER

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Internal Quality Assurance Cell			
9	Dr. Sudha Seshayyan Vice-Chancellor	External Member	The Tamilnadu Dr.M.G.R.Medical University
10	Prof.C.Thangamuthu Former Vice-Chancellor	External Member	Bharathidasan University
11	Mr. B. Balasubramaniam Retired Commissioner of Police	External Member	Madurai
12	Mr. V. Swaminathan Registrar	University Officials	SRIHER
13	Dr.K.Balaji Singh Dean (Students)	University Officials	SRIHER
14	Dr.D.Prathiba Controller of Examinations	University Officials	SRIHER
15	Dr. Roopa Nagarajan Academic Officer	University Officials	SRIHER
16	Mr.N. Natarajan Special Officer (Admin)	University Officials	SRIHER
17	Mr. J. Ravishankar Director (Finance & Accounts)	University Officials	SRIHER
18	Ms. Jhansi Lakshmi General Manager (HR)	University Officials	SRIHER
19	Mr. Vasanth IT, Manager	University Officials	SRIHER
20	Dr. Latha Ravichandran Associate Dean (Education)	Core Committee Member	SRIHER
21	Dr. R. Padmavathi Associate Dean (PG Studies)	Core Committee Member	SRIHER
22	Dr. Uma Sekar Associate Dean (Medical College)	Core Committee Member	SRIHER
23	Prof. Narasimman Swaminathan Vice-Principal, AHS	Core Committee Member	SRIHER
24	Dr.D.C.Mathangi Prof. & Head, Mind Body Medicine	Core Committee Member	SRIHER
25	Dr. A. Porkodi Reader, Faculty of Nursing	Core Committee Member	SRIHER
26	Dr. Pankaj Badamilal Shah Prof. & Head, Community Medicine	Core Committee Member	SRIHER
27	Dr. Mohanapriya. T Associate Professor, General Surgery	Core Committee Member	SRIHER

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Internal Quality Assurance Cell			
28	Dr. P. Antony Leo Aseer Prof. & Vice Principal, Physiotherapy	Core Committee Member	SRIHER
29	Dr. R. Sumitha, Senior Lecturer, BMS	Core Committee Member	SRIHER
31	Dr. S. Anandan Dean, SRMC & RI	Special Invitees	SRIHER
32	Dr. R. Ravindran Dean, Faculty of Dental Sciences	Special Invitees	SRIHER
33	Dr. Ciddi Veeresham Principal, Faculty of Pharmacy	Special Invitees	SRIHER
34	Dr.S.J. Nalini Principal, Faculty of Nursing	Special Invitees	SRIHER
35	Dr. Solomon FD Paul Principal, Faculty of Biomedical Sciences, Technology and Research	Special Invitees	SRIHER
36	Dr. Selvam Jesiah Principal, Sri Ramachandra Faculty of Management Sciences	Special Invitees	SRIHER
37	Dr. Kalpana Balakrishnan Faculty of Clinical Research	Special Invitees	SRIHER
38	Dr.S.Arumugam Faculty of Sports & Exercise Sciences	Special Invitees	SRIHER
39	Dr.S.Senthil Kumar Principal, Faculty of Allied Health Sciences	Special Invitees	SRIHER
40	Prof. M. Prema Vice-Principal, SRET	Special Invitees	SRIHER
41	Dr.R. Sivakumar Principal, Faculty of Physiotherapy	Special Invitees	SRIHER
42	Dr.S.Sankar HOD, Faculty of Public Health Sciences	Special Invitees	SRIHER
43	Dr. M. Koushik Muthu Raja Asst. Medical Director	Alumni Members	SRIHER
44	Dr. Pathira. V Asst. Professor, Pathology	Alumni Members	SRIHER
45	Mr. Shree Krishnamoorthy (MBBS 2015-16 batch) President, Students Council	Student Members	SRIHER
46	Ms. Balaji Vijayanthi B.Sc (ETCT), 2018-19 batch	Student Members	SRIHER

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Internal Quality Assurance Cell			
47	Mr. Lakshminarayanan Saravanan F/o Ms. Swetha, MBBS 2017-2018	Parent Members	SRIHER
48	Mr. A. Karthick F/o Immanuel Marshal, B.Sc (Sports Sciences) 2019-20	Parent Members	SRIHER

Table 2.6 Curriculum Committee

Curriculum Committee			
S.No.	NAME	DESIGNATION	AFFILIATION
1	Dr. Latha Ravichandran Associate Dean-Education	Chairperson	SRIHER
2	Prof. Narasimman Swaminathan Vice-Principal, Prof.of Physiotherapy, Faculty of AHS	Secretary	SRIHER
3	Dr. Roopa Nagarajan Academic Officer, Professor cum Course Chairperson, SLHS	Member	SRIHER
4	Dr. R. Padmavathi Associate Dean (PG studies), Professor of Physiology	Member	SRIHER
5	Dr. R. Ramya Professor of General Surgery MEU Coordinator	Member	SRIHER
6	Dr. M. Shanthi Associate Professor of Microbiology	Member	SRIHER
7	Dr.T.S.Lokeshwari Asso.Controller of Examinations, Professor of Biotechnology	Member	SRIHER
8	Dr. Sivakumar R Principal & Professor Faculty of Physiotherapy & CBCS Coordinator	Member	SRIHER
9	Dr.K.Anbarasi Associate Professor Faculty of Dental Sciences	Member	SRIHER
10	Dr. Mangathayaru. K Professor & Addl. Vice-Principal Faculty of Pharmacy	Member	SRIHER

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Curriculum Committee			
11	Dr. Selvam Jesiah Professor & Principal Sri Ramachandra Faculty of Management Sciences	Member	SRIHER
12	Dr. Arunasalam M Dharmarajan Vice-Principal, Professor & HOD Faculty of Biomedical Sciences & Technology	Member	SRIHER
13	Dr. Hemamalini. A. J Professor & Head Dept. of Clinical Nutrition Faculty of AHS	Member	SRIHER
14	Dr. A. Seethalakshmi Reader, Faculty of Nursing	Member	SRIHER
15	Dr. Cynthia Milton Senior Lecturer, Faculty of AHS	Member	SRIHER
16	Dr. Jolly Roy Professor of Sports Psychology Dept. of Arthroscopy & Sports Medicine	Member	SRIHER
17	Dr. Krishnendu Mukhopadhyay Professor, Faculty of Public Health	Member	SRIHER

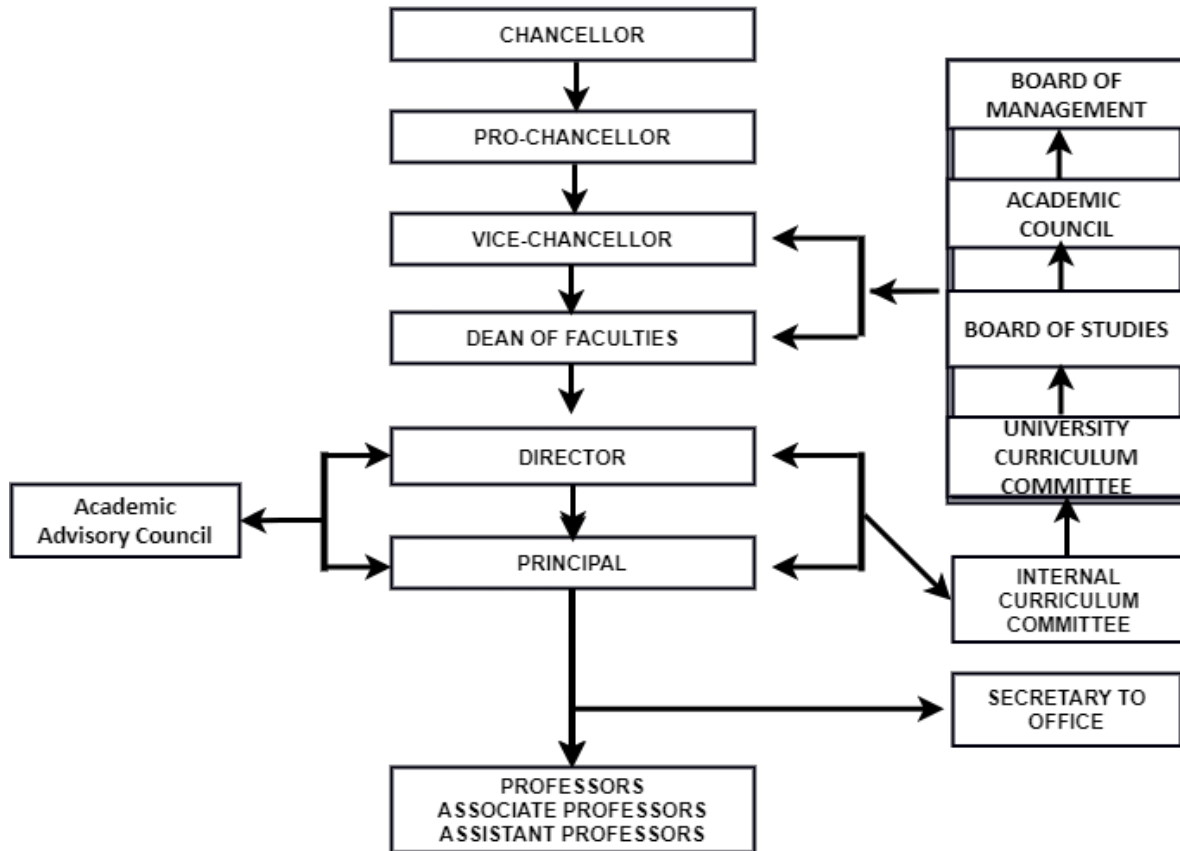
Table 2.7 Academic Integrity Committee

Academic Integrity Committee			
S.No.	NAME	DESIGNATION	AFFILIATION
1	Dr. K. V. Ramani Advisor Sri Ramachandra Faculty of Management Sciences	Chairman	SRIHER
2	Dr. Sudagar Singh Professor, Dept. of General Medicine	Member	SRIHER
3	Dr. Selvam Jesiah Principal Sri Ramachandra Faculty of Management Sciences	Member	SRIHER

Organization and Governance of SRFMS

The governance structure of SRFMS is structured in a way that a replication of the university’s hierarchical organizational structure.

Figure 2.2 Organogram of SRFMS



SRFMS in college level has its own board of studies consisting of academicians of repute from various state universities and industries. Other committees which are listed below are part of governing system of SRFMS

- Board of Studies
- Faculty Council
- Curriculum Committee
- Research and Promotion Committee
- Faculty Quality Council
- Grievances Committee
- Women Empowerment Cell
- Admission Committee

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- Students Grievance -Redressal committee
- Industry Institute Partnership Cell (IIPC)
- Internal Complaints Committee (ICC)
- Library Committee
- Committee for preventing sexual harassment of women at work place (PSHWW)
- Examination Committee

Table 2.8 Board of Studies of SRFMS

S.No	NAME	DESIGNATION	AFFILIATION
1	Dr. Mahesh Vakamudi, Chairman	Dean of Faculties	SRIHER
2	Dr.Selvam Jesiah, Internal Member	Professor & Principal	SRFMS, SRIHER
3	Dr.Suhas Prabhakar, Industry Expert	Medical Director, SRMC	Sri Ramachandra Medical Centre (SRMC)
4	Dr.UshaVishwanath, Industry Expert	Senior consultant, Secretary – SRU – Bioethics unit – UNESCO- Secretary-Sri Ramachandra Centre for Women’s Advancement	Sri Ramachandra Hospital (SRH)
5	Prof C.N.Kshetragna, Industry Expert	Associate Vice President	Kotak Mahindra
6	Dr.R.Mahesh, Academician (External)	Professor	Dept. of Management Studies, Anna University
7	Prof .Thenmozhi Academician (External)	Emeritus Professor	Dept. of Management Studies, University of Madras
8	Dr.Velmurugan P.S. Academician (External)	Dean	Faculty of Management & Commerce Central University of Tamil Nadu
9	Dr.A. Bhooma Devi, Internal member	Associate Professor	SRFMS, SRIHER

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S.No	NAME	DESIGNATION	AFFILIATION
10	Dr. P.V.Vijayaraghavan, Special Invitee	Vice-Chancellor	SRIHER
11	Dr. GiridharGyani Special Invitee (External)	Director General	Association of Healthcare Providers India (AHPI)
12	Dr. R. Sivakumar (CBCS Coordinator) Special Invitee	Professor & Principal Faculty of Physiotherapy	SRIHER
13	Prof.RoopaNagarajan Special Invitee	Academic officer	SRIHER
14	Dr. T.S.Lokeswari Special Invitee	Associate Controller of Examinations	SRIHER

Table 2.9 SRFMS Curriculum Committee

NAME	DESIGNATION	AFFILIATION
Dr. Selvam Jesiah	Chairman	Sri Ramachandra Faculty of Management Sciences
Dr. G. Jabarethina	Secretary	Sri Ramachandra Faculty of Management Sciences
Dr. A.Bhoomadevi	Member	Sri Ramachandra Faculty of Management Sciences
Dr. A. S. Poornima	Member	Sri Ramachandra Faculty of Management Sciences
Industry Professionals Part of Curriculum Development		
Mr. B.G. Menon	Managing Director	ACME Consulting
Mr. Babu Joseph	Founder & Director	OrangeHealth, Chennai
Mr. K.G. Sabrish	Unit Head	Cloudnine Hospitals, Chennai

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Table 2.10 Faculty Council

S.No.	NAME	DESIGNATION
1	Dr. K.C. John	Chairperson
2	Dr. Selvam Jesiah	Co-Chairperson
3	Dr. A.Bhoomadevi	Secretary
4	Dr. G. Jabarethina	Member
5	Dr. S. Srinivasan	Member
6	Dr. A. S. Poornima	Member
7	Dr. A. Subashree	Member
8	Dr. V. Krithika	Member
9	Ms. K. Rohini	Member
10	Ms. K.N. Priya	Member
11	Ms. T. Bharathi	Member
12	Ms. S. Nithya Priya	Member

Table 2.11 Faculty Research Promotion Committee (FRPC) of SRFMS

NAME	DESIGNATION	AFFILIATION
Dr. Selvam Jesiah	Professor &Principal, Convener	Sri Ramachandra Faculty of Management Sciences
Dr.P. Amalanathan	Member	Sri Ramachandra Faculty of Management Sciences
Ms.S.Nithya Priya	Member	Sri Ramachandra Faculty of Management Sciences

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Table 2.12 Faculty Quality Cell of SRFMS

NAME	DESIGNATION	AFFILIATION
Dr. K.C. John	Chairperson	Sri Ramachandra Faculty of Management Sciences
Dr. Selvam Jesiah	Co-Chairperson & Curriculum Committee Chairperson	Sri Ramachandra Faculty of Management Sciences
Dr. A.Bhoomadevi	IQAC Secretary	Sri Ramachandra Faculty of Management Sciences
Dr. G. Jabarethina	Education Unit Chairperson	Sri Ramachandra Faculty of Management Sciences
Dr. P.Amalanathan	Faculty interested in Research and Innovation	Sri Ramachandra Faculty of Management Sciences
Mr. P. Mohan	Engineer, Representative from infrastructure	Sri Ramachandra Institute of Higher Education and Research (DU)
Dr. Sumitha	Asst. Dean of Students	Sri Ramachandra Institute of Higher Education and Research (DU)
Dr. S. Srinivasan	MBA Coordinator Advisor dealing with student affairs	Sri Ramachandra Faculty of Management Sciences
Ms. K. Rohini	BBA Coordinator Advisor dealing with student affairs	Sri Ramachandra Faculty of Management Sciences
Ms. K.N. Priya	Treasurer -Alumni	Sri Ramachandra Faculty of Management Sciences
Dr. A. S. Poornima	Placement Coordinator	Sri Ramachandra Faculty of Management Sciences
Mr. Selvakumar	HR Representative	Sri Ramachandra Institute of Higher Education and Research (DU)
Mr. D. Lakshmi Narayanan	Finance Representative	Sri Ramachandra Institute of Higher Education and Research (DU)
Dr. K. Murugesan	Students section Representative	Sri Ramachandra Institute of Higher Education and Research (DU)
Mr. S. Vasanth	Manager (IT) IT Representative	Sri Ramachandra Institute of Higher Education and Research (DU)

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Table 2.13 Women Empowerment Cell

NAME	DESIGNATION	AFFILIATION
Dr.A.Bhoomadevi	Associate Professor	Sri Ramachandra Faculty of Management Sciences
Dr.G.Jabarethina	Assistant Professor	Sri Ramachandra Faculty of Management Sciences

Table 2.14 Admission Committee

NAME	DESIGNATION	AFFILIATION
Dr. Selvam Jesiah	Principal	Sri Ramachandra Faculty of Management Sciences
Dr.A.S.Poornima	Assistant Professor	Sri Ramachandra Faculty of Management Sciences
Ms.S.Nithya Priya	Assistant Professor	Sri Ramachandra Faculty of Management Sciences

Table 2.15 Examination Sub-Committee

NAME	DESIGNATION	AFFILIATION
Dr. Selvam Jesiah	Principal	Sri Ramachandra Faculty of Management Sciences
Dr.S.Srinivasan	Assistant Professor	Sri Ramachandra Faculty of Management Sciences
Ms.K.Rohini	Assistant Professor	Sri Ramachandra Faculty of Management Sciences

Table 2.16 Industry Institute Partnership Cell (IIPC)

NAME	DESIGNATION	AFFILIATION
Dr. K. C. John	Director, Chairperson	Sri Ramachandra Faculty of Management Sciences
Dr. Selvam Jesiah	Principal, Co-Chairperson	Sri Ramachandra Faculty of Management Sciences
Mr.V.Sundaravadivel	Deputy Director – Placement University Representative	Sri Ramachandra Institute of Higher Education and Research (DU)
Dr. A. S. Poornima	Asst. Professor, Convener	Sri Ramachandra Faculty of Management Sciences
Industry Members		
Mr. Giridhar Gyani	Director General	Association of Healthcare Providers of India (AHPI)

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NAME	DESIGNATION	AFFILIATION
Mr. Raj Ghore	CEO	Healthcare Global
Mr. Raja Rajan	Vice-president	MGM Healthcare, Chennai
Mr. Raghava Rao	CEO & Executive Director	Camomile Healthcare
Mr. B. G. Menon	Managing Director	ACME Consultancy

**Table 2.17 Committee for preventing sexual harassment of women at work place
(PSHWW)**

NAME	DESIGNATION	AFFILIATION
Dr.A.S.Poornima	Asst.Professor, Chairperson	Sri Ramachandra Faculty of Management Sciences
Members		
Dr.P.Amalanathan	Asso.Professor, Coordinator	Sri Ramachandra Faculty of Management Sciences
Ms.K.Rohini	Asst.Professor	Sri Ramachandra Faculty of Management Sciences
Ms.T.Bharathi	Asst.Professor	Sri Ramachandra Faculty of Management Sciences

Table 2.18 Placement Committee

NAME	DESIGNATION	AFFILIATION
Dr. K C John	Director,	SRFMS,SRIHER
Dr. Selvam Jesiah	Principal,	SRFMS, SRIHER
Mr. Sundar Vadivel	Deputy director, Placements	SRIHER
Dr. Poornima A S	Assistant Professor, Placement Coordinator	SRFMS, SRIHER
STUDENT MEMBERS		
Ms Alice Mercydha	II MBA student	SRFMS, SRIHER
Ms Geethika K	II MBA student	SRFMS, SRIHER
Ms Martina Maicy	II MBA student	SRFMS, SRIHER

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Mr Kumar Benjamin	II MBA student	SRFMS, SRIHER
Mr Mogana Ranga Raja	II MBA student	SRFMS, SRIHER
Dr.A. Julian Dileeban	I MBA student	SRFMS, SRIHER

Table 2.19 Statutory Bodies and frequency of meetings

AUTHORITIES/ STATUTORY BODIES	FREQUENCY OF MEETINGS
University (SRIHER) Level	
Board of Management (University Level)	Four times a year
Finance Committee	As and when required
Planning and Monitoring Board	Once in a year
Academic Council (University Level)	Three times a year
Internal Quality Assurance Cell	Twice a year
Curriculum Committee	As and when required
Academic Integrity Committee	As and when required
Board of Studies	As and when required
Faculty (SRFMS) Level	
Faculty Council	Once in a month
Curriculum Committee (Faculty Level)	Twice a year
Research and Promotion Committee (Faculty Level)	Once in a month
Faculty Quality Cell (FQC)	Twice a year
Women Empowerment Cell	Twice a year
Admission Committee	Twice a year
Examination sub-committee	Twice a year
Industry Institute partnership Cell (IIPC)	Quarterly
Committee for preventing sexual harassment of women at work place (PSHWW)	As and when required
Placement Committee	Once in three months

2.1.1.2 Service rules (5)

SRIHER has a well-defined service rules which cover the various service aspects relating to service of staff in SRFMS. Major components of service rules are as follows:

- (1) **Scale of pay and Allowances:** The pay band/scale of pay, grade pay and other allowances such as D.A., H.R.A., T.A., and special allowances payable to teaching and non-teaching staff are fixed by the Board of Management from time to time, based on the recommendation of the Finance Committee.
- (2) **Method of recruitment:** Recruitment to the various posts is made by direct recruitment, promotion and on contract basis for a specific period.
- (3) **Types of Appointment:** Appointments are made under regular or temporary or contractual.
- (4) **Eligibility for appointment:** Minimum qualifications for teachers are prescribed with adherence to the AICTE and the university norms.
- (5) **Employee classification:** Teaching staff are classified as Assistant Professor (Entry Level, Stage I), Assistant Professor (Senior Scale-I, Stage II), Assistant Professor (Selection Grade, State III), Associate Professor and Professor. Non-teaching staff are classified as Group A, B, C & D.
- (6) **Increment:** Every employee is eligible to annual increment at the prescribed rate irrespective of the fact that the employees reached the maximum of pay band unless it is withheld as a disciplinary measure.
- (7) **Promotion:** All appointments by promotion to teaching posts are made by the appointing authority on the recommendations of the Faculty Promotion committee.
- (8) **Transfers:** Every employee of the university is liable to be transferred to any unit of the University including the units, if any, situated at any place within or outside the country.

The service policies are communicated with the faculty members through the following modes,

- (1) The employee portal, where the employee can download the service rule book and refer to the same.
- (2) SRFMS office, a hard copy of the service rules book is available for the employees to refer when need arises.
- (3) The university website has a published copy of service rules for every employee's referral (<https://digicampus.sriramachandra.edu.in/users/policy-documents>).

2.1.1.3 Policies (5)

SRIHER purposefully defined set of policies for each core activity that SRFMS engages in. The policies at the University level and SRFMS level are developed with the vision to increase the participatory involvement and contribution to the overall development of the university. Recruitment Policy and Admission policy are developed at SRFMS in order to suit to its requirements. A select set of policies are presented below:

- (1) Internal Quality Assurance Policy
- (2) Policy for Curriculum development
- (3) Policy on use of institutional Moodle Service (LMS)
- (4) Policy on use of Open Educational Resources
- (5) Entrepreneurship policy
- (6) IT policy
- (7) Recruitment policy
- (8) Admission policy

- (a) **Internal Quality Assurance Policy:** This policy focuses the quality the defining element at the University through a combination of self and external quality evaluation and promotion and sustenance initiatives. The College Quality Council at SRFMS is part of IQAC is governed by this policy.
- (b) **Curriculum Development Policy:** This policy provides the guidelines to develop and implement new courses based on the needs of the students and industry dynamics. The policy guides the curriculum development process from the needs analysis stage to the design, approval, implementation, and evaluation stages.
- (c) **Policy on use of institutional Moodle service (LMS):** The policy provides the steps to organize the online learning portal for the benefit of the students. The content creation, site organization, access to the contents, and the site use policies are directed by this policy document.
- (d) **Policy on use of Open Educational Resources:** The policy on open educational resources provides directives on the use of various open source learning tools for the benefit of the students. SRIHER also encourages the faculty members to produce contents for open education purposes. The policy lists the various processes and implementation details for the use and creation of open educational resources.
- (e) **Entrepreneurship Policy:** The policy offers regulations and guidelines on supporting and nurturing the entrepreneurship skills of the students.

(f) **IT policy:** The IT policy provides guidelines on the asset management, access control, security, and operation management. The policy provides directives on how to acquire, safeguard, and maintain the IT resources of the department.

The various policies are present in the policies manual and it is made available for the students and the faculty members.

(g) **Recruitment Policy:** The recruitment policy contains a well thought procedure for the selection and recruitment of the best suited resources for the department. The document states the steps to be followed from the requirements analysis stage to the final appointment.

(h) **Admission Policy:** The admission policy has guidelines on the cut-off marks at various stages of education to assess an eligible candidate. The document specifies the dimensions and weightage for each component of assessment such as group discussion and personal interview.

2.1.1.4 Strategic Plan (5)

Post-NBA Accreditation, SRFMS strategic plan includes scaling of two-year MBA, Executive Diploma in Healthcare, Executive MBA and new Infrastructure development.

As per our Quality Policy, SRFMS is committed to offering quality education, ethical value, social responsibility, research, consultancy and continuous research program in hospital and health systems management. Our strategies are formulated and directed towards achieving these outputs. The strategic plan implemented and achieved in the last two year, AY 2018-19 and 2019-20 are as follows:

- a) An increase in the intake of full-time students from 30 to 60.
- b) Complete revision of curriculum by introducing newest and unique elective streams in Hospital and Health Systems Management: Healthcare Quality, Healthcare Human Resource and Healthcare Finance
- c) Increase of Teacher-Publication ratio from 1:1 to 1:2.

SRFMS's strategic plan pertaining to teaching and learning, curriculum, employability and student support and progression are depicted in Table 2.20

The scope of strategic plan presented in Table 2.20 presents our agenda that encompasses stakeholders' engagement, expansion, and introduction of new thrust areas in hospital and health systems management, new programs, enhancing visibility through collaborations, accreditation and reach-out to global education.

Table 2.20 Strategic Map for the Expansion and Development

Strategic plan	2021-22	2022-23	2023-24	2024-25
NBA accreditation				
Introduction of Executive Diploma in Healthcare Management				
Increasing Faculty Publication Ratio to 1:2				
Research Projects of the National importance				
Introduction of New MBA Program in Emerging disciplines				
New additional infrastructure and facilities				
Introduction of Executive MBA				
Increase of intake of MBA-Emerging disciplines from 60 to 120				
Increase of intake of MBA-Emerging disciplines from 120 to 180				

Future Plans:

SRFMS aims to start exchange of faculty members and students with other business schools in India and abroad as a part of faculty and student exchange programs. It has plans to work on establishing collaboration with foreign universities to foster world class research and student experience for the MBA students.

SRFMS intends to start focused MBA program in General Management and Business Analytics and collaborative program with foreign universities. It also envisages for an Executive MBA. Thus, SRFMS marches on towards becoming a center of excellence and preparing its students to become globally responsible citizens. SRFMS aims to develop its students beyond academic excellence with a focus on holistic growth in all spheres – intellectual, social, emotional and spiritual. It intends to form competent, committed and ethical leaders with a global perspective and an entrepreneurial spirit. It works to uplift the underprivileged and marginalized sections of society and transform individuals into world class leaders. SRFMS has an Internal Quality Assurance Cell (IQAC). The team works extensively on formulating and implementing strategic goals. The committee meets twice a month.

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The strategic plan is implemented by setting area specific goals. Table 2.20 depicts the strategic goals set for the future.

Table 2.21 Strategic Goals

S. No.	Areas	Strategic Goals – Steps Underway
1	Accreditation	Increasing stakeholders' engagement with SRFMS' activities and enhancing quality of program. Identified Competencies and defined Performance Indicators Estimating attainment level for continuous improvement
2	Research	Regular Seminar facilitating faculty members to present their research proposal and work-in-progress for the peer and experts' opinions and views. Demonstrated an increase of publication in the past two years and continue to thirst so that the target of each faculty producing a minimum of two research articles in refereed journals would be attained.
3	Industry Connect	Increasing number of MoUs and Operationalization of MoUs are geared up.
4	Admissions	Admitting students through MAT/XAT/CMAT and plan to extend the admission to CAT to have the advantage of students coming from various States.
5	International Collaboration	Operationalization of MoUs with the International Organizations/institution is in pipeline. A designated Director who has vast experience in International Projects and corporate courses in the US has been appointed to executive international connections such as foreign collaborative programs, students and faculty exchange.
6	Technology Enabled Learning	LMS is in full operation. Our LMS and continuous training catered to our faculty members and students has been a breakthrough in our teaching and learning during pandemic time and envisage to expand its horizons for the advanced applications and use.
7	Course Curriculum	Updated in 2019 and major modifications made in electives offered to other departments. Plan to modify the entire curriculum in 2022.

2.1.2 Faculty Empowerment (15)

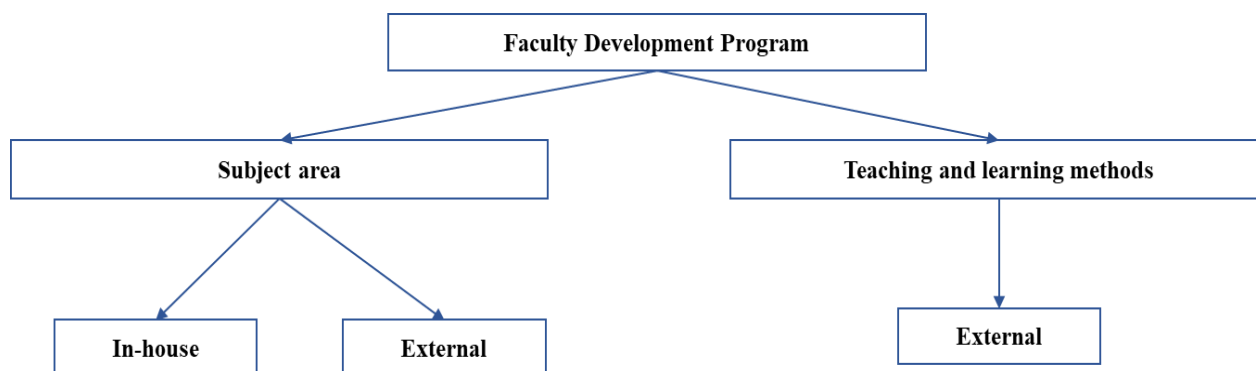
2.1.2.1 Faculty Development Policies (5)

SRIHER has a well-rounded faculty development policy. The education units of various departments offer faculty training for each other. IT skill development program was organized in 2012 for all the faculty and staff to enable them to hone computer skills.

Department of community medicine organizes Seminars / Workshops on Research Methodology and biostatistics both for faculty and newly registered PhD scholars.

Drawing inspiration from SRIHER, SRFMS has a well-established faculty development policy. The faculty development policy provides the directives for planning and promoting faculty development. SRFMS has a three-level faculty development program. At level 1 are the basic workshop-based faculty development programs. At level 2 lie the advanced level faculty development workshops and at the highest level are the focused workshops. Faculty are encouraged to attend in-house and external faculty development programs along various areas of their interest and for improving the teaching and learning process (offered by AICTE and other similar bodies).

Figure 2.3 Faculty Development Program



2.1.2.2. Decentralization, Delegation of Power and Collective decision making (10)

Academic and administrative decisions are vested with the Principal of SRFMS. SRFMS believes in delegation of work and collective responsibility for the development of the students, department, and the university. As part of work delegation faculty members are assigned to different academic portfolios to contribute to the holistic development of the students and SRFMS. Table 2.21 depicts the clear-cut decentralization of work and tasks among the faculty members and staff in SRFMS. Major academic and administrative decisions regarding finance are submitted to the Dean of Faculties for the approval.

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Table 2.22 List of Key faculty academic leadership and responsibilities

S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
1	MBA Coordinator	Dr.S. Srinivasan		Academic Scheduling, Examination, Monitoring routine academic activities, CBCS, CQC, Mentoring Scheduling	2 yrs
2	BBA Coordinator	Ms. K. Rohini		Academic Scheduling, Examination, Monitoring routine academic activities, Project CBCS, CQC, Mentoring Scheduling	2 yrs
3	Education Unit Coordinator		Dr. G. Jabarethina	Member - Training faculty members on pedagogy	3 yrs
4	Coordinators of AICTE Related Work and support	Dr. G. Jabarethina	Dr.Selvam Jesiah	Quality Mandate, AICTE Approval Process, AISHE	
5	IQAC / NAAC - SRFMS - Coordination for Rating/Accreditation agency.	Dr.A.Bhoomadevi & Dr. P. Amalanathan	Dr.Selvam Jesiah	Quality enhancement and assurance, Quality and Mandatory documents, Data processing, NAAC Coordination. Convening dept. IQAC Meetings, Best B-Schools Survey	2 yrs
6	CBCS		Dr.Selvam Jesiah & Dr.S.Srinivasan	Coordinating CBSC with SRFMS on electives	2 yrs

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S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
7	Safety and Utility Committee		Dr.A.Bhoomadevi Ms. K.N. Priya	Ensuring the safety of premises	2 yrs
8	Examination Sub-Committee		Dr.Selvam Jesiah, Dr. S. Srinivasan & Ms. K. Rohini	Propose the examiners for the University End Semester exams	26.11.2019 - 2021 (2 yrs)
9	Grievance Committee		Dr.A.Bhoomadevi	Receive grievances and resolve	2 yrs
10	NSS Coordinator for Extension and Outreach Activities News Letter-in charge	Ms. T. Bharathi Ms. T. Bharathi & Ms. P.Jalajavauhini	Ms. T. Bharathi	NSS, Village Visits, Community Relations, Institutional Social Responsibility Initiatives Preparation of Newsletter (Quarterly) and Coordination with University's Newsletter	2 yrs
11	<u>Placement & Internship Coordinator</u> IIPC (Industry-Institute Interface, Industrial Visists, SIP, Placement)		Dr.A.S. Poornima	Industry-Institute Interface, Industrial Visits, SIP, Placement	2 yrs
12	Entrepreneurship Cell	Dr.A.Bhoomadevi	Dr.A.Bhoomadevi	Conducting ED activities and programmes and develop the sense of enterprising among students	2 yrs

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S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
	Alumni Association Coordinator	Ms. K.N.Priya	Ms.K.N.Priya	Maintaining Alumni data, Interface with Alumni, Arranging Guest Lectures, Convening Alumni Meet	
13	Women Empowerment Cell	Dr.A. Bhoomadevi Dr.G.Jabarethina		Adhere to Vishaka guidelines	
14	Student Activity Coordinators	Dr.A. S. Poornima Ms. S. Nithya Priya		Programming and organizing Guest lectures, AHA Activities, MMA Activities Management Fest, Participation in External Programs, Cultural Activities, Extra-curricular activities, Sports	2 yrs
15	Library SRFMS-Library in charge and Students Subscription to News paper	Ms. K. Rohini	Dr.Selvam Jesiah	Strengthening and improving SRFMS Library	
16	LMS - Moodle Coordinator	Dr.G. Jabarethina	Dr. G. Jabarethina	Orient the faculty members on LMS and monitor its usage.	2 yrs
17	Research Promotion Committee	Dr. Selvam Jesiah, Prof.& Principal, Convenor Dr. P. Amalanathan, Asso. Professor	Dr. Selvam Jesiah Dr. P. Amalanathan, Asso. Professor Ms.S.Nithya Priya, Asst. Professor	<ul style="list-style-type: none"> Identifying and encouraging students' interest in research, Chancellor's Student fellowship (Internship), Minor research other than 	3 yrs

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S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
		Ms.S.Nithya Priya, Asst. Professor		<p>Project work, organizing research colloquium for teachers.</p> <ul style="list-style-type: none"> Organizing Research Colloquium for students (Once in month) Colloquium is one where faculty members can discuss their research interest, present research papers. 	
18	NAAC Committee - Criteria	Faculty in-charge for criteria			5 Yrs
	1. Curricular Aspects	Dr.G.Jabarethina & Dr. Amalanathan			
	2. Teaching-Learning and Evaluation	Dr.A.Bhooma Devi (Coordinator)			
	3. Research, Innovations and Extension	Dr. G. Jabarethina			
	4. Infrastructure and Learning Resources	Ms.K.N. Priya & Dr. S. Srinivasan			
	5. Student Support and Progression	Ms.K. Rohini & Dr. Poornima			
	6. Governance, Leadership and Management	Ms. S.Nithya Priya & Dr. Subashree			

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S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
	7. Institutional Values and Best Practices	Ms.T. Bharathi			
19	University Development Council		Dr. Selvam Jesiah	wef: 10.01.2020 (Valid for 2 yrs)	wef: 10.01.2020 (Valid for 2 yrs)
20	Committee for conducting interview for Ph.D admission (Management)		Dr. Selvam Jesiah		2 yrs
21	Consultancies, Computer Lab & IT Facilities	Dr.A.Subashree		MoUs, Consultancies, Maintaining computer lab and IT Facilities	
22	Office Administration and Support Service	Ms. P. Jalajavauhini		Office administration, Maintenance of documents, Office correspondence, Hygiene, Website, Support Service to Principal and Vice-Principal, Posting and Updating the events on Website E-Governance (SRU Connect Portal)	
23	NIRF 2021 - Teaching, Learning and Resources (TLR) and Graduation Outcome (GO)		Dr. Selvam Jesiah		
24	Academic Council Member		Dr. Selvam Jesiah		wef 12.02.2020

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S.No	Committee Name/Function/Task	College Level Faculty In-charge	University Level Faculty In-charge	Portfolio	Valid Period
25	Research Supervisors		Dr.Selvam Jesiah Dr. P. Amalanathan Dr. A. Bhoomadevi		
26	Institutional Innovation Council Coordinator	Dr. A. Bhoomadevi	Dr. A. Bhoomadevi		2 yrs
27	Sri Ramachandra Social Entrepreneurship, Swachhta and Rural Engagement Cell (SR-SESREC)		Dr. A. Bhoomadevi		2 yrs

2.1.3 Effective Governance Indicators (20)**2.1.3.1 Grievance redressal mechanism (5)**

SRIHER has department and university level committees for grievance redressal of employees as well as students. Grievances are uploaded by the students through the university portal “digicampus.sriramachandra.edu.in” under grievances, by using their User ID and Password. Immediately after uploading of grievances, SMS will be received by the Chairman / Senior Registrar, students’ services section. The grievances are forwarded to the appropriate committee such as anti-ragging committee, grievances redressal committee, internal complaints committee, anti-discrimination committee for persons with disability and elderly persons, SC/ST/OBC/minority cell respectively, for taking further action and to submit a report on this regard. The action taken is intimated to the students and staff through online mode. Unsolved grievances, if any, are brought to the notice of the Vice Chancellor for taking necessary action.

Table 2.23 Grievance Redressal Committee (University)

NAME	DESIGNATION	AFFILIATION
Prof. P. Sampath Kumar Professor & Vice-Principal SRMC & RI	Chairman	SRIHER
Dr. T. S. Lokeswari Asso.COE (Admin)	Member	SRIHER
Dr. Kalpana. R Professor & Head (Anatomy)	Member	SRIHER
Dr. Lakshmi Venkatesh Asso. Professor Faculty of SLHS	Member	SRIHER
Mr. Gopal Swami A.D Asso.Professor Faculty of Physiotherapy	Special Invitee	SRIHER
Dr.A.Bhoomadevi Asso.Professor Faculty of Management Sciences	Special Invitee	SRIHER

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NAME	DESIGNATION	AFFILIATION
Thiru. V. Swaminathan Registrar	Special Invitee	SRIHER
Ms. Esha Verma III BDS (2018-19) Faculty of Dental Sciences Student Representative	Special Invitee	SRIHER

Table 2.24 Grievances Committee - SRFMS

NAME	DESIGNATION	AFFILIATION
Dr.K.C.John	Director, Chairperson	Sri Ramachandra Faculty of Management Sciences
Dr.Selvam Jesiah	Principal, Member	Sri Ramachandra Faculty of Management Sciences
Dr.A.Bhoomadevi	Asso.Professor, Member	Sri Ramachandra Faculty of Management Sciences
Dr.G.Jabarethina	Asst.Professor, Member	Sri Ramachandra Faculty of Management Sciences

Table 2.25 Internal Complaints Committee (ICC) - SRFMS

NAME	DESIGNATION	AFFILIATION
Dr. Selvam Jesiah	Principal, Chairperson	Sri Ramachandra Faculty of Management Sciences
Members		
Dr.A.Bhoomadevi	Asso.Professor, Coordinator	Sri Ramachandra Faculty of Management Sciences
Dr.S.Srinivasan	Asst.Professor	Sri Ramachandra Faculty of Management Sciences
Ms.K.N.Priya	Asst.Professor	Sri Ramachandra Faculty of Management Sciences
Ms.S.Nithya Priya	Asst.Professor	Sri Ramachandra Faculty of Management Sciences

Table 2.26 Action Taken Report for grievance Redressal for the last three years

Year	Grievance / Complaints Registered	Action Taken
2020-21	1	Resolved
2019-20	1	Resolved
2018-19	Nil	Nil

2.1.3.2 Transparency (5)

SRFMS follows practices transparent operations to ensure inclusive participation among all the involved stakeholders. The students, faculty members, alumni, and industry partners are aware of the various policies and rules that are relevant to them in their capacity. The policies are shared with all the stakeholders through handbooks, newsletter, public display, and SRFMS website. The faculty members and alumni actively involved in updating SRFMS website with the relevant and latest updates about SRFMS.

2.1.3.3 Leader and faculty selection process (5)

SRFMS believes in the philosophy that teachers are the key transformational inputs that transform the students into well rounded professionals and leaders. Our policy on leader and faculty selection reflects this idea. The steps of the faculty selection process are listed below:

Step 1: Preparing manpower requirement on the basis of number of existing faculty members, expansion and development plans and introduction of new programs and courses, very importantly based on the desired teacher-student ratio.

Step 2: Receiving applications from the eligible and interested candidates from the applications bank of HR department/ recruitment advertisement.

Step 3: Short listing the candidates after reviewing qualifications, experience and other credentials of the candidate (AICTE & UGC Minimum qualification norms should be adhered to).

Steps 4: Getting approval from the Vice-Chancellor (VC) and Dean of Faculties (DoF) upon the shortlisted candidates.

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Step 5: Scheduling campus interviews based on approval by the VC and DoF. The candidates approved by the VC and DoF are asked to send a seminar abstract (NOT their Ph.D thesis abstract), on any topic of their research interest.

Step 6 (On the day of Interview):SRFMS collects all the required documents from the candidates called for campus interview, and confirm all documents are in place. Each candidate is advised to give a seminar 30-40 minutes.

Step 7: Once the faculty seminar is over, each candidate is called for a personal interview. The SRIHER- faculty recruitment committee, which consists of VC, DoF, Dean (Research), General Manager (HR), one Subject Expert, Director & Principal, takes decisions on the suitability of the candidates and recommends the selected candidates for the approval in the Board for their appointment.

For the selection of Principal, the aforementioned selection is strictly followed. As one of the selection process, the candidates are asked to present their plans (goals and strategies) for development of SRFMS and University.

2.1.3.4 Stability of the Academic Leaders (5)

SRIHER is an employer of choice for its employees. SRIHER provides fairly long careers to its academic leaders. As per the SRIHER norms, the top management officials are appointed as per the requirement(s). SRFMS has practiced a portfolio approach to the role of the principal post. The Principals of SRFMS are listed below:

Table 2.27 List of Principals and their tenures at SRFMS

Name	Duration of post	Reason for passing the post
Dr. A. Selvam	May 2014 – July 2018	Sudden demise
Dr. A. Bhooma Devi	Principal in-charge July 2018– January 2019	Interim post until new recruitment for principal
Dr. A. R. Rajagopalan	January 2019– July 2020	Relieved on request
Dr. Selvam Jesiah	July 2020– Till Date	NA

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SRFMS has the pride of being employees' favorite as we have faculty members serving for longer tenure to our credit. The number of faculty members based on tenure is presented in Table 2.28.

Table 2.28 Faculty members' tenure

Number of years in SRFMS	Faculty member count
More than 10 years	2
More than 5 years	1
More than 3 years	3
1 year to 3 years	6

2.2 Financial Resources (40)

2.2.1 Budget allocation, utilization, and public accounting at institute level (40)

Table 2.2.1.a Total Income at Institute Level (in Indian Rupees)

Income 2020 -21				Total Income
Fee Received	Grant Received from Govt.	Grant Received from Industry	Other Sources (specify)	
22000000	20000	-	2766750	24766750
Income 2019 - 20				Total Income
Fee Received	Grant Received from Govt.	Grant Received from Industry	Other Sources (specify)	
147000000	-	-	2848160	17548160

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Table 2.2.1.b Summary of budget and the actual expenditure incurred (in Indian Rupees)

Items	Budgeted in CFY	Budgeted in CFYm1	Actual Expenses in CFYm1	Budgeted in CFYm2	Actual Expenses in CFYm2	Budgeted in CFYm3	Actual Expenses in in CFYm3
Infrastructure Built-up	1500000	1000000	933467	3000000	3140348	500000	154610
Library	2500000	2000000	1434027	2000000	1815000	2000000	2115000
Computer Lab and Software	300000	250000	254005	200000	185000	150000	135000
Teaching and Non-Teaching Staff Salary	17000000	14500000	13756271	17000000	16447814	9000000	8899221
Research	567000	547000	157000	507000	157000	557000	385375
Training and Travel	500000	400000	54000	400000	355342	400000	324000
Placement Activities	250000	200000	190000	175000	178000	150000	166000
Entrepreneurship	100000	100000	14373.5	100000	79960.95	100000	23268.55
Co-Curricular (Col.Day Exp)	200000	150000	17790.9	150000	151567.42	150000	46514.38
Extra Curricular (Sports)	800000	800000	48514	700000	736551	500000	448891
Alumni Relations	50000	40000	39750	30000	25230	3000	795
Miscellaneous expenses (Maint.Exp, EB)	2600000	1500000	1176000	1500000	1456000	1500000	1386000
NSS /Outreach	200000	100000	10927	100000	74817	100000	76575
Employee Welfare	1500000	1200000	767050.85	1200000	843376.55	1000000	1051492.8
Total	28067000	22787000	18853176.25	27062000	25646006.92	16110000	15212742.73
1. Paper books and electronic (e-journals, e-books, e-subscription, publications etc.)							
2. Purchase and Maintenance (Database, e-access, statistical tools)							
3. Research funds including fellowships to the students and faculty							

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2.2.1.1 Adequacy of budget allocation

SRFMS prepares a need-based budget that pertains to the various activities of the faculty. The budget for each specific activity is prepared after analyzing the existing resources and the resources that are needed. The prepared budget is then sent for approval from the finance and accounts department subject to the approval of the Dean of Faculties. The finance department approves and allocates the adequate budget for SRFMS.

2.2.1.2 Utilization of allocated funds

SRFMS reports the fund utilization to the finance and accounts department for each activity that SRFMS carries out. The funds allocated for SRFMS is judiciously used to ensure that the funds are put to the intended use while being economic. The fund utilization reflects in the various developments and extended activities of SRFMS.

2.2.1.3 Availability of the audited statements on the institute's website

The audited financial statements are available in the university website for the reference of the various stakeholders and the public.

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CRITERION 3	Program Outcomes & Course Outcomes	100
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Sri Ramachandra Faculty of Management Sciences has documented each process of developing Program Outcomes (POs) and Course Outcomes (COs). Program outcomes are mapped with the course outcomes which is verified and validated by the curriculum committee at the Faculty level along with the course instructor concerned. The program outcomes are identified with their respective competencies and performance indicators which help in mapping COs with POs. Assessment is in line with the requirements of performance indicators and Bloom's taxonomy level that enable the instructors to ascertain the attainment of course and program outcomes.

Program Outcomes

The following are the Program Outcomes of the MBA program:

- 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.

Program Specific Outcomes

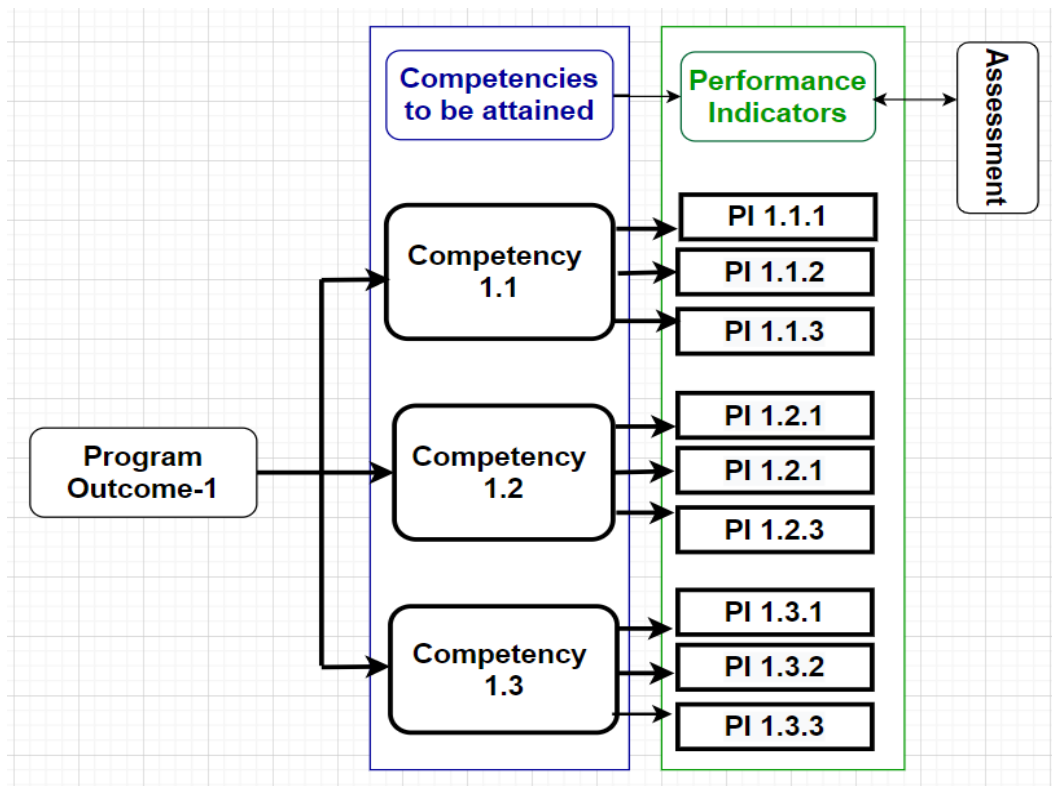
- PSO1:** Acquire knowledge, skills and positive attitude to work individually or as team to contribute effectively and achieve the goals of hospitals and its allied organizations in a dynamic environment.
- PSO2:** Demonstrate problem solving skills and decision-making abilities across all functional areas of management in hospitals and its allied organizations.

Development of Competency and Performance Indicators for each Program Outcomes (POs)

SRFMS's MBA has eight Program Outcomes and two Program Specific Outcomes (PSOs). For each PO and PSOs, the suitable competencies are identified and measurable performance indicators are defined with the POs. Each course outcome is mapped with 4 or 5 program outcomes and with the corresponding competencies /Performance Indicators. The following Competencies and Performance Indicators are identified and mapped with each of the Program Outcomes.

Every Program outcome is mapped with its relevant competencies that are expected from the MBA graduates of SRFMS. The same is explained in Figure 3.1.

Figure 3.1 Relation between Program Outcome to Competencies and Performance Indicators



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Table 3.1 Program Outcomes - Competencies and Performance Indicators

PO 1: Apply knowledge of management theories and practices to solve business problems	
Competency	Performance Indicators
1.1 Demonstrate Competence in Management Principles	1.1.1* Apply the knowledge of management principles such as Unity of Command, Division of Work, Authority, Responsibility etc., to solve business and managerial problems
1.2 Demonstrate Competence in Management Concepts, Theories and Practices	1.2.1 Apply the knowledge of management concepts, theories and practices to solve business and managerial problems
1.3 Demonstrate Competence in various functional areas of Management (specialized management knowledge)	1.3.1 Apply the knowledge of management principles, concepts, theories and practices of various functional areas such as Finance, Marketing, Human Resources, Operations etc. to solve various functional problems

*Denotes the first PI of PO1

PO 2: Foster Analytical and critical thinking abilities for data-based decision making	
Competency	Performance Indicators
2.1 Demonstrate capability in understanding and analyzing numerical data	2.1.1 Design and develop new management tools frameworks, ideas, products, services, standards, and procedures. 2.1.2 Apply statistical tools such as measures of central tendency and dispersion chi square, correlation, regression, etc for health care data 2.1.3 Draw inferences from data and analyze conditions of internal and external environments. 2.1.4 Understand and apply graphical tools such as Gantt chart, Pareto analysis in health care setting.
2.2 Demonstrate capability in analyzing data through application software.	2.2.1 Understand and apply Excel , Tableau, SPSS for data analysis 2.2.2 Apply analytical tools and make data driven decisions.
PO 3: Develop Value based Leadership	
Competency	Performance Indicators
3.1 Demonstrate honesty, humility, motivate themselves and persuade the team.	3.1.1 Ability to take decisions beyond self-interest; 3.1.2 Plan and organize goal based activities.
3.2 Demonstrate the	3.2.1 Articulate aspects of Human Behavior to enhance People

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ability to understand the value of Human relationships.	<p>Management in changing scenario.</p> <p>3.2.2 Listen, Persuade and Influence fellow mates to ensure accomplishment of goals.</p> <p>3.2.3 Understand and evaluate cross-cultural differences and similarities</p>
3.3 Demonstrate the power of decision making	3.3.1 Ability to balance the interest of multiple stakeholders when making decisions
PO4: Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.	
Competency	Performance Indicators
4.1 Demonstrate an ability to understand the impact of management practices on global, economic, legal, societal, environmental and ethical	<p>4.1.1 Ability to understand, analyze and evaluate different environments of business.</p> <p>4.1.2 Interpret legislation, regulations, codes, rights and standards relevant to the area/subject and explain its contribution to the protection of the public</p> <p>4.1.3 Recognize the difference between legal and ethical compliances</p> <p>4.1.4 Identify, understand and design the conceptual models, methods and techniques associated with the context of business</p>
4.2 Demonstrate an ability to Analyze and communicate the various aspects of business	<p>4.2.1 Analyze the impact or relationship of environmental factors on business strategies</p> <p>4.2.2 Apply appropriate instruments and/or research tools analyze the factors and its impact on various aspects of business</p> <p>4.2.3 Ability to use deductive reasoning to basic legal and ethical problem in business and effectively communicate through oral and written forms</p>
PO 5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	
Competency	Performance Indicators
5.1 Demonstrate effective individual and team operations, and Leadership skills	<p>5.1.1 Ability to identify the capability of team members, learning synergies and differences in group dynamics</p> <p>5.1.2 Examine their own values and importance of ethical dimension in business and work with a team for taking effective decisions</p> <p>5.1.3 Understand causes of organizational conflicts and resolving them through negotiations, motivation and leadership</p> <p>5.1.4 Articulate the importance of communication, empowerment, risk assessment in clinical governance</p>

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5.2 Demonstrate the ability to create collaborative goals and contributing effectively to a team environment	<p>5.2.1 Recognize and get familiar about leadership in cross cultural environment</p> <p>5.2.2 Ability to acknowledge, support the team to create collaborative goals and for effective contribution</p> <p>5.2.3 Exhibit and nurture the attributes that facilitate effective teamwork to create cross functionality, innovation and design thinking.</p>
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PO 6: Communicate effectively and use information and knowledge effectively.

Competency	Performance Indicators
6.1 Demonstrate communication skill	<p>6.1.1 Ability to analyze situations and audience to make choices of writing and delivering efficiently</p> <p>6.1.2 Ability to comprehend information to write business document, prepare formal reports very accurately</p> <p>6.1.3 Capability of providing, accepting and using feedbacks to improve written and oral communication continuously.</p>
6.2 Demonstrate knowledge on Latest Technology	<p>6.2.1 Examine and interpret the data and information effectively</p> <p>6.2.2 Ability to use a variety of technology and media effectively in acquiring and disseminating information</p>

PO 7: Inculcate entrepreneurship ability.

Competency	Performance Indicators
7.1 Demonstrate an ability to Innovate & Create ideas	<p>7.1.1 Apply formal Idea generation tools</p> <p>7.1.2 Identify the criteria for evaluating the idea</p> <p>7.1.3 Develop business plan</p>
7.2 Demonstrate an ability of critical thinking & Problem solving	<p>7.2.1 Recognizing the need for problem definition</p> <p>7.2.2 Identify the wide range of alternatives for problem solving</p> <p>7.2.3 Compare and contrast the alternatives and to judge the best solution</p>
7.3 Demonstrate an ability to negotiate, network and manage the resources	<p>7.3.1 Exhibit effective communication skills</p> <p>7.3.2 Apply listening skills to negotiate</p> <p>7.3.3 Analyze the effective utilization of available resources.</p>

PO 8: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.

Competency	Performance Indicators
8.1 Demonstrate effective leadership skills	<p>8.1.1 Exhibit effective communication and conflict resolution skills</p> <p>8.1.2 Understand the team members and treat them</p>

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	respectfully. 8.1.3 Recognize the need to maintain composure in difficulty situation.
8.2 Demonstrate an ability to identify gaps in business process and a strategy to close this gap	8.2.1 Identify deficiencies or gaps in knowledge and business process 8.2.2 Develop strategy to close the gaps in knowledge and business process 8.2.3 Portray the foundation for continuing professional development
8.3 Demonstrate an ability to identify and access the sources for new information	8.3.1 Identify and comprehend credible sources of information 8.3.2 Analyze sourced information for feasibility, viability and sustainability. 8.3.3 Apply feasible sources of information for effective decision making.

PROGRAM SPECIFIC OUTCOMES

PSO 1: Demonstrate problem solving skills and decision making abilities across all functional areas of management in hospitals and its allied organizations

Competency	Performance Indicators
9.1 Demonstrate Competence in various functional areas of Hospitals	9.1.1 Apply the knowledge of management principles, concepts, theories and practices of various functional areas such as Finance, Marketing, Human Resources, and Operations etc. to solve various functional problems in hospitals. 9.1.2 Apply analytical tools and make data driven decisions in hospitals. 9.1.3 Apply feasible sources of information for effective decision making in hospitals.

PSO 2: Acquire knowledge, skills and positive attitude to work individually or as team to contribute effectively and achieve the goals of hospitals and its allied organizations in a dynamic environment.

Competency	Performance Indicators
10.1 Demonstrate effective individual and team operations in hospitals	10.1.1 Articulate aspects of Human Behavior to enhance People Management in changing scenario in hospitals. 10.1.2 Ability to acknowledge, support the team to create collaborative goals and for effective contribution in hospitals.

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The Program Outcomes (POs) are measured both through direct and indirect measures. The set attainment level is estimated as explained in Table 3.2.

Table 3.2 Attainment Methodology

Number of PIs Mapped to CO	Level	Attainment
1 to 2	Low	1
3 to 4	Medium	2
>4	High	3

Table 3.3 Courses contribution for the attainment of the POs -Batch 2018-2020

POs	Courses*
PO1	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(3), • Financial & Management Accounting(3), • Managerial & Health Economics(3), • Bio-statistics & Operations Research(3), • Hospital Planning, Architecture & Project Management(3), • Organization & Management of Hospitals(3), • Introduction to Basic Medical Science(3), • Human Resource Management (3), • Marketing Management(3), • Organizational Behaviour(3), • Financial Management in Hospitals(3), • Public Health Systems & Health Insurance(3), • Total Quality Management in Hospitals(3), • Healthcare laws(3), • Hands-on posting -I(3), • Research methodology in management sciences(3), • Logistics and supply chain management(3), • Business policy and strategic management(3), • Safety and disaster management(3), • Hospital information system(3), • Services marketing(3), • Internship(3), • International Health Management(3), • (GDE026) Health care Technology(3), • (GDE027) NGO(3), • (GDE028) Business Analyst and Requirement Management(3), • Hands-on Posting -II(3),

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POs	Courses*
	<ul style="list-style-type: none"> • Dissertation (3)
PO2	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(1), • Financial & Management Accounting(3), • Managerial & Health Economics(3), • Bio-statistics & Operations Research(3), • Hospital Planning, Architecture & Project Management(3), • Organization & Management of Hospitals(2), • Introduction to Basic Medical Science(2), • Human Resource Management (2), • Marketing Management(3), • Organizational Behaviour(2), • Financial Management in Hospitals(3), • Public Health Systems & Health Insurance(2), • Total Quality Management in Hospitals(3), • Healthcare laws(2), • Hands-on posting -I(3), • Research methodology in management sciences(3), • Logistics and supply chain management(3), • Business policy and strategic management(2), • Safety and disaster management(1), • Hospital information system(3), • Services marketing(3), • Internship(3), • International Health Management(1), • (GDE026) Health care Technology(2), • (GDE027) Non-Governmental Organization(1), • (GDE028) Business Analyst and Requirement Management(2), • Hands-on Posting -II(3), • Dissertation(3)
PO3	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(2), • Financial & Management Accounting(1), • Managerial & Health Economics(2), • Bio-statistics & Operations Research(2), • Hospital Planning, Architecture & Project Management(1), • Organization & Management of Hospitals(3), • Introduction to Basic Medical Science(1), • Human Resource Management (3), • Marketing Management(2),

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POs	Courses*
	<ul style="list-style-type: none"> • Organizational Behaviour(3), • Financial Management in Hospitals(2), • Public Health Systems & Health Insurance(1), • Total Quality Management in Hospitals(3), • Healthcare laws(2), • Hands-on posting -I(3), • Research methodology in management sciences(1), • Logistics and supply chain management(1), • Business policy and strategic management(3), • Safety and disaster management(2), • Hospital information system(2), • Services marketing(2), • Internship(3), • International Health Management(2), • (GDE026) Health care Technology(1), • (GDE027) Non-Governmental Organization (1), • (GDE028) Business Analyst and Requirement Management(3), • Hands-on Posting -II(3), • Dissertation (3)
PO4	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(1), • Financial & Management Accounting(1), • Managerial & Health Economics(3), • Bio-statistics & Operations Research(3), • Hospital Planning, Architecture & Project Management(2), • Organization & Management of Hospitals(2), • Introduction to Basic Medical Science(2), • Human Resource Management (3), • Marketing Management(3), • Organizational Behaviour(3), • Financial Management in Hospitals(2), • Public Health Systems & Health Insurance(2), • Total Quality Management in Hospitals(2), • Healthcare laws(3), • Hands-on posting -I(3), • Research methodology in management sciences(3), • Logistics and supply chain management(3), • Business policy and strategic management(3), • Safety and disaster management(2), • Hospital information system(1),

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POs	Courses*
	<ul style="list-style-type: none"> • Services marketing(3), • Internship(3), • International Health Management(3), • (GDE026) Health care Technology(2), • (GDE027) Non-Governmental Organization (2), • (GDE028) Business Analyst and Requirement Management(2), • Hands-on Posting -II(3), • Dissertation (3)
PO5	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(2), • Financial & Management Accounting(1), • Managerial & Health Economics(2), • Bio-statistics & Operations Research(2), • Hospital Planning, Architecture & Project Management(1), • Organization & Management of Hospitals(3), • Introduction to Basic Medical Science(1), • Human Resource Management (3), • Marketing Management(3), • Organizational Behaviour(3), • Financial Management in Hospitals(2), • Public Health Systems & Health Insurance(1), • Total Quality Management in Hospitals(3), • Healthcare laws(2), • Hands-on posting -I(3), • Research methodology in management sciences(1), • Logistics and supply chain management(3), • Business policy and strategic management(3), • Safety and disaster management(2), • Hospital information system(2), • Services marketing(2), • Internship(3), • International Health Management(1), • (GDE026) Health care Technology(1), • (GDE027) NGO(1), • (GDE028) Business Analyst and Requirement Management(3), • Hands-on Posting -II(3), • Dissertation(3)
PO6	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(3), • Financial & Management Accounting(3), • Managerial & Health Economics(2),

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POs	Courses*
	<ul style="list-style-type: none"> • Bio-statistics & Operations Research(2), • Hospital Planning, Architecture & Project Management(3), • Organization & Management of Hospitals(3), • Introduction to Basic Medical Science(3), • Human Resource Management (3), • Marketing Management(3), • Organizational Behaviour(3), • Financial Management in Hospitals(3), • Public Health Systems & Health Insurance(3), • Total Quality Management in Hospitals(3), • Healthcare laws(3), • Hands-on posting -I(3), • Research methodology in management sciences(3), • Logistics and supply chain management(3), • Business policy and strategic management(3), • Safety and disaster management(3), • Hospital information system(3), • Services marketing(3), • Internship(3), • International Health Management(3), • (GDE026) Health care Technology(3), • (GDE027) Non-Governmental Organization (2), • (GDE028) Business Analyst and Requirement Management(3), • Hands-on Posting -II(3), • Dissertation (3)
PO7	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(3), • Financial & Management Accounting(3), • Managerial & Health Economics(3), • Bio-statistics & Operations Research(3), • Hospital Planning, Architecture & Project Management(2), • Organization & Management of Hospitals(3), • Introduction to Basic Medical Science(1), • Human Resource Management (2), • Marketing Management(3), • Organizational Behaviour(2), • Financial Management in Hospitals(2), • Public Health Systems & Health Insurance(1), • Total Quality Management in Hospitals(2), • Healthcare laws(2),

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POs	Courses*
	<ul style="list-style-type: none"> • Hands-on posting -I(1), • Research methodology in management sciences(2), • Logistics and supply chain management(2), • Business policy and strategic management(2), • Safety and disaster management(1), • Hospital information system(2), • Services marketing(2), • Internship(2), • International Health Management(2), • (GDE026) Health care Technology(2), • (GDE027) Non-Governmental Organization (2), • (GDE028) Business Analyst and Requirement Management(1), • Hands-on Posting -II(1), • Dissertation (2)
PO8	<ul style="list-style-type: none"> • Management Principles in Healthcare Organizations(3), • Financial & Management Accounting(3), • Managerial & Health Economics(2), • Bio-statistics & Operations Research(2), • Hospital Planning, Architecture & Project Management(2), • Organization & Management of Hospitals(2), • Introduction to Basic Medical Science(3), • Human Resource Management (3), • Marketing Management(3), • Organizational Behaviour(3), • Financial Management in Hospitals(2), • Public Health Systems & Health Insurance(2), • Total Quality Management in Hospitals(3), • Healthcare laws(3), • Hands-on posting -I(3), • Research methodology in management sciences(3), • Logistics and supply chain management(3), • Business policy and strategic management(3), • Safety and disaster management(3), • Hospital information system(2), • Services marketing(3), • Internship(3), • International Health Management(3), • (GDE026) Health care Technology(3), • (GDE027) Non-Governmental Organization (3),

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POs	Courses*
	<ul style="list-style-type: none"> • (GDE028) Business Analyst and Requirement Management(3), • Hands-on Posting -II(3), • Dissertation(3)

* Course and PO Correlation table with level of relevance in brackets

Table 3.4 Course and PO Correlation for the Batch 2019-2021

POs	Courses*
PO1	<ul style="list-style-type: none"> • Human Resources Management(1) • Marketing Management(1) • Financial Analysis and Reporting(2) • Legal aspects of Business(1) • Service Quality Management(1) • Written and oral Communication(3) • Operations Management(1) • Hospital Management(2) • Management and Organizational Behaviour(2) • Research Methodology(1) • Business Analytics(1) • Managerial Accounting(1) • Quantitative Techniques(1) • Hospital Hands-on Postings – I(2) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(1) • Talent Management in Healthcare(2) • Business Environment and Strategic Management(1) • Entrepreneurship(1) • Services Marketing and Management(2) • Supply Chain and Logistics Management(2) • Medical Tourism and Management(2) • Hospital Hands-on Postings–II(2) • Summer Internship(3) • Security Analysis and Portfolio Management(2) • Financial System and Markets in healthcare(1) • Healthcare Accreditation and Laws(2) • Innovation and Design Thinking(2) • HR Analytics(1) • Training and Development(1) • Cross Cultural Management(1)

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POs	Courses*
	<ul style="list-style-type: none"> • Ethics and Social Responsibility(1) • Dissertation(3) • Entrepreneurial Finance(2)" • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(1) • Compensation and Benefits Management(1)" • Performance Management(2)
PO2	<ul style="list-style-type: none"> • Managerial Economics(3) • Marketing Management(2) • Financial Analysis and Reporting(3) • Legal aspects of Business(1) • Service Quality Management(2) • Written and oral Communication(2) • Operations Management(2) • Hospital Management(2) • Research Methodology(2) • Business Analytics(3) • Managerial Accounting(3) • Quantitative Techniques(3) • Hospital Hands-on Postings – I(3) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(3) • Talent Management in Healthcare(2) • Business Environment and Strategic Management(2) • Entrepreneurship(1) • Services Marketing and Management(1) • Supply Chain and Logistics Management(2) • Medical Tourism and Management(2) • Hospital Hands-on Postings–II(3) • Summer Internship(3) • Security Analysis and Portfolio Management(3) • Financial System and Markets in healthcare(2) • Healthcare Accreditation and Laws(3) • Innovation and Design Thinking(3) • HR Analytics(3) • Training and Development(3) • Cross Cultural Management(2) • Ethics and Social Responsibility(3) • Dissertation(3)

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POs	Courses*
	<ul style="list-style-type: none"> • Entrepreneurial Finance(3) • Risk Management and Insurance(3) • Quality Assurance Framework in Hospitals(2) • Healthcare Governance and Technology(2) • Compensation and Benefits Management(2) • Performance Management(2)
PO3	<ul style="list-style-type: none"> • Human Resources Management(1) • Managerial Economics(3) • Marketing Management(2) • Financial Analysis and Reporting(3) • Legal aspects of Business(3) • Service Quality Management(1) • Written and oral Communication(2) • Hospital Management(2) • Management and Organizational Behaviour(3) • Managerial Accounting(1) • Hospital Hands-on Postings – I(2) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(1) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(2) • Entrepreneurship(1) • Services Marketing and Management(1) • Supply Chain and Logistics Management(1) • Hospital Hands-on Postings–II(3) • Summer Internship(2) • Security Analysis and Portfolio Management(3) • Financial System and Markets in healthcare(1) • Healthcare Accreditation and Laws(1) • Innovation and Design Thinking(3) • HR Analytics(2) • Training and Development(2) • Cross Cultural Management(2) • Ethics and Social Responsibility(3) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(2) • Healthcare Governance and Technology(2) • Performance Management(1)

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POs	Courses*
PO4	<ul style="list-style-type: none"> • Human Resources Management(1) • Managerial Economics(2) • Marketing Management(3) • Financial Analysis and Reporting(3) • Legal aspects of Business(3) • Service Quality Management(2) • Operations Management(3) • Hospital Management(2) • Management and Organizational Behaviour(1) • Research Methodology(2) • Business Analytics(1) • Managerial Accounting(3) • Quantitative Techniques(1) • Hospital Hands-on Postings – I(1) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(2) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(2) • Entrepreneurship(1) • Services Marketing and Management(1) • Supply Chain and Logistics Management(1) • Hospital Hands-on Postings–II(3) • Summer Internship(3) • Security Analysis and Portfolio Management(2) • Financial System and Markets in healthcare(2) • Healthcare Accreditation and Laws(3) • Innovation and Design Thinking(3) • HR Analytics(2) • Training and Development(1) • Cross Cultural Management(3) • Ethics and Social Responsibility(1) • Dissertation(3) • Entrepreneurial Finance(3) • Risk Management and Insurance(3) • Quality Assurance Framework in Hospitals(2) • Healthcare Governance and Technology(1) • Compensation and Benefits Management(1) • Performance Management(1)

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POs	Courses*
PO5	<ul style="list-style-type: none"> • Human Resources Management(1) • Marketing Management(2) • Financial Analysis and Reporting(3) • Legal aspects of Business(1) • Written and oral Communication(2) • Hospital Management(2) • Management and Organizational Behaviour(2) • Hospital Hands-on Postings – I(2) • Total Quality Management in hospitals(2) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(1) • Entrepreneurship(1) • Services Marketing and Management(1) • Supply Chain and Logistics Management(1) • Medical Tourism and Management(2) • Hospital Hands-on Postings–II(2) • Summer Internship(3) • Security Analysis and Portfolio Management(2) • Financial System and Markets in healthcare(3) • Healthcare Accreditation and Laws(3) • Innovation and Design Thinking(3) • HR Analytics(2) • Training and Development(2) • Cross Cultural Management(3) • Ethics and Social Responsibility(1) • Entrepreneurial Finance(1) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(2)
PO6	<ul style="list-style-type: none"> • Human Resources Management(1) • Marketing Management(3) • Financial Analysis and Reporting(3) • Legal aspects of Business(1) • Operations Management(1) • Hospital Management(1) • Management and Organizational Behaviour(1) • Research Methodology(2) • Business Analytics(2) • Managerial Accounting(1) • Quantitative Techniques(1)

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POs	Courses*
	<ul style="list-style-type: none"> • Hospital Hands-on Postings – I(2) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(2) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(1) • Entrepreneurship(2) • Services Marketing and Management(1) • Supply Chain and Logistics Management(2) • Medical Tourism and Management(3) • Hospital Hands-on Postings–II(2) • Summer Internship(3) • Security Analysis and Portfolio Management(1) • Financial System and Markets in healthcare(1) • Healthcare Accreditation and Laws(2) • Innovation and Design Thinking(3) • HR Analytics(2) • Training and Development(2) • Cross Cultural Management(2) • Ethics and Social Responsibility(1) • Dissertation(3) • Entrepreneurial Finance(2) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(3) • Healthcare Governance and Technology(1) • Compensation and Benefits Management(1) • Performance Management(2)
PO7	<ul style="list-style-type: none"> • Marketing Management(3) • Financial Analysis and Reporting(2) • Legal aspects of Business(1) • Operations Management(2) • Hospital Management(1) • Management and Organizational Behaviour(1) • Business Analytics(1) • Quantitative Techniques(1) • Hospital Hands-on Postings – I(2) • Financial Management in Healthcare(2) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(1) • Entrepreneurship(2)

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POs	Courses*
	<ul style="list-style-type: none"> • Services Marketing and Management(2) • Medical Tourism and Management(2) • Hospital Hands-on Postings–II(3) • Summer Internship(2) • Security Analysis and Portfolio Management(2) • Financial System and Markets in healthcare(1) • Healthcare Accreditation and Laws(2) • Innovation and Design Thinking(3) • HR Analytics(1) • Training and Development(2) • Cross Cultural Management(2) • Dissertation(1) • Entrepreneurial Finance(3) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(2) • Compensation and Benefits Management(1)
PO8	<ul style="list-style-type: none"> • Human Resources Management(1) • Managerial Economics(1) • Marketing Management(2) • Financial Analysis and Reporting(2) • Legal aspects of Business(3) • Service Quality Management(1) • Written and oral Communication(1) • Operations Management(1) • Hospital Management(1) • Management and Organizational Behaviour(1) • Research Methodology(3) • Business Analytics(1) • Managerial Accounting(3) • Hospital Hands-on Postings – I(3) • Financial Management in Healthcare(2) • Total Quality Management in hospitals(2) • Talent Management in Healthcare(1) • Business Environment and Strategic Management(1) • Entrepreneurship(1) • Services Marketing and Management(1) • Supply Chain and Logistics Management(3) • Medical Tourism and Management(2) • Hospital Hands-on Postings–II(3)

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POs	Courses*
	<ul style="list-style-type: none"> • Summer Internship(3) • Security Analysis and Portfolio Management(3) • Financial System and Markets in healthcare(3) • Healthcare Accreditation and Laws(2) • Innovation and Design Thinking(3) • HR Analytics(3) • Training and Development(3) • Cross Cultural Management(2) • Ethics and Social Responsibility(3) • Dissertation(3) • Entrepreneurial Finance(2) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(3) • Healthcare Governance and Technology(2) • Compensation and Benefits Management(1) • Performance Management(2)
PSO1	<ul style="list-style-type: none"> • Managerial Economics(3) • Financial Analysis and Reporting(1) • Service Quality Management(1) • Hospital Management(2) • Management and Organizational Behaviour(1) • Managerial Accounting(3) • Quantitative Techniques(1) • Hospital Hands-on Postings – I(2) • Financial Management in Healthcare(1) • Total Quality Management in hospitals(1) • Services Marketing and Management(1) • Medical Tourism and Management(1) • Hospital Hands-on Postings–II(1) • Risk Management and Insurance(2) • Quality Assurance Framework in Hospitals(2) • Healthcare Governance and Technology(1) • Performance Management(1)
PSO2	<ul style="list-style-type: none"> • Human Resources Management(1) • Managerial Economics(1) • Service Quality Management(3) • Hospital Management(1) • Management and Organizational Behaviour(1) • Hospital Hands-on Postings – I(2)

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POs	Courses*
	<ul style="list-style-type: none"> • Financial Management in Healthcare(1) • Total Quality Management in hospitals(1) • Services Marketing and Management(2) • Supply Chain and Logistics Management(2) • Medical Tourism and Management(1) • Hospital Hands-on Postings–II(1) • Quality Assurance Framework in Hospitals(2) • Performance Management(1)

3.1 Attainment of Program outcomes (50)

3.1.1 Describe the assessment tools and processes used to gather the data upon which the evaluation of program outcome is based (15)

Assessment Tools Used for Measuring Attainment of Program Outcomes

(a) Direct Assessment Measures

Direct measures include the Internal Assessment Test1, Internal Assessment Test2, Projects, Seminars, Presentation that help in the regular evaluation of the student's work. The information on these tools are captured by each faculty for their respective courses used as an evidence of the student's learning. Table 3.5 provides the list of assessment tools used for direct measurements of course outcomes which are used for calculating PO attainment.

Table 3.5 Assessment Tools for Direct Measurement

Assessment Tool	Description
Assignments, Periodic quizzes	Students are given surprise quiz and assignments and the marks are tabulated
Seminars, Case study	Seminars are conducted and the marks awarded are tabulated. Students are given a scenario and asked to identify the problem and use appropriate management concept/theories/tools to propose a solution/process improvement. Marks are awarded using rubrics for the same and tabulated.
Class Participation	Students are evaluated for their attentiveness and participation in the class and the students are awarded marks for the same.

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Assessment Tool	Description
Internal Exams	Questions asked in the internal exams (Formative Assessment) are evaluated and the marks of the students are tabulated
Final Exam	Questions asked in the End-Semester (Summative Assessment) are evaluated and the marks of the students are tabulated

(b) Indirect Assessment Measures:

In addition to direct assessment method, a 360° view of a student's capabilities is assessed using indirect methods also. These reports are collected from the teachers, students, the project supervisors, internship supervisors, and recruiter's feedback.

Table 3.6 Assessment Tools for Indirect Measurement

Assessment Tool	Description
Alumni feedback	Alumni feedback on the Program Outcomes are collected and included in the attainment calculation
Recruiter Feedback	Feedback received from recruiters about performance of graduates and the same is considered for evaluation
Students feedback	Students feedback- self assessment on the program outcome are collected after the 4 th semester and the same is taken into account for POs evaluation
Parents Feedback	Parent's feedback collected for PO attainment of their wards and added to the evaluation of the Program Outcomes attainment as part of the indirect evaluation.

Process of Collecting Evidence and Measuring PO attainment Values

The first and foremost step in calculating the PO attainment values is mapping of the courses with the Program Outcomes. The assessment tools and its relevant details on how each of the assessment tools will be evaluated are documented as part of the course plan. Every course has a set of Course Outcomes, which every student has to demonstrate at the end of the course and are carefully aligned and mapped with the

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Program Outcomes. Internal Assessment tests, End-semester examination, group/individual assignments play a major role in defining the level of learning of the students which he/she is expected to achieve (attainment of course outcomes) and ultimately the program outcomes (attainment of program outcomes). The following is the checklist for the course outcome assessment:

- Aligning the course outcome with the assessment questions
- If the assessment methods are adequate enough to test the achievement of the course outcome
- Whether all the course outcomes are tested.

Rubrics are developed and used for assessments. After conducting the assessment tests, the marks/scores are tabulated to calculate the attainment of Course Outcome. The threshold of Attainment level is defined as follows:

Table 3.7 Attainment Level Threshold

Level of Attainment	Range
0	< 50%
1	50-59%
2	60-69%
3	>70%

The overall attainment of each course outcome is calculated by taking the weighted average of attainment values of evaluation components. The calculated attainment is documented by each faculty.

3.1.2 POs attainment levels (35)

SRFMS measures objectively the Course Outcomes and the Program Outcomes levels that clearly help in interpreting the achievement of Program objectives.

Direct Attainment Level

High = 3

Medium = 2

Low = 1

No attainment = 0

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Indirect Attainment

Surveys, Analysis, customized to an average value as per levels 1, 2 &3

PO Attainment level = 80% of direct assessment + 20% of Indirect Assessment

Table 3.8 Courses - Program Outcome Mapping -Batch 2018-2020

SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
I	Management Principles In Healthcare Organizations	3	3	2	2	2	1	2	2
	Financial & Management Accounting	3	3	2	1		3	3	3
	Managerial & Health Economics		3	1	1		1	1	1
	Bio-Statistics & Operations Research	3	3		3		3	3	2
	Hospital Planning, Architecture & Project Management	3	2		2	2	2	2	2
	Organization & Management Of Hospitals	3	3	1	1		2		2
II	Human Resource Management	3	3	3	3	3	3	2	3
	Marketing Management	3	3	2	3	3	3	3	3
	Organizational Behaviour	3		3	2	3	3	2	3
	Financial Management In Healthcare	3	3	2	2	2	3	2	2
	Public Health Systems & Health Insurance	3	3	2	2		3	2	3
	Total Quality Management In Hospitals	3	3	3	2	3		3	2
	Healthcare Laws	3	3	2	3		2	3	3
	Hospital Hands-On Posting I	1		2	3	3	3		3
III	Research Methodology In Management Sciences	3	3		3	1	3	2	3
	Logistics And Supply Chain Management	2	1	1	1	3	2		3
	Business Policy And Strategic Management	3	3	3	3	3	3	2	3
	Safety And Disaster Management	3	1				1		2

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SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	Hospital Information System	3	3	2	2	2	3		3
	Services Marketing	3	3	2	2	3	3	2	3
	Internship	3	3		3	3	3	2	
IV	International Health Management	3		2		2		2	3
	Health Care Technology	3	3	1		3	3		2
	Ngo Management	3	2	2	2	2	3	3	3
	Hands On Posting – II	3	3		3	3	3	1	3
	Dissertations	3	3		1		3		3

Table 3.9 Program Outcome Attainment – Batch 2018-20

SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
I	Management Principles In Healthcare Organizations	1.7	1.6	1.1	1.1	1.1	0.5	1.1	1.1
	Financial & Management Accounting	1.9	1.8	1.1	0.8		1.5	1.4	1.5
	Managerial & Health Economics		1.2	0.4	0.4		0.5	2.2	0.4
	Bio-Statistics & Operations Research	0.6	0.9		1.4		0.6	1.3	1.0
	Hospital Planning, Architecture & Project Management	1.4	1.1		1.0	1.2	1.2	1.0	1.0
	Organization & Management Of Hospitals	1.7	1.6	0.6	0.6		1.1		1.1
II	Human Resource Management	1.8	1.4	1.8	2.1	1.6	1.8	1.2	1.8
	Marketing Management	1.4	1.7	1.1	1.4	1.7	1.6	1.6	1.6
	Organizational Behaviour	1.4		1.2	0.9	1.5	1.5	0.7	1.5
	Financial Management in Healthcare	1.8	1.4	1.2	1.0	1.2	1.8	1.0	1.2

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SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	Public Health Systems & Health Insurance	1.8	1.4	1.2	1.2	-	1.6	1.2	1.4
	Total Quality Management in Hospitals	2.0	1.8	1.0	1.2	2.0	-	1.6	0.8
	Healthcare Laws	1.1	1.3	0.7	1.3	-	0.9	1.0	1.9
	Hospital Hands-On Posting I	0.7		1.5	2.2	2.2	2.2		2.2
III	Research Methodology In Management Sciences	1.1	1.3		1.3	0.6	1.3	1.0	1.5
	Logistics And Supply Chain Management	0.6	0.6	0.5	0.6	2.1	1.0		1.9
	Business Policy And Strategic Management	1.7	1.3	1.8	1.6	1.5	1.6	1.2	1.6
	Safety And Disaster Management	1.7	0.6				0.6		1.2
	Hospital Information System	1.5	1.9	1.2	1.1	1.3	1.7		1.4
	Services Marketing	1.4	1.5	1.0	1.1	1.2	1.3	1.5	1.3
	Internship	2.3	2.3		2.3	2.3	2.3	1.5	
IV	International Health Management	1.6		0.8		1.0		1.1	1.5
	Health care Technology	1.2	0.8	0.3		0.9	0.9		1.0
	NGO Management	0.7			0.4		0.4	0.4	0.7
	NGO Management	0.5	0.3	0.4	0.4	0.4	0.5	0.4	0.5
	Hands on posting – II	2.2	2.2		2.2	2.2	2.2	0.7	2.2
	Dissertations	2.3	2.3		0.8		2.3		2.3
Average		1.5	1.4	1.0	1.2	1.5	1.3	1.3	1.4

The PO target is arrived at based on the number of CO-s and their weightage linked to the particular PO

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Table 3.10 Basis for Fixing PO Target

Row Labels	Count of PO1	Weightage	PO1 Original Value
H	39	3	117
L	7	1	7
M	10	2	20
Grand Total	56		2.6

PO1 Original Value = $(117+7+20)/56 = 2.6$.

Table 3.11 Direct Attainment –Batch 2018-20

Direct Assessment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PO Target	2.6	2.4	1.9	2.0	2.3	2.4	1.9	2.4
Direct Assessment	1.1	0.9	0.5	0.7	0.7	1.0	0.6	1.1

Table 3.12 Indirect Attainment –Batch 2018-20

Indirect Assessment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Student Self Evaluation	2.9	2.9	2.9	2.9	2.7	2.8	2.8	2.8
Parents Feedback	2.7	2.8	2.7	2.8	2.7	2.9	2.9	2.8
Alumni Feedback	2.8	2.5	2.5	2.5	2.3	2.7	2.7	2.8
Recruiter's Feedback	2.7	2.7	2.7	2.7	2.7	2.7		2.7
Indirect Assessment	2.8	2.7	2.7	2.7	2.6	2.8	2.8	2.8

PO Attainment level = 80% of direct assessment + 20% of Indirect Assessment

Table 3.13 Overall Attainment –Batch 2018-20

Overall Assessment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Attainment Value	1.9	1.8	1.6	1.7	1.6	1.9	1.7	1.9
Attainment %	74.6	75.0	87.4	84.0	71.6	77.7	88.6	80.6
Attainment Status	Attained	Attained	Attained	Attained	Attained	Attained	Attained	Attained

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Table 3.14 Course Outcome - Program Outcome Mapping Batch 2019-2021

SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
I	Human Resources Management		1	1	1	1		1		1	
	Managerial Economics				1						
	Marketing Management	1	2					2	2		
	Financial Analysis and Reporting	2		2	2	3				1	
	Legal aspects of Business	1		1	3	1			1		
	Service Quality Management	1								1	
	Written and oral Communication	2		1		2			1		
	Operations Management	1	1					2			
	Hospital Management	2	2	1	2	1	1	1	1	2	1
II	Management and Organizational Behaviour	2		1						1	
	Research Methodology	1	1		2		1		1		
	Business Analytics	1	3		1		1	1			
	Managerial Accounting	1	3		2		1		2		
	Quantitative Techniques	1	3								
	Hospital Hands-on Postings – I	2	3	2	1	1	2	1	2	2	
	Financial Management in Healthcare	2	1				1			1	
	Total Quality Management in hospitals	1								1	
	Talent Management in Healthcare	2	1	1		1			1		
III	Business Environment and Strategic Management	1	1	2	1				1		
	Entrepreneurship	1		1		1		2	1		
	Services Marketing and Management	1		1		1	1	2	1		
	Supply Chain and Logistics Management			1	1						2
	Medical Tourism and Management	1							2		
	Hospital Hands-on Postings–II				3					1	1
	Summer Internship	1	2	1	1	2	2	1	2		
	Security Analysis and Portfolio Management					2		2	3		

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SEM	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
	Financial System and Markets in healthcare		1		1	3			3		
	Healthcare Accreditation and Laws	1	2	1	2	1	2	2	2		
	Innovation and Design Thinking	2	3		2	2					
	HR Analytics		2	2	2	2	2		3		
	Training and Development	1	3			1	1	1	1		
IV	Cross Cultural Management	1	2	2			2		2		
	Ethics and Social Responsibility		2		1	1	1		3		
	Dissertation		3	3			3		3		
	Entrepreneurial Finance	2	2		2	1	2	2	2		
	Risk Management and Insurance	1	1		2	1	2	1	2		
	Quality Assurance Framework in Hospitals					1	3	2	3		
	Healthcare Governance and Technology		2	2	1				2	1	
	Compensation and Benefits Management				1				1		
	Performance Management						1	1	1		

Table 3.15 Program Outcome Attainment – Batch 2019-21

SEM	COURSES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
I	Human Resource Management	1.8	1.7	1.9	1.7	1.8	1.7	1.8	1.7		
	Managerial Economics	1.5	1.2	1.4	1.5	1.2	1.2	1.3	1.4	1.5	1.5
	Marketing Management	1.5	1.3	1.5	1.5	1.2	1.6		1.6		1.5
	Financial Analysis and Reporting	2.0	0.0	2.0	0.8	2.4			1.6	1.2	
	Legal aspects of Business	1.7	1.6	1.4	1.7	1.6	1.7	1.5	1.6		
	Service Quality Management	2.2	2.6	2.7	2.8	2.8	2.7	2.7	2.8		
	Written and oral Communication	1.4	1.7	1.5	1.3	1.1	1.5	1.5	1.0		
	Operations Management	1.8	1.8	1.7	1.8	1.8	1.8	1.8	1.8		
	Hospital Management	1.8	1.8		1.8	1.8	1.8		1.8		
II	Management and Organizational Behaviour	1.5	1.5	1.6	1.6	1.6	1.6	1.6	1.6		
	Research Methodology	1.8	2.1	2.1	2.0	2.0	2.0	2.0	2.1		
	Business Analytics	2.1	2.1	2.1	2.0	2.0	2.0	2.0	2.1		

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SEM	COURSES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
	Managerial Accounting	2.0	1.5	1.9	2.0	2.2	1.8	2.3	1.6		
	Quantitative Techniques	2.1	1.8	1.8	1.8	2.1			1.8		
	Financial Management in Healthcare	1.8	1.8		1.7	1.8	1.7	1.8	1.7	1.9	
	Total Quality Management in Hospitals		3.0	2.7	3.0	2.8	3.0	3.0	3.0		
	Talent Management	2.1	2.1	2.0	2.1			2.1	2.1	2.1	2.1
	Hands-on-posting-I	2.3	2.3		2.4	2.1	2.3	2.4	2.3		
III	Business Environment and Strategic Management	1.8	2.0	1.8	1.9	1.8	1.5	1.8	2.0	1.9	
	Entrepreneurship	2.0	2.1	2.1	2.1		2.1	2.1	2.1		
	Services Marketing and Management	1.8	1.9	1.9	1.9		1.9	1.9	1.9	1.7	1.9
	Supply Chain and Logistics Management	1.9	2.0	1.8	2.0	2.4	1.7		2.2	2.1	
	Medical Tourism and Management	3.0	3.0	3.0	3.0	3.0	2.9	3.0	2.9		
	Security Analysis and Portfolio Management	1.6	1.9	1.7	1.8	2.0	1.4	1.2	2.2		
	Financial System and Markets in healthcare	1.9	2.0	1.9	2.0	1.9	2.0	2.0	1.9		
	Healthcare Accreditation and Laws	2.0	1.9		1.9	1.9	1.9		1.9		
	HR - Analytics	1.8	1.8	1.7		1.8	1.7	1.8	2.1		
	Hands-on-posting-II	2.2	2.2	2.2	2.2	2.2	2.3	2.2	2.2		
	Innovation and Design Thinking	0.6	1.9	1.9	1.9	1.8	1.9	1.9	1.7		
	Training and Development	1.7	1.7	1.9	2.2	2.0	1.9	2.0	1.9		
	Summer Internship	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4		
IV	Cross Cultural Management	1.8	1.9	1.8	1.9	1.9	1.9	1.9	2.0		
	Ethics and Social Responsibility	1.8	1.9	1.9	1.5	1.8			1.9		
	Dissertation	2.3	2.3		2.3	2.2	2.3	2.3	2.3		
	Entrepreneurial Finance	1.9	1.8		1.6	2.2	1.9	2.1	1.9		
	Risk Management and Insurance	1.2	1.7	1.4	1.4	1.5	1.8	1.6	1.6		
	Quality Assurance Framework in Hospitals	2.3	2.6	2.7	2.7	2.7	2.7	2.7	2.8		
	Healthcare Governance and Technology	2.1	2.0	2.2	2.1	2.4	2.2	2.1	2.0		
	Compensation and Benefits Management	1.9	1.9		1.9		1.9	1.9	1.9		
	Performance Management	1.7	1.7	1.7	1.8	1.8	1.8	1.8	1.7		

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SEM	COURSES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
	Average	1.9	1.9	1.9	1.9	2.0	2.0	2.0	2.0	1.8	1.7

Table 3.16 Direct Assessment –Batch 2019-21

Direct Assessment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
PO TARGET	1.4	2.1	1.6	1.8	1.7	1.8	1.6	2.0	1.2	1.8
Direct Assessment	1.9	1.9	1.9	1.9	2.0	2.0	2.0	2.0	1.8	1.7

Table 3.17 Indirect Assessment –Batch 2019-21

Indirect Assessment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
Student Self Evaluation	2.9	2.8	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
Parents Feedback	2.9	2.9	2.3	2.3	2.3	2.3	2.9	2.9	2.9	2.9
Alumni Feedback	2.7	2.9	2.9	2.8	2.9	2.9	2.9	2.9	2.8	2.7
Recruiter's Feedback	2.7	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.7	2.6
Indirect Assessment	2.8	2.8	2.7	2.6	2.7	2.7	2.8	2.8	2.8	2.8

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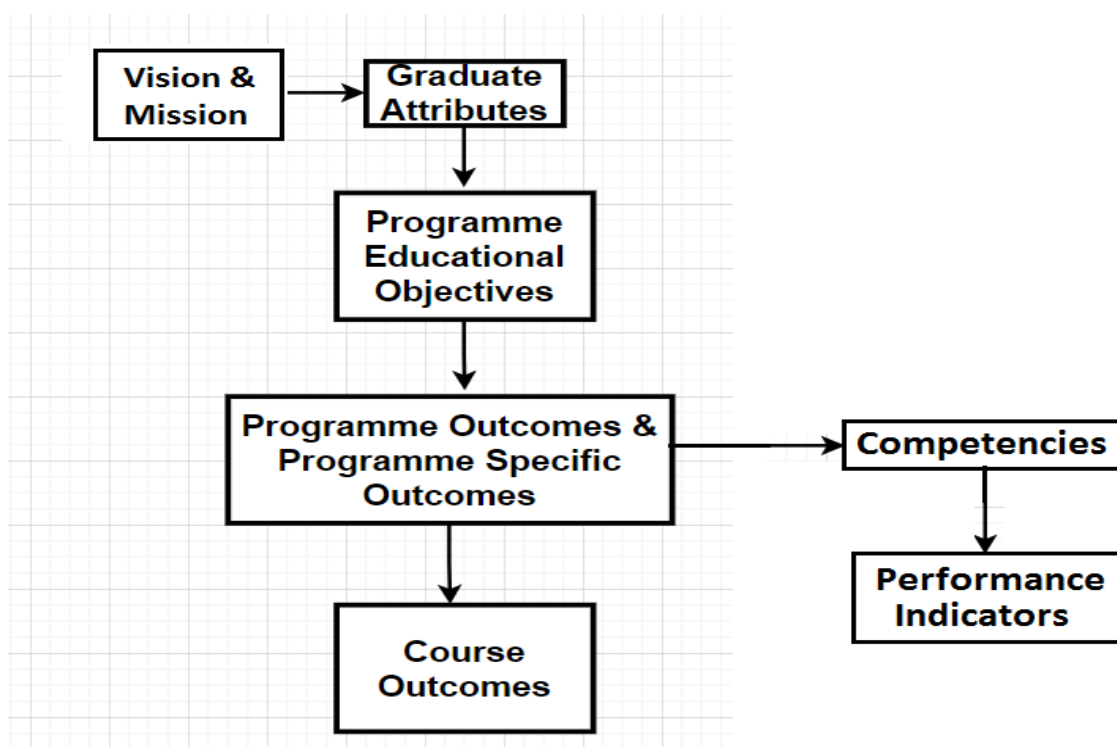
Table 3.18 Overall Attainment –Batch 2019-21

Overall Attainment	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
Attainment Value	2.1	2.1	2.1	2.1	2.1	2.1	2.2	2.1	2.0	1.9
Attainment %	100	100	100	100	100	100	100	100	100	100
Attainment Status	Attained	Attained	Attained	Attained	Attained	Attained	Attained	Attained	Attained	Attained

3.2. Course Outcomes (50)

Graduate attributes (GAs) articulate the generic abilities to be looked for in an MBA graduate which help in the formation the POs that reflect their skills, knowledge and abilities. In outcome-based education, a Top – Down approach is employed which starts with the Vision to Graduate attributes and to PEOs. The top- down continues that it moves from PEOs to POs & PSOs then to COs ultimately to evaluate the attainment of individuals. The flow is explained in Figure 3.2.

Figure 3.2: Derivation of Course Outcomes right from Vision & Mission



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3.2.1 Describe the Assessment Tools and Processes used to gather the data upon which the evaluation of course outcome based (10)

Assessment Tools Used for Measuring Course Outcomes

Internal Assessment Tests, Examinations, Assignments and Seminars are part of the evaluation practice to assess the students and the Course Outcomes and Program Outcome attainment. The assessments are the primary driving factor of learning. The assessments are to test their higher order capabilities and skills developed in relation to the Bloom's Taxonomy. Considerable effort with utmost consciousness to map the Questions from the Summative Examination with the Bloom's taxonomy. Conscious efforts are made to map the curriculum and assessment to higher level of learning to support the program to aim for higher-level abilities, which go beyond remembering or understanding, and require application, analysis, evaluation or creation.

The following is the process followed by SRFMS in calculating the Course Outcomes and Program Outcomes:

Process for Measuring Attainment of Course Outcomes

While planning assessment of achievement of course outcomes, the following points are checked in course outlines submitted by the faculty members:

- The course outcomes are aligned with relevant POs.
- The process and the principles for developing courses are adhered.
- The alignment of assessment questions with course outcomes.
- Whether all the learning outcomes are tested
- The overall weightage in the assessment, to each of the course outcomes and Bloom's learning levels.
- Whether the assessment methods used adequately assess the desired learning outcomes.
- Rubrics are developed and used for assessment. Rubrics are driven by the goals/objective of assessments.
- Once the above points are taken care, the content, delivery and assessment are in alignment with the Course Outcome. Figure 3.2 describes the teaching and learning process.

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Table No 3.19 Rubrics for Assessment of Dissertation

Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
	Review I				
2.1.1	Problem statement and identification of objectives	5	Does not clearly explain problem statement (why the problem was selected) and objectives of the research are in line with the problem statement.	Provides a detailed statement of the problem (why the problem was selected) and objectives are in line with the problem statement	Statement of the problem is in detail and completely justified and objectives are adequately defined and are in line with the problem statement.
3.2.1 4.1.1	Literature	5	Lacks awareness of similar work done by others and provided in an acceptable literary form	Reflects awareness of similar work done by others and presents it in an acceptable literary format.	Reflects thorough understanding of similar work done by others and presents it in an acceptable literary format
4.1.4	Formulating relevant methodology	5	Poorly formulated research methodology and design. Lacks justification for methodology used.	Formulated research methodology and design but no adequate explanation is provided for methodology used.	Clearly formulated research methodology and design. Adequate justification and explanation are provided for each methodology used.
	Review – II	15	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
2.1.2	Validation and reliability of data collection tools	5	No validation of data collection tools. Lacks	Validation is done but lacks clarity in validation and	Validation is clear and adequately

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Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
			reliability	reliability	explains its validity and reliability
2.2.2	Sources Data collection & Quality of Data	5	Inappropriate selection and implementation (or absence) of data collection methods	Some evidence of data collection methods are provided.	Selection and implementation of data collection methods are appropriate and adequately justified
2.1.4	Use of statistical tools	5	Little or no evidence of appropriate data analysis techniques	Some evidence of using appropriate data analysis techniques	Clear and extensive evidence of using appropriate data analysis techniques
	Review III	15	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
2.1.3 4.2.2	Results, Analysis & Discussions	5	The style and quality of tables, illustrations and/or graphical representations are of poor quality Results reported do not follow the proposed research analysis methods. No discussion made	The style and quality of tables, illustrations and/or graphical representations are of a poor quality and do not contribute to the formulation of research findings. Results reported somewhat follow the proposed research analysis methods. Some discussions made on the basis of results and analysis.	The style and quality of tables, illustrations and/or graphical representations are of a good quality and contribute to the formulation of original research findings. Results reported clearly follow the proposed research analysis methods. Adequate discussions made on the basis of results and

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Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
					analysis.
4.2.3	Findings & Conclusions	5	<p>Presentation of findings is inaccurate, incomplete, or illogical.</p> <p>No or erroneous conclusions based on achieved results, serious deficiencies in support of stated conclusions</p>	<p>Presentation of findings is generally accurate, complete, and logical. Sound conclusions based on achievement results.</p>	<p>Presentation of findings is completely accurate, complete, and logical, Furthermore, insightful, supported conclusions and recommendations</p>
6.2.2	Quality of References and as per APA/Harvard style.	5	<p>References are of poor quality. Does not conform to the required APA style specifications and has generally unacceptable errors in the use of headings, in-text citations, and references.</p>	<p>Referencing is not in line with the standard conventions in terms of format and layout. Conforms to all the required specifications of the APA style and has few errors in the use of headings, in-text citations, and references.</p>	<p>The referencing has been done in a proper and extensive manner. Conforms to all the required specifications of the APA style and has no errors in the use of headings, in-text citations, and references.</p>
	Attendance and timely reporting	45	<p>Poor attendance and punctuality in reporting</p>	<p>Adequate attendance and found a sense of punctuality in reporting</p>	<p>Fuller attendance and greater punctuality in reporting</p>

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Table No 3.20 Rubrics for Assessment of Summer Internship

Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
5.2.2	Selection of the organization befitting to the interest and specialization	5	Organization chosen mismatching with the interest and specialization	Organization partly mismatching with interest and specialisation	Organization chosen perfectly matching with interest and specialization
4.1.1	Ability to learn	10	Low interest in asking relevant questions, seeks out additional information from appropriate sources and complete lack of understanding new environment, new concepts, ideas and work assignments	Adequate interest in asking relevant questions, seeks out additional information from appropriate sources and adequate understanding of new environment, new concepts, ideas and work assignments	High degree of interest in asking relevant questions, seeks out additional information from appropriate sources and greater understanding of new environment, new concepts, ideas and work assignments
8.2.1	Exposure to and demonstration of practical exposure	10	Poorly exposed to and Poorly demonstrates practical exposure and inability in distinguishing theory from practices.	Adequately exposed & Demonstrates adequate practical exposure and sufficient ability in distinguishing theory from practices	Highly exposed & Demonstrates a high degree of practical exposure and proficient in distinguishing theory from practices
7.1.1	Initiative and Creativity	10	Poorly motivated and hate being challenged and lack	Demonstrates a confident and positive attitude	Demonstrates a highly confident and

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Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
			of creative ideas/solutions/options	and shown interest in creative ideas/solutions/options	positive attitude and shown interest and developed creative ideas/solutions/options
4.1.1	Character Traits	10	Demonstrates poor confidence, negative attitude and lacks ethical and professional manners	Demonstrated adequate level of confidence, positive attitude, ethical and professional manners	Demonstrated greater level of confidence, positive attitude, ethical and professional manners
	Attendance and Punctuality	5	Poor attendance and punctuality	Adequate attendance and put-up attempt to punctuality	Fuller attendance and greater punctuality

Note: Summer internship can effectively be evaluated by examiners only after the receipt of feedback report from supervisor

Table No 3.21 Rubrics for Assessment of Hands on Posting

Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
4.1.1	Ability to learn	10	Low interest in asking relevant questions, seeks out additional information from appropriate sources and complete lack of understanding new environment, new concepts, ideas and work assignments	Adequate interest in asking relevant questions, seeks out additional information from appropriate sources and adequate understanding of new environment, new concepts, ideas and work assignments	High degree of interest in asking relevant questions, seeks out additional information from appropriate sources and greater understanding of new environment, new concepts, ideas and work assignments

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Performance Indicator	Parameters	Marks	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
8.2.1	Exposure to and demonstration of practical exposure	10	Poorly exposed to and Poorly demonstrates practical exposure and inability in distinguishing theory from practices.	Adequately exposed & Demonstrates adequate practical exposure and sufficient ability in distinguishing theory from practices	Highly exposed & Demonstrates a high degree of practical exposure and proficient in distinguishing theory from practices
7.1.1	Initiative and Creativity	10	Poorly motivated and hate being challenged and lack of creative ideas/solutions/options	Demonstrates a confident and positive attitude and shown interest in creative ideas/solutions/options	Demonstrates a highly confident and positive attitude and shown interest and developed creative ideas/solutions/options
4.1.1	Character Traits	10	Demonstrates poor confidence, negative attitude and lacks ethical and professional manners	Demonstrated adequate level of confidence, positive attitude, ethical and professional manners	Demonstrated greater level of confidence, positive attitude, ethical and professional manners
	Attendance and Punctuality	10	Poor attendance and punctuality	Adequate attendance and put-up attempt to punctuality	Fuller attendance and greater punctuality

Note: Hands on posting can effectively be evaluated by examiners only after the receipt of feedback report from supervisor (organization)

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Table No 3.22 Rubrics for Viva-Voce (Dissertation, Summer Internship & Hands on Posting)

Performance Indicator	Parameters	Marks	Poor (Upto 30%)	Satisfactory (Upto 60%)	Good (Upto 80%)	Excellent (Upto 100%)
7.3.1 8.1.1	Defense of the project	10	Unable to defend the dissertation/summer internship/hands-on posting work.	Generally able to defend dissertation/summer internship/hands-on posting work. Satisfactorily responds to the questions.	Able to defend the dissertation summer internship/hands-on posting work. Shows mastery of content.	Able to defend the dissertation work well, and outstanding discussion on the research;
1.3.1	Knowledge of field of study	15	Has no knowledge of the content of the research/summer internship/hands on posting	Demonstrates adequate knowledge of contents.	Demonstrates sound knowledge of contents.	Demonstrates excellent understanding of the subject matter of the research. Able to place dissertation in either scientific or practical context
7.3.1	Verbal presentation	10	No structure. Difficult to follow the presentation; bad timing; student notable to answer questions.	Presentation is structured but quality of presentation is mixed, sometimes clear sometimes hard to follow. Able to answer at least half of the questions appropriately Some defects in	Presentation is clearly structured with only some exceptions; good timing; student is able to answer most questions clearly and in an appropriate manner.	Presentation is clearly structured, concise and to the point; clearly spoken and lively. Student is able to give accurate and clear answers to

SELF ASSESSMENT REPORT

Performance Indicator	Parameters	Marks	Poor (Upto 30%)	Satisfactory (Upto 60%)	Good (Upto 80%)	Excellent (Upto 100%)
				presentation		all questions.
6.2.2	Use of communication aids	10	<p>Communication aids are poorly prepared.</p> <ul style="list-style-type: none"> • Font size is too small to read. • Too much information is included. • Details or some unimportant information is highlighted, and may confuse the audience. 	<p>Communication aids are satisfactory.</p> <ul style="list-style-type: none"> • Font size is readable. • Appropriate information is included • Some material is not supported by visual aids. 	<p>Communication aids enhance presentation.</p> <ul style="list-style-type: none"> • The font on the visuals is readable. • Information is represented and understandable 	<p>Attractive communication aids</p> <ul style="list-style-type: none"> • Fonts very clear. • Information is represented in an organized manner.
6.1.2	Adherence to dissertation/summer internship/hands-on posting manual and formatting of report	5	<p>Poorly adhered to the dissertation/summer internship/hands-on posting manual and poor formatting</p>	<p>Partly adhered to the dissertation/summer internship/hands-on posting manual and some errors noticed formatting.</p>	<p>Adequately adhered to the dissertation/summer internship/hands-on posting manual and good formatting</p>	<p>Completely adhered to the dissertation/summer internship/hands-on posting manual and excellent formatting.</p>

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Table No 3.23 Rubrics for Written Assignment, Seminar & Presentation

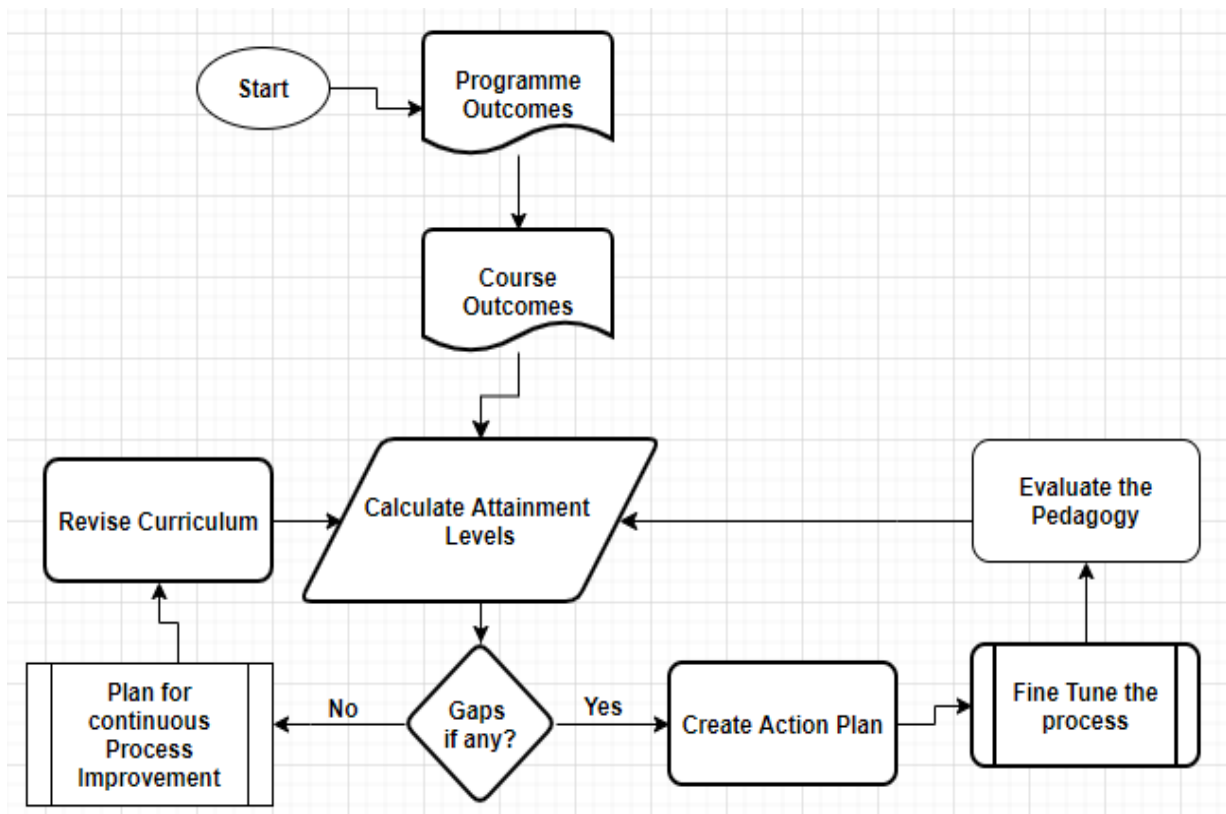
Performance Indicator	Component	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
6.1.1	Written Communication (Written Assignments)	Report lacks an overall organization. Reader has to make considerable effort to understand the underlying logic and flow of ideas. Diagrams are absent or inconsistent with the text. Grammatical and spelling errors make it difficult for the reader to interpret the text in places.	Report is organized and clearly written for the most part. In some areas the logic or flow of ideas is difficult to follow. Words are well chosen with some minor exceptions. Diagrams are consistent with the text. Sentences are mostly grammatical and only a few spelling errors are present but they do not hinder the reader.	Report is well organized and clearly written. The underlying logic is clearly articulated and easy to follow. Words are chosen that precisely express the intended meaning and support reader comprehension. Diagrams or analyses enhance and clarify presentation of ideas. Sentences are grammatical and free from spelling errors.
6.2.2	Presentation Visual Aids	Slides contain errors and lack a logical progression. Major aspects of the analysis or recommendations are absent. Diagrams or graphics are absent or confuse the audience.	Slides are error-free and logically present the main components of the process and recommendations. Material is mostly readable and graphics reiterate the main ideas.	Slides are error-free and logically present the main components of the process and recommendations. Material is readable and the graphics highlight and support the main ideas.

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Performance Indicator	Component	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
7.3.1	Oral Presentation	Speakers are often inaudible or hesitant, often speaking in incomplete sentences. Speakers rely heavily on notes. Speakers have difficulty responding clearly and accurately to audience questions.	Speakers are mostly audible and fluent on their topic, and require minimal referral to notes. Speakers respond to most questions accurately and appropriately.	Speakers are audible and fluent on their topic, and do not rely on notes to present or respond. Speakers respond accurately and appropriately to audience questions and comments.
	Body Language	Body language, as indicated by frequent, repetitive and distracting gestures, little or no audience eye-contact, and /or stiff posture and movement, indicate a high degree of discomfort interacting with audience.	Body language, as indicated by a slight tendency to repetitive and distracting gestures (e.g., tapping a pen, wringing hands, waving arms, clenching fists, etc.) and breaking eye contact with audience, demonstrates a slight discomfort with the audience.	Body language, as indicated by appropriate and meaningful gestures (e.g., drawing hands inward to convey contraction, moving arms up to convey lift, etc.) eye contact with audience, and movement, demonstrates a high level of comfort and connection with the audience.

Steps for calculating the Attainment Levels

1. Tabulate the Questions of Formative and Summative marks
2. Map the questions with Blooms's Taxonomy
3. Map the questions with COs of the course
4. Tabulate the marks against each of the questions
5. Validate the marks with the benchmark score
6. Mark the attainment Level

Figure 3.3 Calculation of Attainment process

After conducting the assessment tests, the marks/scores are tabulated to calculate the attainment of Course Outcome. The overall attainment of each course outcome is calculated by taking the weighted average of attainment values of evaluation components. The threshold of Attainment level is defined in Table 3.2. Values 1, 2 and 3 are assigned to CO attainment levels. The calculated attainment values are documented by each faculty for their taught course along with the corresponding POs. The COs and the POs are consolidated at the Program level.

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Table 3.24 Threshold Limit of CO Attainment

Threshold	Attainment Level
Students scoring above 70%	3
Students scoring between 60% and 70%	2
Students scoring between 50% and 60%	1
Students scoring below 50%	0

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Course Code: PHM19CT110

Course Name: QUANTITATIVE TECHNIQUES

BATCH/SEMESTER: 2019-21 / II

Table 3.25 Sample Course Attainment computation

S. No	Formative Assessment												Summative Assessment										Formative Total	Summative Total	Grand Total	Individual Attainment Level	
	Internal Assessment										Assignment	Seminar	Article Review	End Semester Examination													
	Part A				Part B			Part C						Part A			Part B			Part C							
	1	2	3	4	5	6	7	8 (i)	8 (ii)	1	2	3	1	2	3	4	5	6	7	8 (i)	8 (ii)	8 (iii)					
	5	5	5	5	5	15	15	7	8	10	10	10	10	10	10	10	10	15	15	10	10	10					
	2.1	2.1	2.2	2.1	2.	2.		2.	2.1	2.2	4.2.	4.2.	2.	2.	2.	2.	2.	2.	2.	2.	2.	2.	2.				
	.2	.2	.2	2	1.	1.	4	1.	.4	.2	2	3	1.	1.	1.	2.	2.	1.	1.	1.	1.	1.	1.				
	2	2	2	2	2	2		2	2	2	4	4	2	2	2	2	2	2	2	2	2	2	2				
	PO	PO	PO	PO	P	P	PO	P	PO	PO	PO	PO	P	P	P	P	P	P	P	P	P	P	P				
	2	2	2	2	O	O	2	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O				
	C	C	C	CO	C	C	C	C	C	C	CO	CO	C	C	C	C	C	C	C	C	C	C	C				
	O1	O4	O3	2	O	O	O5	O	O	O5	O5	O5	O	O	O	O	O	O	O	O	O	O	O				
					2	5	1				4	5	2	4	2	3	1	4	4	4	3	4					

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1	5	5	3	5	0	10		7	8	10	10	10	0	8	9	7	8	7	8	8	7	10	73	72	72.5	3	
2	5	3	1	3	0	0		7		10	10	10	6	8	8	5	0	7	12	7	9	9	49	71	60	2	
3	5	5		3	1	10		7	8	9	9	9	6	0	6	7	6	13	10	8	8	6	66	70	68	2	
4	5	3	1	2	0	2		7	2	9	9	9	3	0	5	7	7	5	8	6	7	5	49	53	51	1	
5	5	3	5	5	0		15	5	6	10	10	10	0	9	9	8	7	13	13	8	5	7	74	79	76.5	3	
6	4	5	5	5	0	10		7	6	10	10	10	1	0	10	9	0	10	15	15	9	7	9	72	94	83	3
7	5	5	4	5	0	10			8	10	10	10	0	7	7	4	7	7	10	3	5	1	67	51	59	1	
8	5	5	3	3	0	10		1	8	9	9	9	0	7	6	5	8	12	13	6	6	6	62	69	65.5	2	
9	5	5	0	5	0	7			8	9	9	9	0	8	7	8	7	10	12	7	5	8	57	72	64.5	2	
10	5	5	1	3	0	6		7	8	9	9	9	1	0	0	8	8	10	10	12	6	8	8	62	80	71	3
11	5	3	3		2	1			6	10	10	10	7	7	6	5	0	0	12	9	9	7	50	62	56	1	
12	5	5	5	5	0	6			8	9	9	9	1	0	0	8	7	8	7	5	5	8	7	61	65	63	2
13	5	2	0	5	0	2			3	9	9	9	8	7	8	7	0	7	8	6	8	8	44	67	55.5	1	
14	5	5	2	5	0	5		1	8	10	10	10	6	7	6	7	8	7	7	8	7	5	61	68	64.5	2	
15	5	2	2	1	0	8	0	7	6	9	9	9	7	0	8	7	8	4	2	5	5	5	58	51	54.5	1	
16	5	4	3		5	3		7	5	9	9	9	7	0	8	7	8	7	7	6	8	8	59	66	62.5	2	
17	5	3		3	0				6	9	9	9	6	0	8	8	3	4	8	5	7	8	44	57	50.5	1	

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18	5	3	3	3	0	3		7	5	9	9	9	6	0	5	6	7	8	5	8	7	5	56	57	56.5	1
19	5	5		3	0	7			2	9	9	9	0	5	4	4	7	8	7	6	5	4	49	50	49.5	0
20	4	2		3	0			7	3	9	9	9	7	7	10	8	0	6	7	3	2	2	46	52	49	0
21	5	5		3	2			4	6	9	9	9	7	7	7	0	9	10	8	9	9	10	52	76	64	2
22	5	5	5	5	0	10		7	8	10	10	10	0	8	8	8	9	13	10	10	7	8	75	81	78	3
23	3	5		5	3	10		5	8	9	9	9	0	5	6	6	8	8	7	3	4	4	66	51	58.5	1
24	5	5	3		0					9	9	9	7	0	6	6	6	0	0	0	0	2	40	27	33.5	0
25	5	3	5	3	0	10		7	4	9	9	9	5	0	8	7	7	11	7	4	5	0	64	54	59	1
26	5	5	4	5	0	7		7	7	9	9	9	3	0	7	5	8	7	7	7	8	5	67	57	62	2
27	5	5	4	3	0			3	6	10	10	10	9	8	9	0	7	12	14	8	8	7	56	82	69	2
28	5	5	3	3	0					9	9	9	0	6	7	7	7	10	7	5	7	8	43	64	53.5	1
29	5	5	4	3	0	5			5	9	9	9	7	0	8	7	7	9	9	4	4	4	54	59	56.5	1
30	5	5		3	3	8		6		9	9	9	6	0	5	7	8	2	7	6	8	8	57	57	57	1
31	5	2	3	1	0			6	2	9	9	9	0	5	7	5	6	0	5	6	8	8	46	50	48	0
32	5	5	4	4	0					9	9	9	8	8	8	9	8	5	10	10	7	8	45	81	63	2
33	5	5	5	2	0	10		7	5	10	10	10	0	9	8	8	8	8	12	9	8	8	69	78	73.5	3
34	5	5	3	3	0	10			6	9	9	9	7	0	8	7	8	5	7	4	3	3	59	52	55.5	1
35	5	5		3	0	7			5	9	9	9	5	8	9	6	0	5	7	8	7	5	52	60	56	1
36		5	4	4	5					9	9	9	0	6	7	6	7	7	7	4	4	2	45	50	47.5	0

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37	5	5	3	3	0	10			6	10	10	10	0	3	7	7	7	6	5	5	5	5	62	50	56	1
38	5	2	2	3	0			7	5	9	9	9	7	6	7	7	0	4	8	4	4	4	51	51	51	1
39	5	5	3	3	0	10		7	8	9	9	9	7	0	8	8	7	8	13	7	8	8	68	74	71	3
40	5	5	3	5	0	10		7	8	10	10	10	9	0	9	9	9	10	11	8	9	6	73	80	76.5	3
41	5	3	3	5	0	10			6	9	9	9	5	0	7	8	7	7	7	4	4	4	59	53	56	1
42	5	3		5	2	2			4	9	9	9	6	7	8	8	0	10	7	10	7	8	48	71	59.5	1
43	5	3	3	3	0	8		3	7	9	9	9	7	0	8	8	9	3	7	7	8	5	59	62	60.5	2
44	5	2	3	3	0	8		4	7	9	9	9	7	7	7	8	0	0	10	8	8	9	59	64	61.5	2
45	5	5	3	5	0	6		6	8	9	9	9	7	7	8	0	8	10	13	4	4	4	65	65	65	2
46	5	5	3	3	0	10		7	6	9	9	9	0	7	3	5	7	5	6	6	7	7	66	53	59.5	1
47	5	3	3	5	0	10		7	8	9	9	9	9	6	9	7	0	10	7	7	8	8	68	71	69.5	2
48	5	5	3	3	0	10		1	8	9	9	9	0	7	7	8	8	4	6	8	9	8	62	65	63.5	2
49	5	3	3	5	0	10				10	10	10	6	6	7	0	8	8	8	5	7	8	56	63	59.5	1
50	5	5	5	5	0	10		3	6	9	9	9	5	8	8	3	0	6	7	7	6	7	66	57	61.5	2
	4.9	4.1	3.1	3.7	0.5	7.5	5.7	5.7	6.1	9.3	9.3	9.3	4.8	4.5	7.3	6.1	6.7	8.4	6.3	6.6	6.5					

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3.2.2. Attainment of course outcomes of all courses with respect to set attainment levels (40)

Table 3.26 Course Attainment –Batch 2018-2020

Semester	Course Title	CO1	CO2	CO3	CO4
I	Management Principles in Healthcare Organizations	1.6	1.7	1.7	1.9
I	Financial & Management Accounting	1.9	1.6	1.9	
I	Managerial and Health Economics	1.4	1.7	1.5	1.9
I	Bio-Statistics & Operations Research	1.6	1.7	1.7	1.9
I	Hospital Planning, Architecture & Project Management	1.4	1.5	1.6	1.8
I	Organization & Management of Hospitals	1.7	1.6	1.5	1.8
II	Human Resource Management	1.9	1.4	1.7	
II	Marketing Management	1.7	1.7	1.5	
II	Organizational Behaviour	2	1.5	1.4	
II	Financial Management in Healthcare	1.7	1.8	1.8	
II	Public Health Systems & Health Insurance	2.1	1.8	1.7	
II	Total Quality Management in Hospitals	2.1	1.6	1.7	
II	Healthcare Laws	1.6	1.8	1.6	
III	Research Methodology in Management Sciences	2.2	1.6	1.6	
III	Logistics And Supply Chain Management	1.9	1.5	1.6	
III	Business Policy And Strategic Management	2	1.4	1.6	
III	Safety And Disaster Management	1.8	1.8	1.5	
III	Hospital Information System	1.8	1.8	1.6	
III	Services Marketing	1.7	1.4	1.6	
IV	International Health Management	1.9	1.6	1.6	
IV	Health Care Technology	1.7	1.4	1.1	
IV	Ngo Management	0.7	0.6	0.5	

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Table 3.27 Attainment of Practical Courses

Assessment	Attainment Level
Hands-on-Posting I	2.3
Hands-on-Posting II	2.2
Summer Internship Program	2.2
Dissertation	2.3

Table 3.28 Course Attainment –Batch 2019-2021

SEM	Course Title	CO1	CO2	CO3	CO4	CO5
I	Human Resource Management	1.8	1.9	1.9	1.5	
	Managerial Economics	1.3	2	1.4	1.5	1.0
	Marketing Management	1.5	1.4	1.2	1.5	1.6
	Financial Analysis and Reporting	2.0	2.0	2.0	2.4	1.9
	Legal aspects of Business	1.3	1.4	1.5	2.1	1.6
	Service Quality Management	2.2	2.9	2.9	2.7	
	Written and oral Communication	1.3	2	1.4	1.5	1.0
	Operations Management	1.7	1.6	2.1	1.9	
	Hospital Management	1.8	1.9	1.8	1.7	
	Management and Organizational Behaviour	1.4	1.6	1.6	1.7	
II	Research Methodology	1.8	1.7	1.7	1.9	
	Business Analytics	1.9	1.7	2.3	2.2	
	Managerial Accounting	1.3	2.5	1.8	2.5	1.5
	Quantitative Techniques	2.3	1.6	1.9	1.8	2
	Hospital Hands-on Postings – I	2.2	2	3	2.1	
	Financial Management in Healthcare	1.8	1.5	1.7	1.8	1.9
	Total Quality Management in hospitals	2.7	3.0	3.0	3.0	
	Talent Management in Healthcare	2.1	2.1	2.0		
	Business Environment and Strategic Management	1.9	2.1	1.9	1.5	
	Entrepreneurship	2.1	2.1	1.7		
III	Services Marketing and Management	1.9	1.9	1.9	1.7	1.9
	Supply Chain and Logistics Management	2.1	1.9	1.9	1.3	2.4
	Medical Tourism and Management	3	2.9	2.9	3.0	
	Hospital Hands-on Postings–II	2.2	2.1	2.4		

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SEM	Course Title	CO1	CO2	CO3	CO4	CO5
	Summer Internship	2.4	2.3	2.4	2.4	2.4
	Security Analysis and Portfolio Management	1.8	2.1	1.5	1.2	2.2
	Financial System and Markets in healthcare	1.9	1.6	2.0	2.2	
	Healthcare Accreditation and Laws	1.9	1.6	2.0	2.2	1.9
	Innovation and Design Thinking	2.2	1.8	1.8	1.6	
	HR Analytics	2.3	1.6	1.3	2.1	
	Training and Development	2.4	1.7	1.9	1.6	
IV	Cross Cultural Management	1.7	1.8	2.0	2.0	
	Ethics and Social Responsibility	1.7	1.8	1.8	1.9	1.2
	Dissertation	2.3	2.2	2.2	2.5	2.2
	Entrepreneurial Finance	2.3	1.7	1.3	2.1	
	Risk Management and Insurance	1.2	1.4	2.0	1.5	1.6
	Quality Assurance Framework in Hospitals	2.3	2.9	2.7	2.8	
	Healthcare Governance and Technology	2.1	2.2	2.6	2	1.8
	Compensation and Benefits Management	2	1.8	1.9	1.8	
	Performance Management	1.8	1.6	1.8	1.7	

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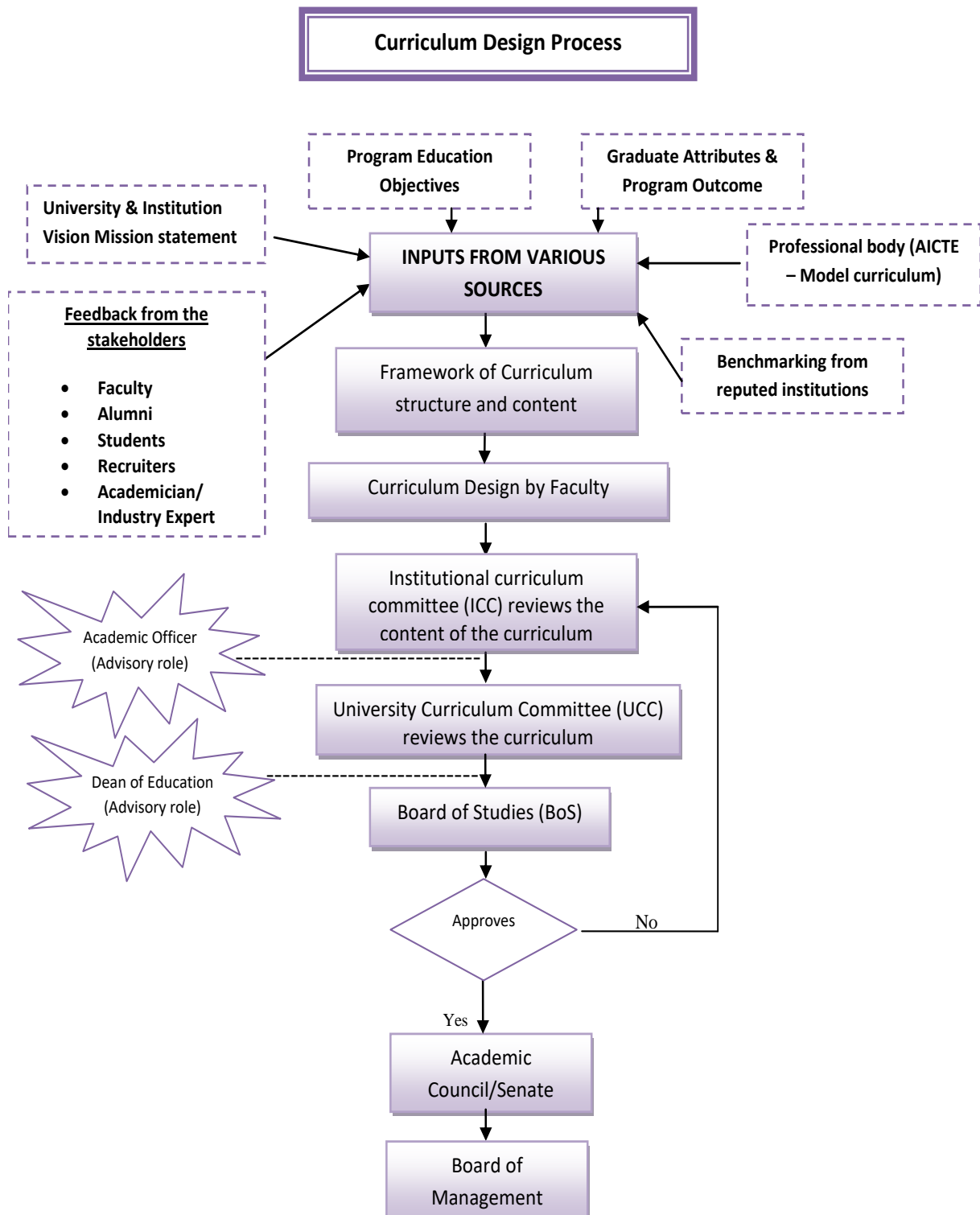
CRITERION 4	Curriculum & Learning Process	125
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4.1 Curriculum (50)

4.1.1. State the process for designing the program curriculum (10)

The MBA (Hospital and Health Systems Management) program, designed by SRFMS gives the students in-depth exposure and skills to match with the industrial demand. SRFMS endeavors to continuously update the curriculum, benchmark the academic content, review the features of other MBA programs, to create a competitive environment for the students. Each course at SRFMS aims at providing the students a broad knowledge of concepts, practices, policies, and applications for effective management of real-life business situations, and imparts skills necessary to meet the future demands of the industry for becoming successful managers. To achieve this, SRFMS conducts periodic meetings to ensure that there is no much discrepancy between the learning at SRFMS and practice at industries.

Figure 4.1 Process of Curriculum Design and Development



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SRFMS adopts the following steps to develop new courses:

Table 4.1 Steps to develop new courses

Step 1: Need analysis	<p>The following methods of the needs assessment are adopted to identify the need for a new course introduction.</p> <ol style="list-style-type: none">a. Directions/recommendations from the statutory councilsb. Stakeholder feedbackc. Scoping review
Step 2: Development and approval of curriculum	<p>The Head of the program facilitates the development of the learning outcome and curricular framework with the group of subject experts of the college in the Institutional Curriculum committee and then forwards the developed curriculum to the University Curriculum Committee through the Academic Officer. A four-tier curricular process is followed for approval of the learning outcomes and curricular framework.</p> <ol style="list-style-type: none">a. At the first tier, Institutional Curriculum Committee (ICC) reviews the prepared curriculum and submits its recommendation to the University Curriculum Committee through Academic Officer.b. Then at the second tier, the Curriculum is reviewed at the University Curriculum Committee (UCC) for its comments and recommendation.c. At the third tier, the curriculum is placed in the Board of Studies, which has members including external experts. The curriculum is reviewed and recommended by the BoS of the respective Program.d. Finally, at the fourth tier, the curriculum recommended by the BoS is finally submitted to the Academic Council for the approval and placed before the Board of Management.

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Step 3: Implementation of curriculum	<ol style="list-style-type: none">a. The office of the Registrar is in-charge of publishing all communications and information regarding the starting of the new program.b. The Registrar publishes the information eligibility guidelines and application process of a new program on the website and prospectus six months prior to the starting of the program.c. The office of the Registrar also ensures that the program details are published in the student manual. The Registrar issues official communication to the Head of the Faculty and the concerned department about the beginning of the new program.d. The Head of the Institution conducts a meeting to inform faculty on the course structure and the methods to implement.
Step 4: Evaluation of curriculum	<ol style="list-style-type: none">a. The curriculum is evaluated periodically through stakeholders' feedback (Students, Faculty members, Professionals/ Industry experts, and Employers)b. The feedback is analyzed by the Head and the action required/taken report is submitted to the IQAC through the Academic Officer and Dean of Education.

The process is used to identify the curricular gaps to the attainment of COs &POs explained as below:

Step-1: The course instructor or faculty in-charge, after CO-PO mapping, submits CO attainment to the College Quality Cell.

Step-2: The course coordinator submits the CO-PO attainment along with the curriculum gap identified to the Principal. The Principal and the members of the curriculum committee consolidate the CO attainment of the respective year along with curricular gaps and plans to conduct and co-curricular activities, workshops, value-added courses, etc. Content beyond the syllabus is also identified in the faculty meeting.

Step-3: The content beyond the syllabus is delivered to the students through teaching, arranging guest lectures, industrial visits, webinars, summits, etc. to bridge the curricular gap after getting prior approval from the Principal.

4.1.2 Structure of the Curriculum (10)

Figure 4.2 Structure of the Curriculum

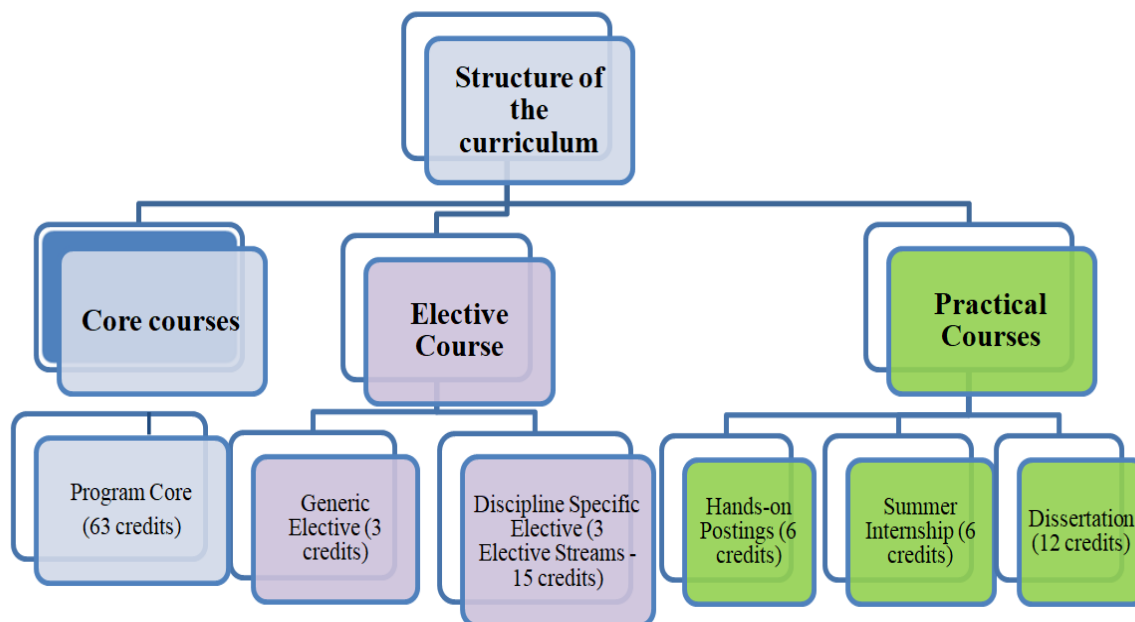


Table 4.2 Curriculum components

Course components	SRFMS - MBA (2019-21)	
	No. of courses	Credits
Program Core	21	63
Program Specific Electives Electives of three streams with five courses each <ul style="list-style-type: none"> • Healthcare Finance • Healthcare Quality • Healthcare HR 	5	15
General Elective	1	3
Hands-on-Postings	2 (3 credits each)	6
Summer Internship	1	6
Dissertation	1	12
Total		105

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The Program consists of:

- i. **Core courses:** There are 21 core courses with three credits each which are compulsory for all the students enrolled in the program
- ii. **Elective courses**
 1. **Generic Elective courses:** Generic electives are offered across disciplines through the Choice Based Credit System (CBCS) to enhance interdisciplinary learning. The student will choose generic elective courses offered by other departments from the university or they can choose from NPTEL.
 2. **Discipline-Specific Electives:** 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

The students, at the end of the first semester, choose and finalize their elective stream, by choosing Discipline-specific electives from the second semester onwards. Elective courses are offered based on the interest of the students which will become their specialization stream of the program. The students choose his/her elective stream based on their interest, willingness, and career path.

iii. Practical courses:

Students undergo hands-on Posting in Sri Ramachandra Medical Centre and Sri Ramachandra Hospital with a minimum of 20 working days each during the second semester and third semester with 3 credits each, 30 days of internship during the third semester with 6 credits, and 90 days of a major project during the fourth semester with 12 credits, to develop their research competence and analytical skills. Therefore the total credits allotted for the practical courses are 24.

1. **Hands-on postings** place our students in all the major departments of the Sri Ramachandra Medical Centre (SRMC) during the second and third semesters of the program for their practical exposure.
2. **Summer Internship** Students undergo summer internship for 8 weeks in their chosen specialization stream at the end of their first year of the MBA program

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3. **Dissertations** are carried out in organizations such as hospitals (Minimum 100-bedded), pharmaceuticals companies, health insurance companies, the information technology industry, and management consultancies.

Table 4.3 Structure of the curriculum for MBA 2016 Regulation

Course Code	Course Title	Total Number of contact hours				Credits (C)
		Lecture (L)	Tutorial (T)	Practical (P)	Total Hours	
	Semester- I					
PHM 15CT 101	Management Principles in Healthcare Organizations	3	-	-	45	3
PHM 15CT 103	Financial & Management Accounting	4	-	-	60	4
PHM 15CT 105	Managerial & Health Economics	3	-	-	45	3
PHM 15CT 107	Biostatistics & Operations Research	4	-	-	60	4
PHM 15CT 109	Hospital Planning, Architecture & Project Management	4	-	-	60	4
PHM 15CT 111	Organization & Management of Hospitals	4	-	-	60	4
PHM 15CT 113	Basics in Medical Science	4	-	-	60	4
	Semester- II					
PHM 15CT 102	Human Resource Management	3	-	-	45	3
PHM 15CT 104	Marketing Management	3	-	-	45	3
PHM 15CT 106	Organizational Behavior	3	-	-	45	3
PHM 15CT 108	Financial Management in Hospitals	4	-	-	60	4
PHM 15CT 110	Public Health system & Health Insurance	3	-	-	45	3
PHM 15CT 112	Total Quality Management in Hospitals	4	-	-	60	4
PHM 15CT 114	Healthcare Laws	3	-	-	45	3
PHM 15GE 116	Any one from list of Generic Open Electives	3	-	-	45	3
PHM 15CR 152	HOME* Hospital Hands on Postings 22.5 Days x 4 Hours = 90 Hours (1 Credit = 30 Hours)	-	-	2	90	2
	Semester- III					
PHM 15CT 201	Research Methodology	3	-	-	45	3
PHM 15CT 203	Logistics & Supply Chain Management	3	-	-	45	3
PHM 15CT 205	Business Policy & Strategic Management	4	-	-	60	4
PHM 15CT 207	Safety & Disaster Management	4	-	-	60	4
PHM 15CT 209	Hospital Information System	4	-	-	60	4
PHM 15CT 211	Services Marketing	4	-	-	60	4

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PHM 15CR 253	Internship 1 Month (22.5 Days (Excluding Holidays) x 8 Hours = 180 Hours)	-	-	-	180	3
Semester- IV						
PHM 15CT 202	International Health Management	4	-	-	60	4
PHM 15DE 204	Choose any one - Discipline Specific Electives <ul style="list-style-type: none"> • Health care Technology and e-health care • NGO Management • Business Analyst and Requirement Management 	3	-	-	45	3
PHM 15CR 254	HOME* II (22.5 Days x 4 Hours = 90 Hours)	-	-	-	90	2
PHM 15RP 256	Dissertation (3 months – February to April) (Excluding Sundays :75 days x 8 Hours = 600 Hours)	-	-	-	600	12

Table 4.4 Structure of the Curriculum for MBA 2019 Regulation

Course Code	Course Title	Total Number of contact hours				
		Lecture (L)	Tutorial (T)	Practical (P)	Total Hours	Credits (C)
Semester- I						
PHM19CT101	Human Resource Management	2	1	-	60	3
PHM19CT103	Managerial Economics	2	1	-	60	3
PHM19CT105	Marketing Management	2	1	-	60	3
PHM19CT107	Financial Analysis and Reporting	2	1	-	60	3
PHM19CT109	Legal aspects of Business	2	1	-	60	3
PHM19CT111	Service Quality Management	2	1	-	60	3
PHM19CT113	Written and oral Communication	2	1	-	60	3
PHM19CT115	Operations Management	2	1	-	60	3
PHM19CT117	Hospital Management	2	1	-	60	3
Semester- II						

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PHM19CT102	Management and Organizational Behaviour	2	1	0	60	3
PHM19CT104	Research Methodology	2	1	0	60	3
PHM19CT106	Business Analytics	2	1	0	60	3
PHM19CT108	Managerial Accounting	2	1	0	60	3
PHM19CT110	Quantitative Techniques	2	1	0	60	3
	Elective I*	2	1	0	60	3
PHM19GE114	Generic Elective - To be chosen by student	3	0	0	45	3
PHM19CR152	Hospital Hands-on Postings – I	0	0	3	135	3
	Semester- III					
PHM19CT201	Business Environment and Strategic Management	3	0	0	45	3
PHM19CT203	Entrepreneurship	3	0	0	45	3
PHM19CT205	Services Marketing and Management	3	0	0	45	3
PHM19CT207	Supply Chain and Logistics Management	3	0	0	45	3
PHM19CT209	Medical Tourism and Management	3	0	0	45	3
	Elective II*	3	0	0	45	3
	Elective III*	3	0	0	45	3
PHM19CR252	Hospital Hands-on Postings–II	0	0	9	135	3
PHM 19CR 254	Summer Internship	0	0	18	270	6
	Semester- IV					
PHM19CT202	Cross Cultural Management	3	0	0	45	3
PHM19CT204	Ethics and Social Responsibility	3	0	0	45	3
	Elective IV*	3	0	0	45	3
	Elective V*	3	0	0	45	3
PHF19RP256	Dissertation	-	0	24	360	12

*Choose any one elective stream. Each elective stream has 5 courses which is listed below

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Discipline-Specific Electives (DSE)

Table 4.5 Courses offered in Health Care Finance specialization streams

Elective stream I - HEALTH CARE FINANCE STREAM							
Semester – II							
	Course Code	Course Title	L	T	P	Total Hours	Credits
Elective I*	PHF19DE114	Financial Management for Healthcare system	2	1	0	60	3
Semester – III							
Elective II*	PHF19DE211	Security Analysis and Portfolio Management	3	0	0	45	3
Elective III*	PHF19DE213	Financial System and Markets in healthcare	3	0	0	45	3
Semester IV							
Elective IV*	PHF19DE206	Entrepreneurial Finance	3	0	0	45	3
Elective V*	PHF19DE208	Risk management and Insurance	3	0	0	45	3

Table 4.6 Courses offered in Health Care Quality specialization streams

Elective stream II - HEALTH CARE QUALITY							
Semester – II							
	Course Code	Course Title	L	T	P	Total Hours	Credits
Elective I*	PHQ19DE114	Total Quality Management in Hospitals	2	1	0	60	3
Semester – III							
Elective II*	PHQ19DE211	Healthcare Accreditations and laws	3	0	0	45	3
Elective III*	PHQ19DE213	Innovation and Design Thinking	3	0	0	45	3
Semester IV							
Elective IV*	PHQ19DE206	Quality Assurance Framework in Hospitals	3	0	0	45	3
Elective V*	PHQ19DE208	Health Care Governance and Technology	3	0	0	45	3

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Table 4.7 Courses offered in Health Care HR specialization streams

Elective stream III - HEALTH CARE HR							
Semester – II							
	Course Code	Course Title	L	T	P	Total Hours	Credits
Elective I*	PHR19DE114	Talent Management	2	1	0	60	3
Semester – III							
Elective II*	PHR19DE211	HR Analytics	3	0	0	45	3
Elective III*	PHR19DE213	Training and Development	3	0	0	45	3
Semester IV							
Elective IV*	PHR19DE206	Compensation and Benefits Management	3	0	0	45	3
Elective V*	PHR19DE208	Performance Management	3	0	0	45	3

Credit Hours

Credit units are assigned based on 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)
 - CR - One credit unit for three hours of Clinical Rotation (1 credit = 45 hours)
- RP - One credit unit for two hours of dissertation/ Project work per week – Max Credit 20-25 (1credit unit = 30 hrs).

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Table 4.8 Comparison of credits with AICTE MBA model curriculum

Course components	AICTE model curriculum – January 2018		SRFMS - MBA (2019-21)	
	Major Focus	Credits	Major Focus	Credits
Core Courses	First-year (I and II semesters)*	54 credits of core courses	General Management * 2 Common Courses related to Hospital Management	63
Program Electives	Second-year (III and IV semesters)	42 credits of electives	Electives with three streams <ul style="list-style-type: none"> • Healthcare Finance • Healthcare Quality • Healthcare HR 	15
General Elective			GE (CBCS) /NPTEL	3
Hands-on-Postings			Hands-on postings I & II (Related to Hospital Management)	6
Summer Internship	Internship/ Field work	06 credits	Based on the elective streams	6
Dissertation			Based on the elective streams	12
Total		102		105

* No focus on any area of specialization

4.1.3 State the components of the curriculum (15)

Table 4.9 Components of the Curriculum for the AY 2018-19

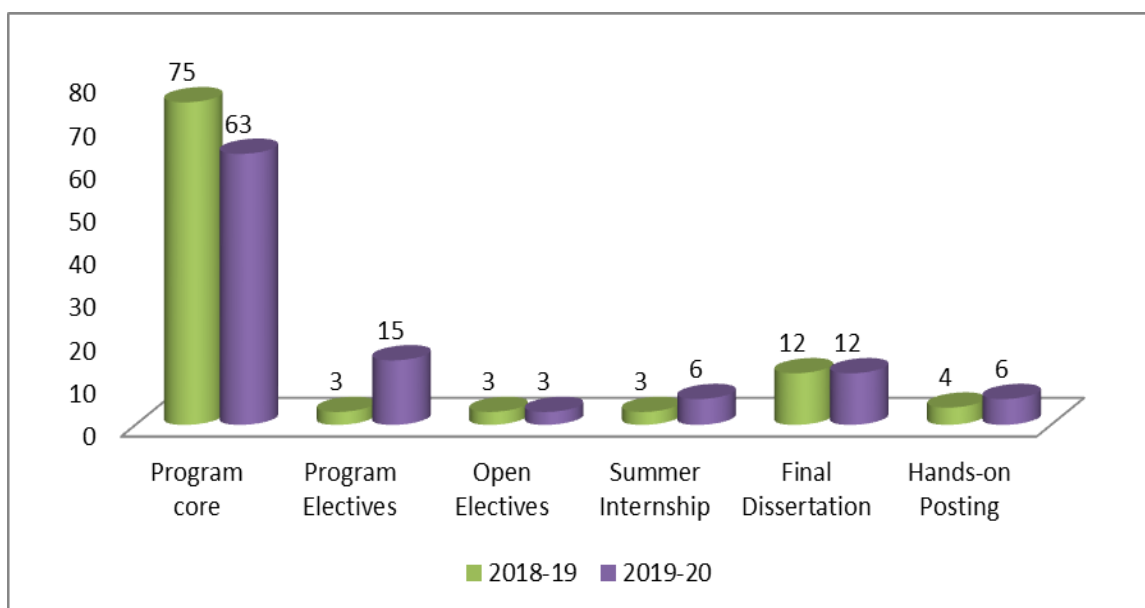
Course component	Curriculum content (% of the total number of credits of the program)	Total number of contact hours	Total number of credits
Program core	75	1125	75
Program Electives	3	45	3
Open Electives	3	45	3
Summer Internship	3	180	3
Final Dissertation	12	600	12
Hands-on Posting	4	180	4
Total number of credits	100	2175	100

Table 4.10 shows the credit percentage of the revised curriculum.

Table 4.10 Components of the Curriculum for the AY 2019 -20

Course component	Curriculum content (% of the total number of credits of the program)	Total number of contact hours	Total number of credits
Program core	60	945	63
Program Electives	14.3	225	15
Open Electives	2.9	45	3
Summer Internship	5.7	12	6
Final Dissertation	11.4	24	12
Hands-on Posting	5.7	12	6
Total number of credits	100	1263	105

Figure 4.3 Comparison of credits allotted to courses for the AY 2018-2019 and 2019 - 2020



4.1.4 Overall Quality and Level of Program Curriculum (15)

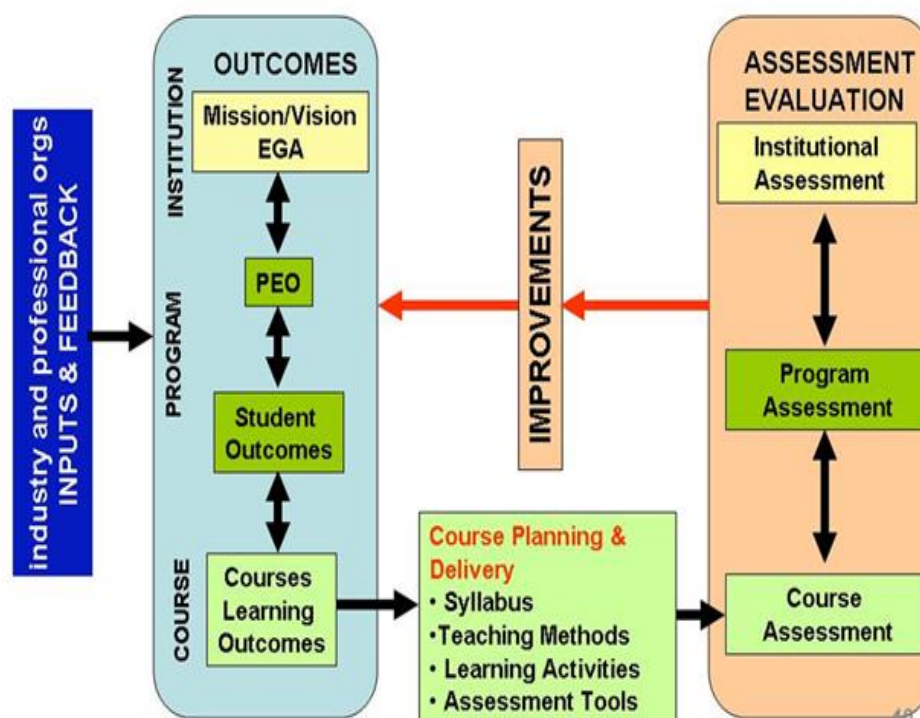
SRFMS introduced new courses in its curriculum based on the feedback received from various internal and external stakeholders. The futuristic approach is used to inculcate the most sought after competencies among the graduates. SRFMS focuses on the following aspects:

- Outcome Based Education (OBE)
- Elective streams
- Internship
- Integrated learning
- Digital literacy

Outcome Based Education (OBE)

SRFMS follows Outcome-Based Education (OBE) which is a student-centric teaching and learning methodology in which the course delivery, assessment are planned to achieve stated objectives and outcomes. It focuses on measuring student performance i.e. outcomes at different levels.

Figure 4.4 Framework for Outcome Based Education



Elective streams

SRFMS also offers discipline-specific electives in three different streams they are Healthcare Finance, Healthcare Quality and Healthcare HR. These courses seek to enhance innovation capabilities among students and aid in value creation in the respective areas. Elective courses are offered based on the interest of the students which will become their specialization stream of the program. The students choose his/her elective stream based on their interest, willingness, and career path.

Internship

Students are placed in reputed organizations to undergo summer internship for 8 weeks in their chosen elective stream at the end of their first year of the MBA program. The objective is to help the students understand how organizations operate in a competitive environment. Summer internship complements the student’s classroom learning with direct, on-the-job experience in addressing managerial challenges by working with successful professionals and experts in the field.

Integrated learning

Hands-on postings place our students in all the major departments of the Sri Ramachandra Medical Centre (SRMC) during the second and third semesters of the program for their practical exposure. This helps them to understand and integrate the theoretical concepts taught in the class in a practical manner.

Digital literacy

Digital literacy provides an understanding of the technologies that we encounter every day, and how history can inform the technology decisions executives face today. It also helps to familiarize the concepts that underpin modern computer programming, empowering managers to engage with engineers credibly and confidently. It helps the managers to identify, recruit, and nurture the technical talent they will need to succeed in today's highly competitive labor market.

The overall development of the curriculum is as per the industry requirements/ inputs/ expectations. The courses specially designed to develop professional skills are

1. **Induction program and bridge course:** This program helps the new students to adjust and feel comfortable in the new environment, inculcate in them the ethos and culture of the institution, help them build bonds with other students and faculty members, and expose them to a sense of larger purpose and self-exploration. Orientation is given about a complete session on career prospects in each specialization from the industry will be organized before choosing a specialization. Whereas the bridge course aims to bridge the gap between subjects studied at the pre-university level and the subjects they would be studying in this MBA program i.e. to reduce the gap in Accounting, Mathematics, and English Communication of the students from different educational backgrounds and to help them identify their potential areas for self-development.
2. **Industry immersion program** is held regularly to acquaint students with the basic know-how of corporate functioning, expectations, and requirements from potential employees and is offered to improve employability. Some of the topics covered in the industry immersion program are emotional intelligence, body language, and professional etiquette, presentation skills, public speaking, and journey from

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college to corporate. Emphasis is laid on improving Written and Oral Communication, Managerial Competency through this program.

Figure 4.5 Students active participation in the Finishing School Program



3. **Entrepreneurship Program** to inculcate entrepreneurship skills in students in collaboration with National Entrepreneurship Network by Wadhvani Foundation. Table 4.10 gives the details about the entrepreneurship program offered to students

Table 4.11 Courses offered in collaboration with Wadhvani Foundation

S. No.	Nature of the Course	From Date	To Date	No of Participants	PO Mapping
1	'Course 100' in Entrepreneurship	Jan-17	Apr-17	30	PO7
2	'Course 100' in Entrepreneurship	Jan-18	Apr-18	29	PO7
3	Foundation Course in Entrepreneurship	Jan-19	Apr-19	25	PO7
4	Foundation Course in Entrepreneurship	Jan-20	Apr-20	19	PO7

4. Experiential learning through summer internship to improve on the managerial skill in collaboration with Sri Ramachandra Medical Centre (SRMC) and Sri Ramachandra Hospital (SRH).

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5. Table 4.8 shows the details on the additional competency certificate courses offered at SRFMS such as NABH proficiency course, Hospital Information system, Healthcare Technology covering topics like Artificial Intelligence in healthcare and Disaster Management workshops are organized by SRFMS partnering with passed out alumni and industries like Acme consulting, Tenx Healthcare, Mellon.ai, etc.
6. SRFMS also offers discipline-specific electives in three different streams like Healthcare Finance, Healthcare Quality, and Healthcare HR. These courses seek to enhance innovation capabilities among students and aid in value creation in the respective areas.
7. Projects/MOOCs/ Experiential Learning Programs are a regular feature at SRFMS.
8. Industrial Visits, Workshops, Community Development programs (outreach programs) are some of the Learning by Doing Initiatives already in practice at SRFMS.
9. The students' clubs are actively involved in organizing various activities from time to time like debates, quizzes, expert talks, business plan competitions, etc.
10. Research Club activities to promote and foster a culture of research among students. The students along with faculty members at SRFMS have also published research papers as a department initiative to encourage research.
11. The volunteers of the NSS Club visit nearby villages to contribute towards the various Govt. Schemes like Unnat Bharat Abhiyan, Swach Bharat Abhiyan, Blood Donation Activity, etc. and learn basic management concepts like Team Work, Planning and Decision Making.

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Table 4.12 Certificate courses

S.No.	Competency Courses offered to MBA	Industry	No. of students benefitted	PO Mapping
1	NABH proficiency certificate course	Dr. B. G. Menon, ACME Consultancy, Chennai	60	PSO2
2	Hospital Information system workshop	Mr. U. K. Ananthapadmanaban, Tenxhealthcare, Coimbatore	30	PSO2
3	Healthcare Technology	Dr. Masood Ikram, Mellon.AI, Chennai	80	PO8
4	Disaster Management and Humanitarian Response	Dr. Hari Balaji, Independent consultant, National consultant for Disaster Management, Chennai	30	PO8, PSO2

SRFMS identifies the need for new courses through feedback from stakeholders. The course instructors meeting is conducted to review the progress of the courses introduced. Individual student performances are also discussed in this meeting. Based on the identification of top-performing students as well as low-performing students, special efforts are put in place to cover the gap.

Identification of gaps in the curriculum

The SRFMS has set up a mechanism to identify the gaps in the curriculum and the need for new courses. The identification mechanism, followed by the action plan to close the loop is as follows:

- **Formal Feedback Mechanism:** Students are asked to write feedback for a given course during the class committee meeting. Student feedback is shared with faculty for discussion in the Institution Curriculum Committee (ICC) meeting.
- **Informal feedback mechanism:** The institute has a strong informal feedback mechanism for helping out students in filling in the learning gaps and personal grooming. The informal mechanism works through a mentoring system of the institute and counseling is given to students.
- **Analysis of results:** Analysis of the result is done to understand the actual success rate of curriculum implementation as a tool to assess PO attainment level and shortcomings in graduate attributes.
- **Placement:** Placement record in terms of most preferred jobs and skillsets by recruiters as compared to historical data and understanding the role of curriculum in accomplishing the same.

Figure 4.6 Process to identify the gaps in the curriculum

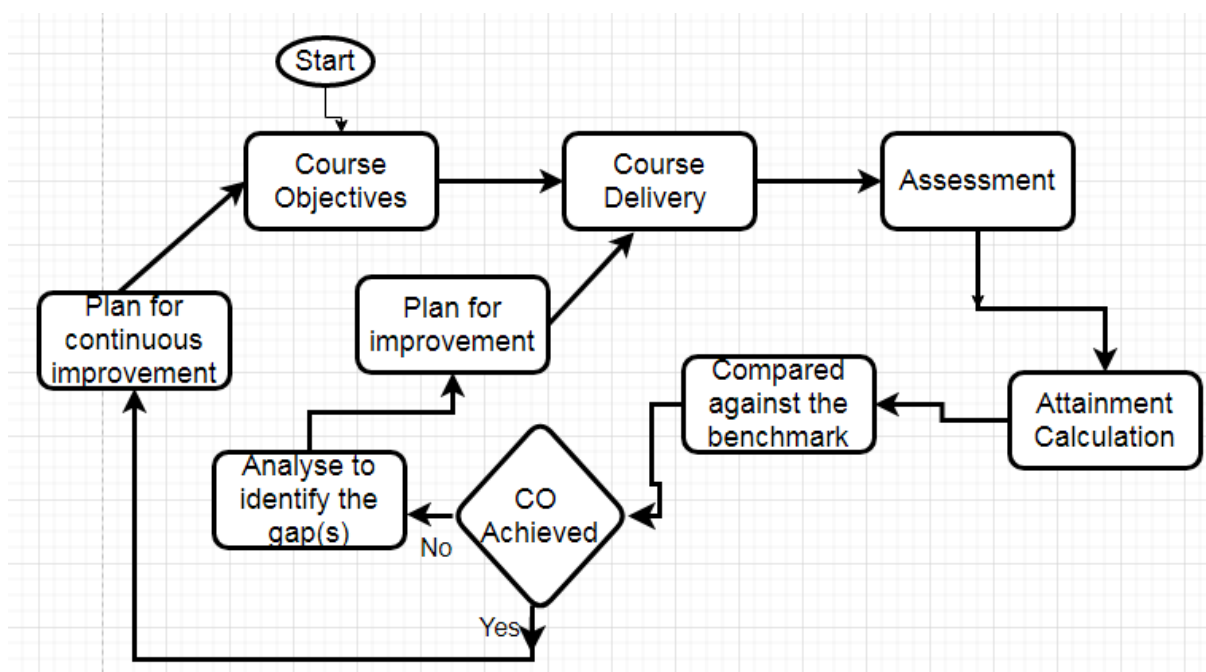


Table 4.13 shows the details of the supporting activities that are organized at SRFMS to develop other essential skills beyond the curriculum and its mapping with POs.

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Table 4.13 Mapping of supporting activities and the essential skills with POs

Supporting activities	Team Work	Experiential Learning	Employability Skills	Analytical Capabilities	Mapping with PO
Guest Lectures/Workshops	√	√	√	√	PO2
Club activities/ Management fest	√	√	√	-	PO3, PO5, PO6
Industry /Field visit	√	√	√	√	PO3, PO5, PO6
Value-added courses	√	√	√	√	PO8
Outreach /community development activities	√	√	√	-	PO8
Finishing school program covering employability skills	√	√	√	√	PO8

Table 4.14 Each course is mapped with Program Outcome and Program Specific Outcome

S.No.	Course Title	PO Mapping
1	Human Resource Management	PO1, PO3, PO4, PO5, PO6, PO8
2	Managerial Economics	PO3, PO4, PO8
3	Marketing Management	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
4	Financial Analysis and Reporting	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
5	Legal aspects of Business	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
6	Service Quality Management	PO1, PO2, PO3, PO4, PO8
7	Written and oral Communication	PO1, PO2, PO3, PO5, PO8
8	Operations Management	PO1, PO2, PO4, PO6, PO7, PO8
9	Hospital Management	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
10	Management and Organizational Behaviour	PO1, PO3, PO4, PO5, PO6, PO7, PO8
11	Research Methodology	PO1, PO2, PO4, PO7, PO8
12	Business Analytics	PO1, PO2, PO4, PO6, PO7, PO8
13	Managerial Accounting	PO1, PO2, PO3, PO4, PO6, PO8
14	Quantitative Techniques	PO1, PO2, PO4, PO6, PO7

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15	Financial Management in Healthcare - Elective I	PO1, PO2, PO3, PO4, PO6, PO7, PO8
16	Total Quality Management in hospitals - Elective I	PO1, PO2, PO3, PO4, PO5, PO8
17	Talent Management in Healthcare - Elective I	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
18	Hospital Hands-on Postings – I	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
19	Business Environment and Strategic Management	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
20	Entrepreneurship	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
21	Services Marketing and Management	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
22	Supply Chain and Logistics Management	PO1, PO2, PO3, PO4, PO5, PO6, PO8
23	Medical Tourism and Management	PO1, PO2, PO5, PO6, PO8
24	Security Analysis and Portfolio Management - Elective II	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
25	Financial System and Markets in healthcare- Elective III	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
26	Healthcare Accreditation and Laws - Elective II	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
27	Innovation and Design Thinking - Elective III	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
28	HR Analytics - Elective II	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
29	Training and Development - Elective III	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
30	Hospital Hands-on Postings–II	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
31	Summer Internship	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
32	Cross Cultural Management	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
33	Ethics and Social Responsibility	PO1, PO2, PO3, PO4, PO5, PO6, PO8
34	Entrepreneurial Finance - Elective IV	PO1, PO2, PO4, PO5, PO6, PO7, PO8

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35	Risk Management and Insurance - Elective V	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
36	Quality Assurance Framework in Hospitals - Elective IV	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
37	Healthcare Governance and Technology - Elective V	PO2, PO3, PO4, PO6, PO8
38	Compensation and Benefits Management - Elective IV	PO1, PO2, PO3, PO4, PO6, PO8
39	Performance Management - Elective V	PO1, PO2, PO3, PO4, PO6, PO8
40	Dissertation	PO1, PO2, PO4, PO6, PO7, PO8

Table 4.15 Percentage of contribution of Courses with POs

PO No.	Program Outcomes Description	% of courses contributing to POs
PO1	Apply knowledge of management theories and practices to solve business problems.	95
PO2	Foster Analytical and critical thinking abilities for data-based decision making.	95
PO3	Develop Value based Leadership.	80
PO4	Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.	95
PO5	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	70
PO6	Communicate effectively and use information and knowledge effectively.	93
PO7	Inculcate entrepreneurship ability.	73
PO8	Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.	98

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Table 4.16 Percentage of contribution of Courses with PSOs

PSO No.	Program Specific Outcomes Description	% of courses contributing to PSOs
PSO1	Demonstrate problem solving skills and decision-making abilities across all functional areas of management in hospitals and its allied organizations.	45
PSO2	Acquire knowledge, skills and positive attitude to work individually or as team to contribute effectively and achieve the goals of hospitals and its allied organizations in a dynamic environment.	35

Table 4.17 Events conducted for the betterment of POs

S. No.	DATE	Topic	Name of the Resource Person	% of students	Relevance to POs
1	02/02/2019	Foreign Exchange Management Act (FEMA)	Mr.CA Adithya, Manager Operations, MMA	100	PO4
2	08/02/2019	General Hospital Administrative Concepts and Industry Expectation	Sri Kumar, CGM, SRH	100	PO5
3	20/01/2020	Three Box Solution: A Strategy for Leading Innovation	Dr.Vijay Govindarajan, Coxe Distinguished Professor of Strategy and Innovation Tuck School of Business, Dartmouth College, U.S.A	100	PO7
4	28/05/2021	Guest Lecture on " Sensitive personal data and health - Responsibilities and Liabilities"	Ms.N.S.Nappinnai, Advocate Supreme Court	100	PO4

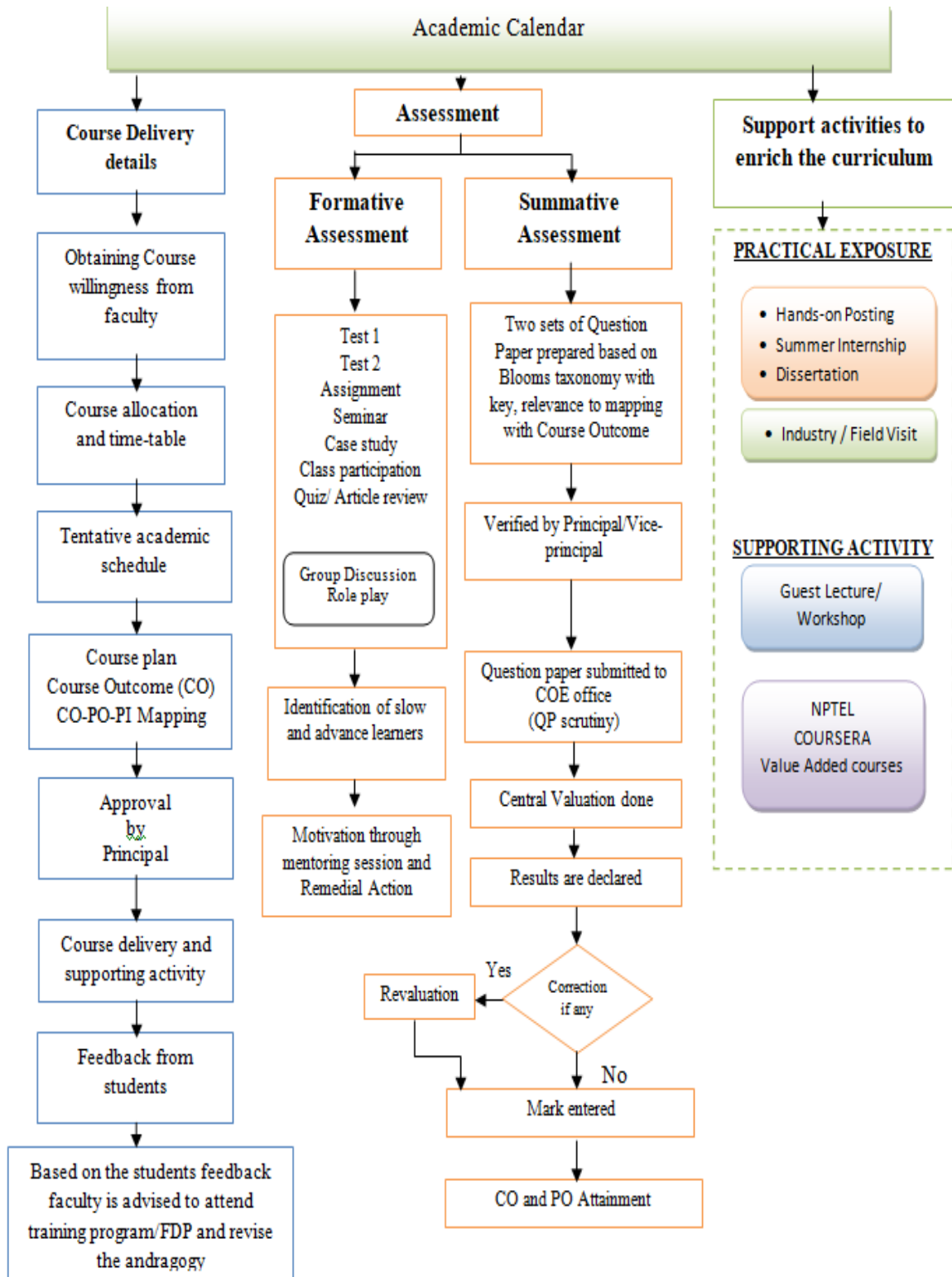
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5	01/06/2021	Role of accreditation in hospitals and challenges faced during the accreditation process	Ms.Preethi Dharnesh, Quality Executive, Melmaruvathur Adhiparasakthi Institute of Medical Sciences and Research, Melmaruvathur	100	PO5
6	28/06/2021	Yoga during pandemics: Self-Management of excessive tension and enhancing immunity through Yoga	Ms. M. Muthumeena, Gyana Asiriyar, Bangalore Centre, Gyanodhayam Educational trust	100	PO8
7	01/07/2021	Is Fluency in English an over estimated determinant of smartness?	Ms. Danna McPherson Ms. Joann Isley Dr. Allan Gitobu Quality Assurance -PBM Company San Diego, USA	100	PO6
8	02/07/2021	Emotional Re-Engineering - Bring awareness to your Emotions, Actions and Intentions during this Pandemic	Mr. Ganesh Kumar.S Emotional Alchemist Founder-EQ Universe Learning Solutions Pvt. Ltd., Author, EI Trainer & Coach, Master Practitioner in NLP (Neuro Linguistic Programming)	100	PO5
9	06/07/2021	Industry 4.0/ Healthcare 4.0	Mr. Yelchur Dwarakanath, Management Consultant	100	PO6, PO8

4.2 Learning Processes (75)**4.2.1 Describe processes followed to improve quality of Teaching & Learning (20)**

Sri Ramachandra Hospital G Block has bed strength of 1611, whereas Sri Ramachandra Medical Center has 720 beds totaling 2339 beds to facilitate clinical teaching-learning. ICT-enabled classrooms with aids are used for lecture demonstrations and training. Investigation labs/facilities and treatment/dressing rooms are attached to each ward, Skills Enhancement Laboratories add to clinical learning of skills by both students and junior faculty. Students get exposed to the above in-built facilities for their practical courses where integrated learning happens. Therefore student-centric methods enhance student learning outcomes as POs and COs through (a) Experiential learning through the educational units (b) Interdisciplinary learning through cross-disciplinary courses. (c) Collaborative learning with the community, NGOs, co-curricular programs, Institution-Innovation council activities, etc. (d) self-directed learning through e-resources available in SWAYAM, NPTEL, and SRIHER Learning Management System (LMS) and (e) Project-based learning through postings and dissertations.

Figure 4.7 Learning Process



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Adherence to Academic calendar

The teaching and learning process starts from preparing the academic calendar. Every year academic calendar is prepared after thorough discussion and deliberations in the faculty meeting. The academic calendar is ensured to be in line with the University's calendar along with AICTE and UGC's direction. This academic calendar is displayed and shared with students through the portal and official mail along with the timetable. It includes all the activities comprising of academic activity, End Semester and internal examination date, student development activities, list of holidays (student manual available on the website), orientation program, lecture series, etc. The Academic plan for the year 2020-2021 is given in Table 4.18.

4.18 Academic Plan for Odd Semester 2020-2021

S.No	Major Activities	Batch (2020-22)		Batch (2019-21)
			MBA 1 (I Sem)	MBA 2 (III Sem)
1.	Orientation for Fresher	Start date	18.11.2020	
		End date	23.11.2020	
2.	Schedule of classes	Start date	24.11.2020	08.06.2020
		End date	10.04.2021	24.12.2020
3.	Internal Assessment(IA)1	Start date	04.01.2021	31.07.2020
		End date	08.01.2021	05.08.2020
4.	Internal Assessment (IA) 2	Start date	09.03.2021	02.11.2020
		End date	13.03.2021	09.11.2020
5.	Closure of Regular Classes		10.04.2021	24.12.2020
6.	Study Holidays	Start date	11.04.2021	25.12.2020
		End date	14.04.2021	03.01.2021
7.	Remedial Program (Slow Learners)	Start date	11.04.2021	28.12.2020
		End date	12.04.2021	30.12.2020
8.	Final Exam	Start date	15.04.2021	04.01.2021
		End date	22.04.2021	12.01.2021
9.	Hands on Posting	Start date	-	16.11.2020
		End date	-	08.12.2020
		HoP Group Presentation	-	17.12.2020
10.	Summer Internship	Start date	-	26.09.2020
		End date	-	25.10.2020
		SI Viva		14.12.2020

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11.	Major Project	Start date	-	-
		End date	-	-
		Major Project Viva		
12.	Alumni Talk		17.07.2020 , 31.07.2020, 28.08.2020, 29.09.2020, 17.10.2020	
13.	Entrepreneurial Talk		03.10.2020	
14.	Distinguished Lecture Series			18.08.2020
15.	Student Development Activity		14.10.2020, 28.10.2020	
16.	Other major programs	HR Leadership Summit	16.12.2020	

Table 4.19 Academic Plan for Even Semester 2020-2021

S.No.	Major Activities		Batch (2020-22)	Batch (2019-21)
			MBA 1 (II Sem)	MBA 2 (IV Sem)
1.	Schedule of classes	Start date	26.04.2021	18.01.2021
		End date	15.07.2021	16.06.2021
2.	IA I	Start date	24.05.2021	08.04.2021
		End date	26.05.2021	09.04.2021
3.	IA 2	Start date	23.06.2021	01.06.2021
		End date	25.06.2021	02.06.2021
4.	Closure of Regular Classes		15.07.2021	16.06.2021
5.	Study Holidays	Start date	16.07.2021	17.06.2021
		End date	21.07.2021	27.06.2021
6.	Remedial Program (Slow Learners)	Start date	16.07.2021	17.06.2021
		End date	18.07.2021	22.06.2021
7.	Final Exam	Start date	28.08.2021	05.07.2021
		End date	04.09.2021	08.07.2021
8.	Hands on Posting	Start date		-
		End date		-
		Hop Group Presentation		-

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9.	Summer Internship	Start date		-
		End date		-
		SI Viva		-
10.	Major Project	Start date		22.02.2021
		End date		24.04.2021
		Major Project Viva		10.06.2021 & 11.06.2021
11.	Hospital Visit/Industrial Visit	Start date		10.05.2021
		End date	17.04.2021	12.05.2021
12.	Alumni Talk		19.12.2020, 30.01.2021, 20.02.2021, 20.03.2021	
13.	Entrepreneurial Talk		05.12.2020, 02.01.2021, 06.02.2021, 06.03.2021	
14.	Distinguished Lecture Series		22.01.2021, 12.02.2021, 12.03.2021	
15.	Student Development Activity		25.11.2020, 13.01.2021, 27.01.2021, 10.02.2021, 24.02.2021, 10.03.2021, 24.03.2021	
16.	Other major programs	ETHOZ (Management fest)	30.01.2021	

Table 4.20 Academic Plan for MBA, Odd Semester 2021-2022

S.NO.	MAJOR ACTIVITIES	Batch (2021-23)		Batch (2020-22)
		MBA 1		MBA 2
1.	Orientation for Fresher	Start date	15.09.2021	
		End date	25.09.2021	
2.	Schedule of classes	Start date	27.09.2021	04.10.2021
		End date	07.01.2022	07.01.2022
3.	IA I	Start date	08.11.2022	08.11.2022
		End date	12.11.2022	11.11.2022
4.	IA 2	Start date	14.12.2022	14.12.2022
		End date	18.12.2022	17.12.2022
5.	Closure of Regular Classes		07.01.2022	07.01.2022
6.	Study Holidays	Start date	08.01.2022	08.01.2022
		End date	18.01.2022	18.01.2022

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7.	Remedial Program (Slow Learners)	Start date	08.01.2022	08.01.2022
		End date	12.01.2022	12.01.2022
8.	Final Exam	Start date	19.01.2022	19.01.2022
		End date	27.01.2022	27.01.2022
9.	Hands on Posting	Start date	-	01.11.2022
		End date	-	18.11.2022
		HoP Group Presentation	-	26.11.2022
10.	Summer Internship	Start date	-	06.09.2021
		End date	-	03.10.2021
		SI Viva		16.10.2021
11.	Major Project	Start date	-	-
		End date	-	-
		Major Project Viva		
12.	Alumni Talk			
13.	Entrepreneurial Talk			
14.	Distinguished Lecture Series			
15.	Student Development Activity			
16.	Sports and Cultural	-		
17.	Other major programs			

Table 4.21 Academic Plan for MBA, Even Semester 2021-2022

S.NO.	MAJOR ACTIVITIES		Batch (2021-23)	Batch (2020-22)
			MBA 1	MBA 2
1.	Schedule of classes	Start date	28.01.2022	28.01.2022
		End date	14.05.2022	14.05.2022
2.	IA I	Start date	16.02.2022	18.02.2022
		End date	19.02.2022	19.02.2022
3.	IA 2	Start date	04.05.2022	06.05.2022
		End date	07.05.2022	07.05.2022
4.	Closure of Regular Classes		14.05.2022	14.05.2022
5.	Study Holidays	Start date	15.05.2022	15.05.2022
		End date	22.05.2022	22.05.2022

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6.	Remedial Program (Slow Learners)	Start date	16.05.2022	16.05.2022
		End date	18.05.2022	18.05.2022
7.	Final Exam	Start date	23.05.2022	23.05.2022
		End date	30.05.2022	26.05.2022
8.	Hands on Posting	Start date	14.02.2022	-
		End date	03.03.2022	-
		HoP Group Presentation	15.03.2022	-
9.	Summer Internship	Start date		-
		End date		-
		SI Viva		-
10.	Major Project	Start date		21.02.2022
		End date		24.04.2022
		Major Project Viva		02.06.2022, 03.06.2022 & 04.06.2022
11.	Hospital Visit/Industrial Visit	Start date		
		End date		
12.	Alumni Talk			
13.	Entrepreneurial Talk			
14.	Distinguished Lecture Series			
15.	Student Development Activity			
16.	Sports and Cultural	-		
17.	Other major programs	ETHOZ(Management fest)		

Improving Instructional methods using pedagogical initiatives

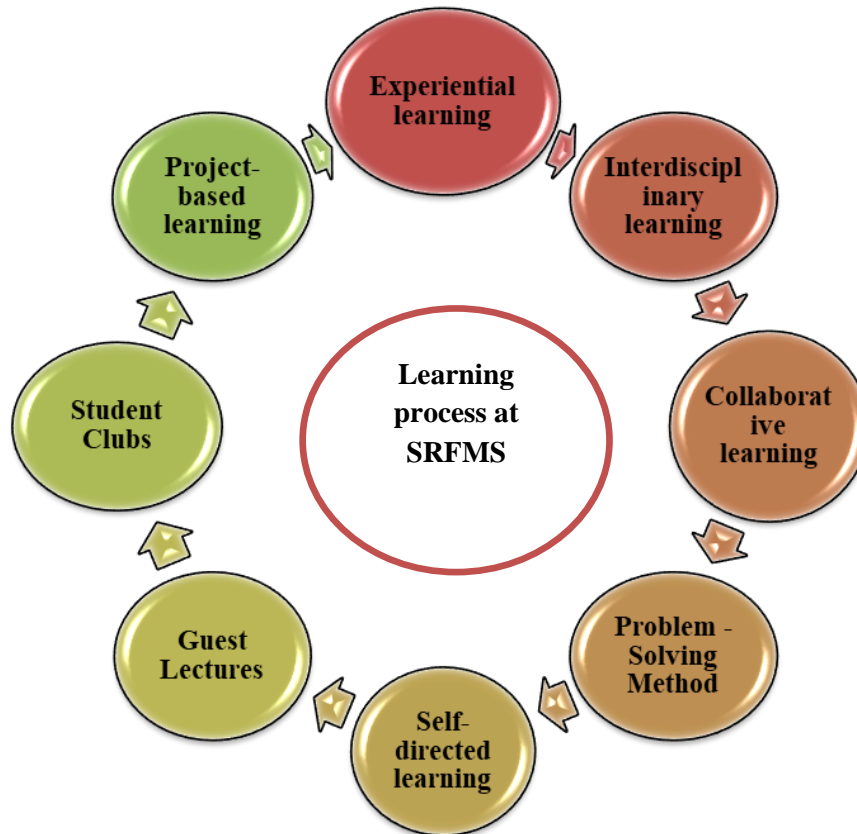
Teaching-learning methods adopted by the faculty members include Lecture Method, Interactive Method, Project-based method, Experiential based Learning method, etc.

The Teaching-learning activities are made effective through illustration and special lectures. To acquire first-hand knowledge on the subjects and current practices students are engaged in the field study. Lessons are taught through PowerPoint presentations/audio-video to make learning interesting besides oral presenting methods. A detailed course plan is prepared by the course instructor with CO-PO-PI mapping after the course allocation.

The sample course plan is given below:

In addition to conventional lecture method the following pedagogical approaches are adopted;

Figure 4.8 Instruction methods using pedagogical initiatives



Experiential learning:

- **Industry/ Hospital visit**

Sri Ramachandra Faculty of Management Sciences organizes a hospital visit to various hospitals like NarayanaHrudayalaya located in an industrial area of Bengaluru, Karnataka, Aster Medcity, Cochin, CARE hospital, Hyderabad, JIPMER, Pondicherry, etc. During the visit, the students learn the best practices of various hospitals which are providing quality and affordable healthcare services to all and the mechanism to eliminate preventable harm by optimizing patients’ outcome and experience and reduce cost in healthcare delivery. These visits highly impact the students in terms of practical knowledge which will be helpful for the students to carry on their projects or to find placement opportunities over the hospital.

Figure 4.9 Snapshot of Hospital Visit to JIPMER, Pondicherry by the students



Interdisciplinary learning:

Generic electives are offered across disciplines through the Choice Based Credit System (CBCS) to enhance interdisciplinary learning. CBCS also offers courses on Personality Development and Stress Management, Health Psychology, Counseling and Guidance, etc. as electives. Table 4.15 gives the details of the students who opt the interdisciplinary course through CBCS.

Table 4.22 Interdisciplinary courses opted by MBA students

S.No.	Course Code	Elective Code	Title of the course	Total No of students Registered
1	PHM15GE116	BGE011	Clinical Genetics - Principles And Applications	1
2	PHM15GE116	AGE004	Counseling And Guidance	11
3	PHM15GE116	AGE017	Food And Nutrition In Emergencies	6
4	PHM15GE116	BGE024	Hospital Information Management Systems	6
5	PHM15GE116	BGE026	Nano-Diagnostics	1
6	PHM15GE116	PGE007	Pharmaco vigilance	5

Collaborative learning:

SRIHER provides collaborative learning experience to students in a structural manner to gain real-life experiences. Students are posted in rural and urban health centers facilitating community interaction. SRFMS students undergo summer training in various hospitals,

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consultancies and other corporate. National Entrepreneurship Network (NEN), Carnivals on career prospects and Innovation Bazaar inculcates innovation and entrepreneurial skills, soft skills, leadership qualities among all students.

- **Outreach / camp**

The objective of this pedagogy is ‘knowing by doing’ to provide real-time environment where students can apply their learning. The students also interact with the environment in order to practice, adapt, and learn. The aim of adopting this method is to provide hands on practices where students will learn by doing. In this method, the instructor provides background and thought process, after the students are guided to apply the learning on business environment.

The SRFMS organized a medical camp on 19th of July, 2019 in collaboration with the Greater Chennai Corporation and Cognizant Technology Solutions (CTS), a global IT major, as an outreach program to provide medical screening of sanitary workers in the Perungudi area of Chennai. The camp was attended by well over 500 sanitary workers belonging to the Greater Chennai Corporation for whom the Faculty of Medicine of SRIHER provided free consultation with the help of 10 doctors and 15 nursing staff in the areas of general medicine, orthopedics, ophthalmology, ENT, chest & TB, dermatology and conducted investigations such as CBG, PFT and ECG.

Figure 4.10 Outreach camp



The Camp was inaugurated by Mr. G. Prakash, I.A.S., Commissioner, Greater Chennai Corporation, in the presence of Dr. Alby John Varghese, Deputy Commissioner, South Region, Greater Chennai Corporation, and Dr. K. V. Somasundaram, Professor of Eminence & Adviser (Academics), SRIHER. The Camp was organized in the newly constructed premises of Urban Community Health Center, Perungudi, Chennai", while the students of Management, SRIHER, provided voluntary administrative assistance.

- **Role play and Group discussion**

Role plays can be short or longer scenarios and can also be more complex one. The idea is to enable students to experience what it may be like to see a problem or issue from many different perspectives as they assume a role they may not typically take, and see others do the same. Role plays generally have three types of participants: players, observers and facilitator(s). The learning outcome of role play and group discussion are;

- To provide real-world scenarios to help the students analyze and learn themselves.
- To provide opportunities for critical observation of peers.
- Learn skills used in real-world situations (negotiation, debate, teamwork, cooperation, persuasion)

- **Summer Internship**

Students are placed in reputed organizations to undergo summer internship for 8 weeks in their chosen elective stream at the end of their first year of the MBA program. The objective is to help the students understand how organizations operate in a competitive environment. Summer internship complements the student's classroom learning with direct, on-the-job experience in addressing managerial challenges by working with successful professionals and experts in the field.

Problem - Solving Methodology:

Problem solving approach is used for inculcating analytical skills, management of clinical /non-clinical departments, development of management strategies for case scenarios, are some examples. Students have opportunities to do real time projects at SRMC namely process improvement in Master Health Checkup program, etc.

- **Case Study Analysis**

The case method is a participatory, discussion- based way of learning where students gain skills in critical thinking, communication, and group dynamics. Sri Ramachandra Faculty of Management Sciences uses case studies in diverse fields of Marketing Management, Business and HR analytics, hospital and healthcare systems, quality assurance in hospitals etc.

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It enhances the students' skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving.

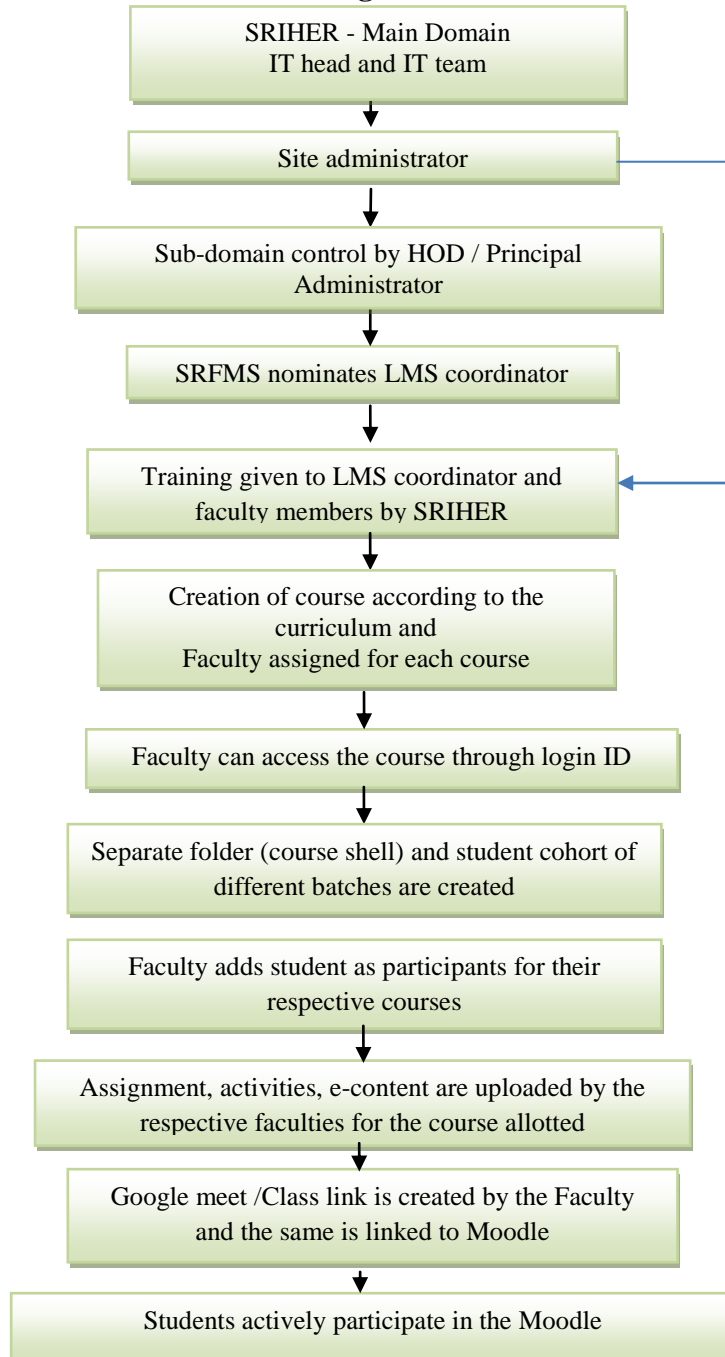
Case study is developed from the previous students' project and discussed in the class to make them understand the Magnitude, nature, complexity and uncertainty of the problem in the hospital.

Self-directed learning: The institution uses the SWAYAM portal and its own learning management system (LMS) on a MOODLE platform in the teaching-learning process. E-learning contents are available through web-based open access modules. These facilitate students to have re-learning and remote-learning as self-directed learning. Of several best practices that are internalized and institutionalized, two of them are highlighted. They are

- (i) Integration of E-Learning and ICT through MOODLE-based Learning Management System to promote blended learning and
- (ii) End-to-end implementation of automation system for SRIHER Examinations division

Guidelines for using Institutional MOODLE based on Learning Management System

Figure 4.11 Guidelines for using Institutional MOODLE based on LMS



Project-based learning: In order to instill analytical and creativity skills, projects are included as a curricular component with further encouragement to publish the project outcomes in the indexed journals.

Figure 4.12 Students active participation in various activities



- **Dissertation**

Dissertation, in the final semester of the MBA program, aims at providing an opportunity for the students to further enhance their intellectual and personal development in the chosen field of specialization under the guidance of a faculty member and the industry mentor. It helps the students to pursue a scholarly inquiry into a problem or issue, involving a systematic approach to gathering and analyze information/data, leading to the production of a structured report.

Guest Lectures:

Guest lectures are part of the SRFMS academic program. Distinguished industry experts visit the campus for sharing their experiences to the students. This adds value to the students in acquiring knowledge of latest trends and challenges faced by different industries

Figure 4.13 Snapshot of Guest lectures at SRFMS



Dr. M. Hemadri delivering lecture at Central Library Auditorium

Student Clubs:

The co-curricular and extracurricular activities organized by the student clubs are an integral part of the learning ecosystem that SRFMS has created. These clubs offer an excellent way to meet new people, develop leadership qualities, deepen specific interests, build character, learn team work and practice management. By participating, connecting and discovering each other in the student clubs, students learn to adjust, compromise, bargain, and negotiate. Student clubs not only plays a critical role in the transformation process but they also make life on SRIHER campuses enjoyable and memorable. The challenges of a multicultural environment and the complexities thrown up by a competitive environment are turned into opportunities for self-discovery and growth by these clubs.

Management Fests

SRFMS students actively organize and also participate in various management fests, sports fests and cultural fests in which students from several premier B-schools participate. Such interactions with students from across the country enhances their learning, and help develop organizational and leadership skills which are highly valued by organizations today.

Blended learning

SRIHER has incorporated MOODLE based LMS into its e-governance portal to promote a blended learning environment. 'Course 100' is one of a kind blended learning method offered by SRFMS in collaboration with Wadhvani Foundation. The details of the courses offered are given in the table 4.10. Active engagement of learners during the 'face to face' session using digital tools is another aspect of the Blended Learning that the participants were ready to adapt.

Teachers use ICT-enabled tools for effective teaching and learning process, including online e-resources. All lecture classes are ICT-enabled with projectors and laptop/desktop computers and internet connectivity for interactive learning. The teachers are also trained on the use of SMART boards. Implementation of e-learning is one of our biggest value additions to the traditional teaching- learning methods. The institution uses the SWAYAM portal and an indigenous learning management system (LMS) on a MOODLE platform in the teaching-learning process. Web-based open access modules and video conferencing are also used by

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teachers to enrich the teaching-learning process. Creativity and innovation in teaching is enhanced by the availability of technology for recording and developing e-content.

Methodologies to support academically slow learners and encouraging fast learners

Table 4.23 Guidelines to identify and support academically slow learners and motivate fast learners

Identification criteria	Action taken for slow learners	Action taken for fast learners
<p>Academic performance of students in the continuous assessment clearly states the weak and the best students</p> <p>Students who secure less than 50% marks in the CIA are considered as slow learners.</p> <p>IA < 50 % slow</p> <p>IA > 80% fast</p>	<ul style="list-style-type: none"> • Tutorial / remedial classes are arranged. • Regular counseling and handholding is done by the course instructor • Peer learning 	<p>Encourage students to take the research work and publication under the guidance of subject expert faculty.</p>
<ul style="list-style-type: none"> • Mentor meeting • Feedback from the course instructor 	<p>Course instructors should arrange remedial classes for slow learners</p>	<ul style="list-style-type: none"> • Students are encouraged to present papers at conferences/ seminars and additional support is provided for publication.
<ul style="list-style-type: none"> • Class participation and Attendance in the class 	<p>Attendance is closely monitored and remedial measures taken like sending mail to the parents and counseling</p>	<p>Highest grade students are awarded with Gold Medal based on their CGP.</p>

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Figure 4.15 Template for slow learners



FACULTY OF MANAGEMENT SCIENCES

FORMAT FOR SLOW LEARNERS (PG)

COURSE NAME & CODE:

STUDENT NAME

FACULTY NAME:

METHOD	MARKS	MEASURES	OUTCOME	PROOF
	OBTAINED	TAKEN	(REMARKS)	ATTACHED
LECTURING				
INTERACTION & DISCUSSION				
VISUAL AIDS				
TEXT & READING				
HANDOUTS/ONLINE MATERIALS				
TESTING				
ASSIGNMENTS/SEMINAR				
MENTORING				

FACULTY SIGNATURE

PRINCIPAL

Quality of classroom teaching (Observation in a class)

Random inspection is done by the Principal to assess the class-room teaching on the parameters which includes;

1. Content expertise
 - a. Lecture preparedness in terms of flow of delivery
 - b. Communication skills
2. Pedagogy used in the class
 - a. Pedagogical techniques usage during the class session
3. Student engagement
 - a. Activities conducted in the class

Maintenance of course file: In order to enhance the quality of classroom teaching each instructor are asked to maintain the course file for their respective courses

Each course instructor will maintain the course file which contains the following sheets:

1. Academic calendar
2. Course allocation sheet
3. Individual time-table
4. Registered students' name list
5. Course plan
6. Session plan / Instructional plan preparation sheet
7. Course materials and notes
8. Innovative methods in teaching and learning
9. Lecture slides, videos, etc (proof of link uploaded in LMS)
10. Continuous Internal Assessment
 - 10.1 No. of Assignments and topics given
 - 10.2 Seminar topics
 - 10.3 Case study
 - 10.4 Quiz / article review / class activity (if any)
 - 10.5 Test 1 QP, answer key and mark statement
 - 10.6 Test 2 QP, answer key and mark statement
11. Final internal marks and analysis
12. Question bank

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13. End Semester exam QP, key and mark statement with analysis
14. Course attainment sheet
15. Course end survey template and results
16. Remedial class details for slow learners (identification, name list, time table proof, outcome)

Student's feedback of teaching learning process and action taken

Formal Feedback Mechanism: The students are asked to write feedback for a given course. Mid-term feedback and course end feedback is taken. Student feedback is shared with faculty for discussion in the College Quality Council (CQC) meeting. Online feedback on a 5-point scale is collected; analyzed, remedial action is taken. The students' feedback format on course and teaching effectiveness is given in the table 4.15 below.

Table No 4.24 - Students Feedback Format on Course and Teaching Effectiveness

S.No.	Parameters	Rate on a scale of 5 as to how satisfied are you about the online classes				
		5	4	3	2	1
1	Course Effectiveness	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1.1	Content of the Course					
1.2	Clear Statement of Program Outcomes and Course Outcomes					
1.3	Quality of Learning Materials					
1.4	Career orientation of the Syllabus					
1.5	Scheme of Evaluation					
1.6	Pedagogy Proposed and Used					
2	Teaching Effectiveness & Quality of Sessions					
2.1	Quality of Sessions in terms of knowledge sharing and substance					
2.2	Quality of sessions meeting learning outcomes					
2.3	Facilitating case discussions online					

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2.4	Sharing of Learning materials and supplementary resources by the instructor					
2.5	Availability of the instructor via email or online discussion					
3	Assignment/Quiz/Test					
3.1	Relevance of assignments, quizzes, and tests					
3.2	Deadlines for submitting assignments					
4	Planning & Timing of Sessions					
4.1	Planning and scheduling of Sessions					
4.2	Log in and log out of sessions					
4.3	Utilization of session time for effective learning					
5	E-learning Platform, Pace and Navigation					
5.1	Ease of navigation					
5.2	E-learning access setup or LMS setup					
5.3	Ease at which the instructor operating online platforms					
6	Multimedia & Network					
6.1	Quality of audio used in the course.					
6.2	Voice and quality of the narration used in this course.					
7	Interactivity					
7.1	Opportunities for interactive learning.					
7.2	Opportunity for interaction with peers (other students)					
8	Overall Experience					
Provide your comments for any improvement						
S. No	Feedback Questions	Write your comments				
1	What are the strengths and weaknesses of this e-learning course?					
2	Identify three ways to improve this e-learning					

Few other sources to obtain the feedback are:

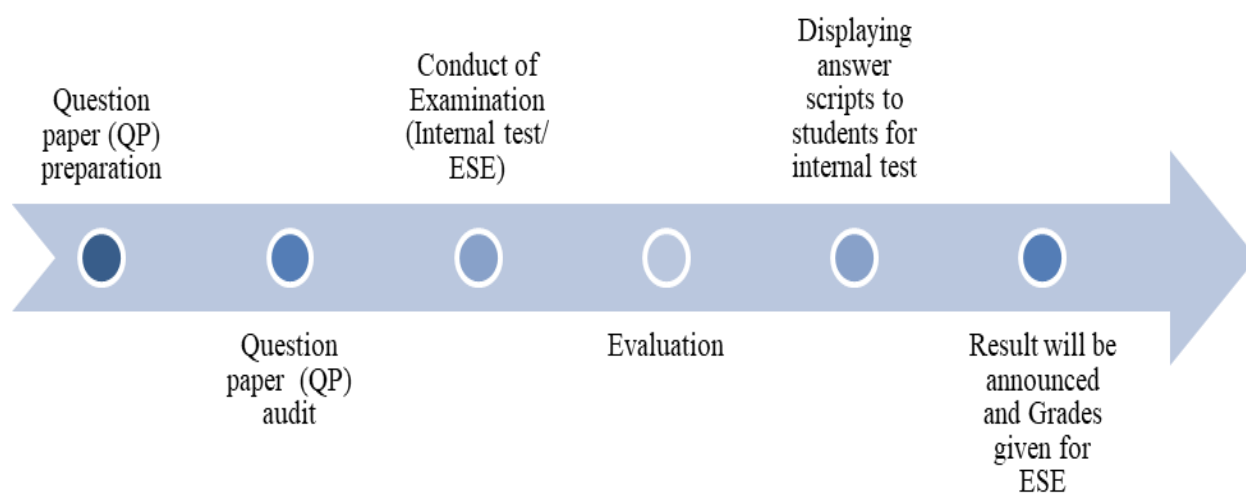
- Class Representatives Meetings with the Principal and Course Coordinator
- Online Feedback on Teaching Learning by E-Governance /Google forms
- Discussion with Mentees
- Closed discussion by Director, Principal and Course Coordinators

4.2.2 Quality of continuous assessment and evaluation processes (40)

For the conduct of End Semester Exam, the University has a dedicated examination cell. It provides proper guidelines to set the question papers and evaluation.

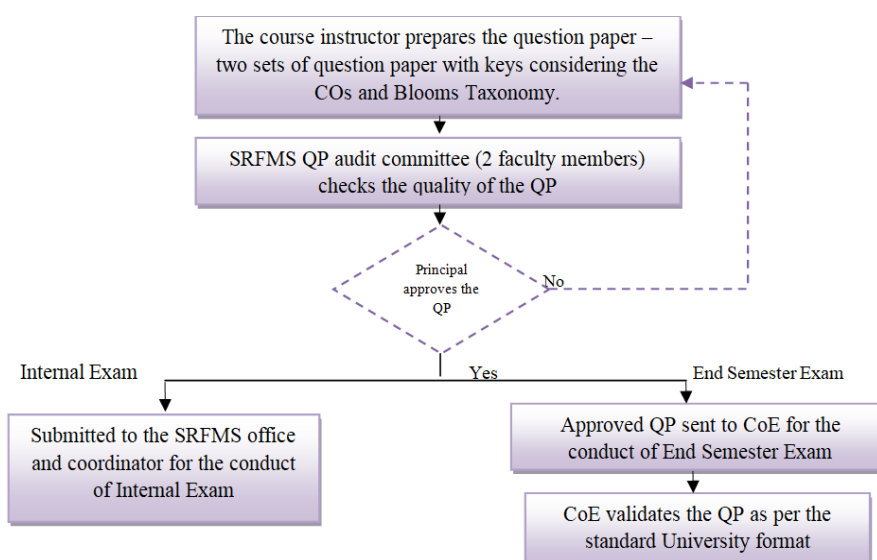
SRFMS adopts Outcome Based Education (OBE) concept. In OBE, the COs and POs are mapped in respective courses so that the faculty members can observe where students are lacking and can suggest remedial action/measures to improve their performance.

Figure 4.16a Process of preparing the question paper



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Figure 4.16.b Process of preparing the question paper



Continuous Internal Assessment (CIA) is the formative assessment component of evaluation in CBCS. It is structured to elicit the students’ domain knowledge, analytical and creativity skills.

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

Table 4.25 Continuous Internal Assessment (CIA) Pattern

Continuous Internal Assessment (CIA)						
Core Theory / Discipline Specific Elective Courses						
Internal Assessment – 1 (10)	Internal Assessment – 2 (10)	Assignment (5)	Article review / Quiz (5)	Case Study (10)	Seminar /Presentation (5)	Class Participation (5)
Hands-on Postings / Clinical Rotations (CR) and Summer Internship						
(W: 50) Hands-on Postings Record/ Summer Internship Report &Attendance			(W: 50) Oral presentation and viva-voce			
Dissertation (RP)						
(W: 15) Presentation of literature review; Identifying a research problem & statement of objectives [Oral presentation] (Evaluated for 50 marks)		(W: 10) Review& Ethical clearance		(W: 25) Presentations –Literature Review, Methodology andData Analysis		

Continuous Evaluation

The performance of a student in each course is assessed by the faculty by means of continuous evaluation components which includes small case-lets, Assignments, Seminars, Viva, Quizzes, Test 1, Test 2, etc. in addition to the End Semester Examinations conducted at the end of the Semester. Through continual evaluation components, the students would be judged for various characteristics such as: Comprehension of concepts, Application of concepts, Creativity and originality, Decision-making ability, Documentation and data handling, Self-expression, Leadership and Class participation.

Case study assists students in identifying typical problems in specific functional areas of management. It is expected that students will study cases, comprehend the business situation, analyze the problems and come up with solutions for discussing the same case in the class. A case can be evaluated either by asking students to prepare a written report of the case analysis or through discussion of the case in the class. Wherever the course instructor feels that more number of cases would help student in comprehending the subject, they may increase the number of cases in the course.

Quiz is designed to evaluate students in terms of their conceptual understanding and the skills acquired by them during the course of study. Quiz is usually designed as a set of MCQ type questions which are framed in order to let student think about answering the same. The quiz questions focus on the memory-based learning of the students and are blended with course outcomes which are further mapped with program outcomes. It is normally surprised to the students and is conducted in the first 10-15 minutes of the session. Quizzes are generally conducted in an interactive classroom format seeking active participation by larger number of students and encouraging competitive spirit, mental alertness and initiative which will be scheduled in the LMS based on the subject need.

Assignments The instructors may give home assignments as a component of continual evaluations to be done by the students individually or in small groups. These assignments may involve exercises, problem solving, short-notes, term paper, and small case-lets with specific or conceptual questions. These are to be submitted within the time period specified by the instructor in the LMS platform.

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Seminar/viva is held on the assignment given to the students. The students are expected to defend the work done by them on the assignment. The seminar/viva follows a question-answer session based on the work presented and it is evaluated based on the rubrics given below.

Table 4.26 Rubrics for written assignment, seminar and presentation

PI	Component	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
6.1.1	Written Communication (Written Assignments)	Report lacks an overall organization. Reader has to make considerable effort to understand the underlying logic and flow of ideas. Diagrams are absent or inconsistent with the text. Grammatical and spelling errors make it difficult for the reader to interpret the text in places.	Report is organized and clearly written for the most part. In some areas the logic or flow of ideas is difficult to follow. Words are well chosen with some minor exceptions. Diagrams are consistent with the text. Sentences are mostly grammatical and only a few spelling errors are present but they do not hinder the reader.	Report is well organized and clearly written. The underlying logic is clearly articulated and easy to follow. Words are chosen that precisely express the intended meaning and support reader comprehension. Diagrams or analyses enhance and clarify presentation of ideas. Sentences are grammatical and free from spelling errors.
6.2.2	Presentation Visual Aids	Slides contain errors and lack a logical progression. Major aspects of the	Slides are error-free and logically present the main components of the	Slides are error-free and logically present the main components of the

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PI	Component	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
		analysis or recommendations are absent. Diagrams or graphics are absent or confuse the audience.	process and recommendations. Material is mostly readable and graphics reiterate the main ideas.	process and recommendations. Material is readable and the graphics highlight and support the main ideas.
7.3.1	Oral Presentation	Speakers are often inaudible or hesitant, often speaking in incomplete sentences. Speakers rely heavily on notes. Speakers have difficulty responding clearly and accurately to audience questions.	Speakers are mostly audible and fluent on their topic, and require minimal referral to notes. Speakers respond to most questions accurately and appropriately.	Speakers are audible and fluent on their topic, and do not rely on notes to present or respond. Speakers respond accurately and appropriately to audience questions and comments.
	Body Language	Body language, as indicated by frequent, repetitive and distracting gestures, little or no audience eye-contact, and /or stiff posture and movement, indicate a high degree of discomfort interacting with	Body language, as indicated by a slight tendency to repetitive and distracting gestures (e.g., tapping a pen, wringing hands, waving arms, clenching fists, etc.) and breaking eye contact with audience,	Body language, as indicated by appropriate and meaningful gestures (e.g., drawing hands inward to convey contraction, moving arms up to convey lift, etc.) eye contact with audience, and movement,

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PI	Component	Needs Improvement (Upto 50%)	Acceptable (Upto 75%)	Proficient (Upto 100%)
		audience.	demonstrates a slight discomfort with the audience.	demonstrates a high level of comfort and connection with the audience.

Table 4.27 End Semester Question paper pattern

End Semester Examination (ESE) Theory (Batch 2019-20 – Semester I)			
Part of the Question Paper	Pattern Choices	Marks	Total Marks
Part A Evaluating conceptual understanding	Short essay questions 5 out of 7	5 x 10	50
Part B Evaluating the analytical ability, situational analysis and application of principles	Identification of the Problem (Answer Both Questions) -2	2 x 15	30
Part C Case / Caselets	Problem solving Case study (Compulsory) - 1	1 x 20	20
Duration – 3 hours	Total marks		100

Table 4.28 End Semester Sample Question Paper (QP) mapped with CO, BL and PI

Subject Name: Service Quality Management (PHM19CT111)

Part	Q No.	Question	Marks	BL	CO111	PI
Part A	1	Enumerate any eight actions that an organization may take to handle complaints	10	L1	CO111.2	3.2.3
	2	Distinguish between external and internal customers	10	L2	CO111.2	10.1.1
	3	Analyze the benefits of a control chart	10	L4	CO111.4	2.1.2
	4	Bring out the challenges in implementing the 5S principle in an organization. Explain how they could	10	L3	CO111.3	2.1.3

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		be overcome				
	5	Select a product or service and explain how the dimensions of quality influence its acceptance.	10	L5	CO111.4	2.2.2
	6	Explain the concepts of six-sigma with an example	10	L2	CO111.1	1.2.1
	7	Narrate the steps followed to get ISO 9000 certification for an educational institution.	10	L1	CO111.1	9.1.1
PART B	8	Discuss the elements of the 5S principles with respect to a shop floor/office.	15	L1	CO111.1	2.1.4
	9	Write short notes on the following:				
	9.a.	Flow chart (5)	15	L2	CO111.2	2.1.4
	9.b.	Pareto diagram (5)				
	9.c.	Ishikawa diagram (5)				
	10	<p>The General Hospital that can accommodate more than 70000 patients per year where 2400 nurses are employed have access to a system called “Bedside Florence” (in memory of the nurse Florence Nightingale who founded a nurse school for women) by which they are enabled to measure and record on handsets, in real time, data and parameters (body temperature, blood pressure, others) of patients standing beside the beds. Data can be directly transferred, wireless from the handsets, to a Central Unit so avoiding either the intermediate procedure of recording them on paper and the need of keying them, subsequently, in the workstation of department.</p> <p>Nurses used to take records of medical data on paper support standing close to the bed of patients. They could, afterward, store all valuable information using a terminal station located into the ward. The manual transfer of information involved the risk to make mistakes or to store data in a wrong position; further, the duplication of the work was one of the main reason by which data were frequently incomplete or inconsistent. The process itself was slow as, being a single PC available; there was a queuing of nurses</p>				

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		waiting. The decision was taken of making available a new tool with the objectives of reducing the number of paper documents, of avoiding the problem of duplication, of speeding up the process of recording and of making available to all personnel, in real time, all data registered.				
		Case study Questions:				
	10.a.	With reference to the given scenario, how can the problem be rectified?	10	L3	CO111.4	8.2.1
	10.b.	Suggest a solution using appropriate quality tools.	10	L3	CO111.4	8.3.3

Note:

BL – Bloom’s Level

CO – Course Outcome

PI – Performance Indicator

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Figure 4.17 Template for QP audit



PROGRAM:

SEMESTER/ YEAR:

COURSE:

NO. OF SETS:

CHECKLIST FOR QUESTION PAPER AUDIT BY SUBJECT EXPERT

<u>S.No.</u>	ITEMS CHECKED	RESPONSE
1.	Whether the correct QP pattern is used?	Yes/No
2.	Whether the questions are within the syllabus?	Yes/No
3.	Whether the question paper covers all the units/ matches the QP matrix provided?	Yes/No
4.	Whether the marks allotted for the questions is appropriate?	Yes/No
5.	Whether time allocation for answering the questions is adequate?	Yes/No
6.	Whether the standard of questions is appropriate for the course and program?	Yes/No
7.	Whether the overlap of question across the sections is checked?	Yes/No
8.	Whether appropriate technical names/ words are used?	Yes/No
9.	Whether spelling and grammatical errors have been checked?	Yes/No
10.	Any other comments:	Yes/No

I agree to maintain strict confidentiality of question paper audit

Date:

signature|
Name (in caps):
Designations:
Department:

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Evidence of COs coverage in class test / mid-term tests

Table 4.29 Sample session test QP for the course Service Quality Management

Session Test 1					
Q. No	Question	Marks	CO	PI	BL
Part A (Answer Any 4)					
1.	Enumerate the dimension of service quality.	5	CO111.1	1.1.1	L2
2.	Differentiate Kaizen and Kairyo with suitable example.	5	CO111.1	1.1.1	L2
3.	What are quality statements? Write a quality policy statement, mission and vision statement for a company.	5	CO111.1	1.1.1	L2
4.	What are the benefits of quality circle?	5	CO111.1	1.1.1	L2
5.	Explain the need for quality management in an organization	5	CO111.1	1.1.1	L2
PART-B (Answer any ONE of the following)					
6.	Discuss on the evolution of quality	15	CO111.1	1.1.1	L2
7.	Enumerate Deming's 14 points on route to quality.	15	CO111.1	1.1.1	L2
PART-C CASE STUDY					
8(i)	This study describes the particular steps related to the identification of nonconformity in drinks packaging in a company selling energy drinks. Since the claim procedures are still pending, this paper does not provide the names of the manufacturing companies, only of their final products. The organization operating in Slovakia is a company established in August 2012 aimed at manufacturing and distributing its own brand energy drink 1Energy on the European market. The product is packed in 330 ml aluminium cans of the company's own design. The can consists of two parts: the lid and the body of the can. Both parts are manufactured by separate processes on high-speed automated lines. The production takes place in the manufacturing plants of a Dutch supplier. The cans are then transported to a subcontracting organization operating in Poland, which is responsible for filling. Drinks packed by 24 pieces are palletized; one pallet	15	CO111.1	1.1.1	L2

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<p>contains 100 such packages and their durability is set at 24 months.</p> <p>Each consignment (product), received at the warehouse of the Slovak company is subject to the entry inspection. In this case, it is a simple visual inspection of all pallets that are delivered to the warehouse and random inspection of several unpacked pallets and particular cans. The purpose of this inspection is to reveal any nonconformity. The most commonly found nonconformity is mechanical damage caused during transport (damaged packaging, mechanically damaged/ visibly destroyed cans). This type of nonconformity is considered as part of the product transporting process. The transfer of risk – damage caused during transport – is done by carrier’s insurance. The worker who is in charge of the inspection and collection of the goods not only performs the entry inspection, but also to creates the necessary photo documentation. The photo documentation and goods receipts are chronologically archived and searchable. The received goods are subsequently stored in a warehouse with appropriate temperature, low humidity and no direct sunlight.</p> <p>The use of 5W2H method and proposal for immediate action not all nonconformities are or may be revealed by a simple entry inspection of the supplied products. Some arise over time in specific conditions or during certain activities. The Slovak company also revealed nonconformity some time after receiving the consignment. About three weeks from the receipt of the consignment (of 62,400 1Energy beverage cans), damp or wet packaging (cartons) were observed in the warehouse. This phenomenon was noticed by a worker responsible for the warehouse and immediately reported to employees in charge, who started to deal with the issue. The Slovak company uses a variety of</p>				
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	<p>tools and methods that help to clearly identify nonconformities.</p> <p>Question: Help the company to identify the nonconformities using 5W2H method?</p>				
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Quality of assignments and its relevance to COs

Subject Name:Service Quality Management (PHM19CT111)

Table 4.30 Sample assignment mapped with Course Outcome

Sample assignment for Service Quality Management				
Question	Marks	CO	PI	BL
<p>Assignment 1</p> <p>Introduction to quality concepts, dimensions of quality, customer focus ,customer perception of quality, continuous process improvement ,Quality control tool, Statistical Process control , lean ,six sigma, quality systems implementation ,cost of quality, quality cost</p>	10	CO111.2	3.2.1	L3
<p>Assignment 2</p> <p>Select of any department in hospital of your choice and identify the specific problem and apply any quality tools to solve the problem.</p>	10	CO111.4	9.1.2	L4

Table 4.31 Course Outcome for the subject Service Quality Management

Course Outcome Number	Description	Bloom's Level
CO111.1	Apply the basic concepts, theories and dimensions of quality in various sectors including healthcare.	L1
CO111.2	Identify and manage customer satisfaction and focus to retain them in the business.	L2
CO111.3	Apply and analyze the business through processes and evaluate based on the set of guidelines for business decisions.	L3
CO111.4	Evaluate the service quality through application of statistical process control and analyze the cost of quality.	L4

Evaluation Process**End Semester Examination Procedures and processes integration with IT:**

SRFMS-SRIHER Examination division is fully automated through e-governance system to improve the functional accuracy in processing, storage and retrieval of the examination related data, The Examination Management Information System is versatile, purpose-built software created to seamlessly connect the user departments with the information receiving system at the office of the Controller of Examinations enabling seamless access. This helps in generation of student specific examination profiles. The online system facilitates the entry of practical examination marks instantaneously. The evaluation of the final theory examination papers on-screen has made the evaluation transparent and examiner-friendly. The system also helps in evaluation and compilation of marks scored in various components of the examination obtaining final score, online declaration of results and digitization of grade cards and mark sheets thus generating student-friendly dynamic full proof system.

The online student services are enabled through log-in access to SRIHER Portal for information on examination schedules, final examination fee notification, no-due certificates from library, hostel, departments and accounts, hall ticket printing, examination results, mark statement and provisional certificate and degree certificate. This system is utilized for

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generating list of detained students, fee details and hall tickets as well as online submission of consolidated internal assessment marks.

This IT integration has become independent of human interface helping the institution in automation and timely processing of Examination related operations. It also adheres to the institutional objective of 'Go paperless' policy.

The following is the link to the Complete automation of entire division & implementation of Examination Management System (EMS):

https://assessmentonline.naac.gov.in/storage/app/hei/SSR/100449/2.5.5_1575820665_3994.pdf

4.2.3 Quality of student reports/dissertation (15)

Dissertation

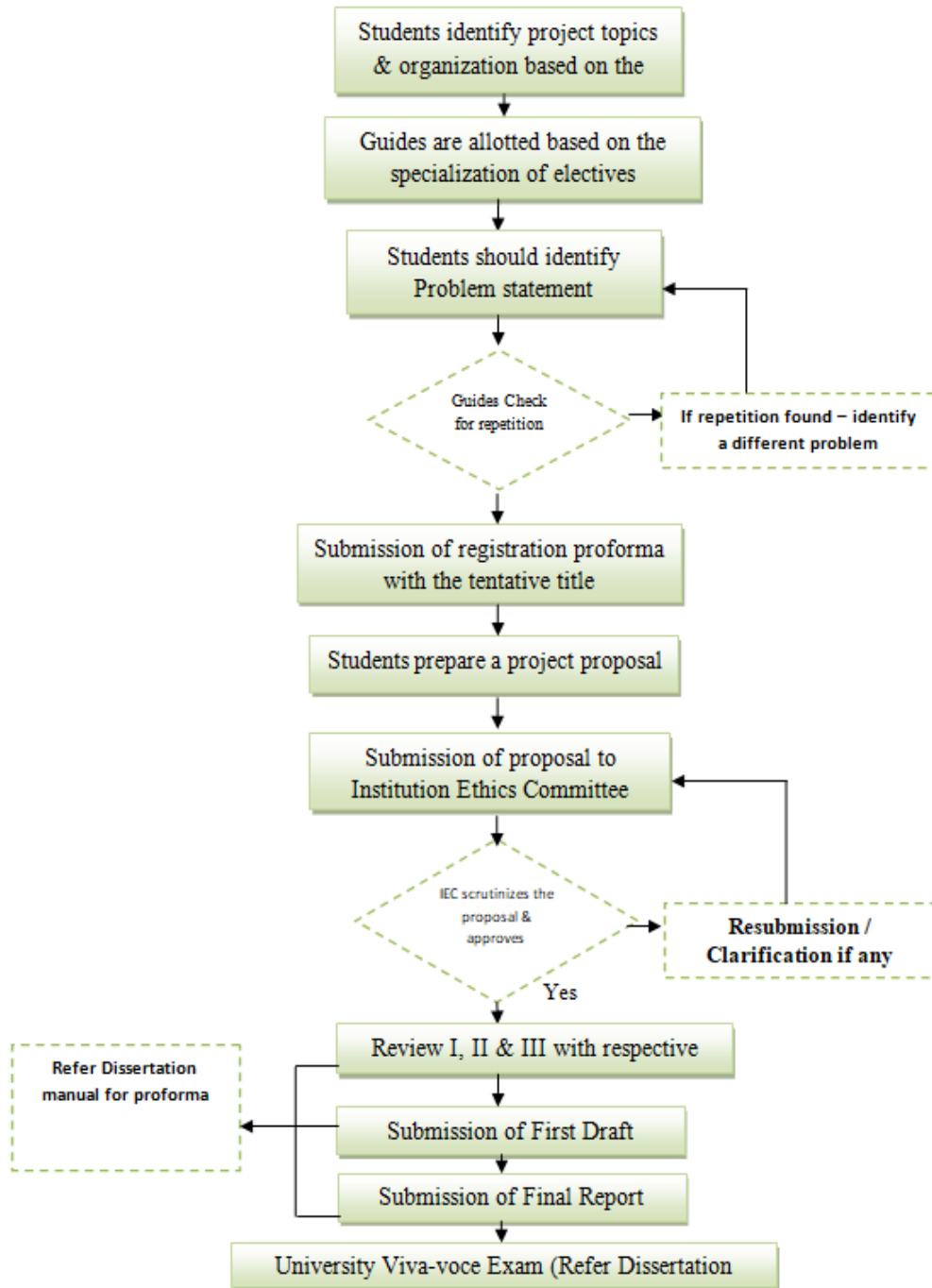
Dissertation is compulsory for all the students in SRFMS with the objective of studying an issue or a problem or a system related to healthcare sector highlighting three different specializations.

Dissertation, which is in the final semester of the MBA program, aims at providing an opportunity for the students to further their intellectual and personal development in the chosen field of specialization under the guidance of a faculty member and industry mentor. It helps the students to pursue a scholarly inquiry into a problem or issue, involving a systematic approach to gathering and analysis of information/data, leading to the production of a structured report. Dissertation basically helps students to investigate, analyse and discuss the current issues in hospitals and healthcare systems with the objective of improving system or efficiency or provide solutions or suggestions to resolve issues.

The dissertation, is equivalent to 24 credits, exposes students to real life management issues in hospital and health systems management, it must be carried out with professional commitment with a mark of distinct quality.

Process of Identification of projects and allocation methodology to Faculty members

Figure 4.18 Project identification and guide allocation process



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Types and relevance of the reports and their contribution towards attainment of POs

Table 4.32 Dissertation details of MBA (2017-19) Batch

S.No	Regn No	Name of the Student	Guide Name	Project Title	Organization
1	G0217001	Sabarish K. G	Dr.G.Jabarethina	Equipment capacity utilization at a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
2	G0217002	Akshaya E	Ms.K. Rohini	Effect of health insurance in hospital services	Camomile Healthcare Ventures, Chennai
3	G0217003	Sonali K	Ms.P.JakulinDivya Mary	Satisfaction level of nurses with respect to induction and training program in a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
4	G0217004	Maimoon HajiraBegam S	Dr.A.Bhoomadevi	Cost analysis at cardiology department of a multi-specialty hospital	Shifa Hospital, Thirunelveli
5	G0217005	Butharasan R	Dr. G. Jabarethina	Facility management and safety standards in a multi-specialty hospital	Camomile Healthcare Ventures, Chennai
6	G0217006	Dhenuvakonda Sri HariniGayathri	Dr. SelvamJesiah	Impact of performance appraisalsystem on employees effective commitment in single super specialty hospital	Healthcare Global Enterprises Ltd, Vijayawada
7	G0217007	SuprajhaIyer S R	Dr. G. Jabarethina	A study on knowledge skills and attitude of employees on fire safety measures at a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
8	G0217008	ShruthiBalagopal	Dr. A. R. Rajagopalan	A study on the benefits of employer branding and its impact on the organizational commitment of the employees in a multi-specialty hospital	Apollo Specialty Hospital, Vanagaram, Chennai
9	G0217009	Indumathi M	Ms. P. JakulinDivya Mary	A study on knowledge, practices and attitude among healthcare workers on incident reporting with respect to body fluids exposure in a multi-specialty hospital	Vijaya Hospital, Chennai

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10	G0217010	NivedhaPrakash T	Ms. P. JakulinDivya Mary	A study on employee retention strategy in a healthcare unit	Frontenders Healthcare Services Pvt, Ltd, Chennai
11	G0217011	Barath Kumar B	Dr.A.Bhoomadevi	Application of equipment utilization monitoring system for ICU equipment using Internet of Things (IOT)	MGM Hospital, Chennai
12	G0217012	KameshwariKowmudi P	Ms. K. N. Priya	A study on implementation of continuous quality improvement in private health care centres.	Wesminster, Chennai
13	G0217013	Visali K V	Ms. P. JakulinDivya Mary	A study on generation gap analysis among employees working in a multi-specialty hospital	Kurinji Super Specialty Hospital, Salem
14	G0217014	MaileeMithraa P	Ms.K. Rohini	A study on patient flow analysis in day-care oncology ward of a tertiary care hospital	Camomile Healthcare Ventures, Chennai
15	G0217015	Jemimah I	Dr.A.R.Rajagopalan	A study on competency mapping of employees in an healthcare organization	Wesminster, Chennai
16	G0217016	Samuel D	Dr.A. Bhoomadevi	Monitoring operation theatre utilization time using Real Time Location System (RTLS)	MGM Hospital, Chennai
17	G0217017	Bharathi R	Dr. SelvamJesiah	A study on the identification of factors for attention among security guards in private multi-specialty hospital	Frontenders Healthcare Services Pvt, Ltd, Chennai
18	G0217018	Sangavi T	Ms.K.Rohini	Picture Archiving and Communication System (PACS) implementation, integration and evaluation in a quaternary care hospital	MGM Hospital, Chennai
19	G0217019	ChinnuAjithVyas	Ms. K. N. Priya	A study on the applicability of Mckinsey's 7S framework for the international patient service at a tertiary care hospital.	Sri Ramachandra Medical Centre, Chennai
20	G0217020	Jaya Sree K	Ms. K. N. Priya	A study on consciousness of biomedical waste management among nurses in tertiary care hospital.	Sri Ramachandra Medical Centre, Chennai

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21	G0217022	Monica Mercylin A	Dr.A.Bhoomadevi	Understanding the gaps in clinical and operational processes in a multi-speciality hospital	Camomile Healthcare Ventures, Chennai
22	G0217023	Balalakshmi B	Dr. A. R. Rajagopalan	A study on the awareness of hand hygiene practices among nurses at a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
23	G0217024	Shylaja M	Dr. G. Jabarethina	A study on discharge process using Plan, Do, Check, Act (PDCA) model in Cardiology and Cardio Thoracic surgery at multi speciality hospital	Sri Ramachandra Medical Centre, Chennai
24	G0217025	Tharani P	Ms. P. Jakulin Divya Mary	A study on patient satisfaction with respect to the behaviour of frontline staff	Frontenders Healthcare Services Pvt, Ltd, Chennai
25	G0217026	Ranjith R	Ms. K. N. Priya	A study on knowledge, awareness and perception towards health insurance in multi speciality hospital	Sri Ramachandra Medical Centre, Chennai
26	G0217027	Aswini Bharathi R	Dr. G. Jabarethina	A study on Training and Development among nurses with special reference to 70-20-10 model in a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
27	G0217028	Bhavana G	Ms.K. Rohini	A study on policy holders satisfaction in insurance amongst patient visiting hospital	Sri Ramachandra Medical Centre, Chennai
28	G0217029	Preeti Singh	Dr.A.Bhoomadevi	A study on utilization of operation theatre in a tertiary care hospital using DMAIC approach	Indraprastha Apollo Hospitals, New Delhi
29	G0217030	Mamillapalli Jahnvi	Ms. K. Rohini	A study on employee engagement at a single super specialty hospital	HCG Curie City Cancer Centre, Hyderabad.

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Table 4.33 Dissertation details of MBA (2018-20) Batch

S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
1	G0218001	Vedanagavalli. B	Dr.SelvamJesiah	A Study on Identifying and Bridging Trust Gaps in Doctor-Patient relationship in patient's perspective	Camomile, , Chennai
2	G0218002	Jeyenthiran. T	Dr. Subashree	Identification of Erroneous Functionalities in EVOBRIX X	CNSI, Chennai
3	G0218003	R.V.Rajalakshmi	Ms. S. NithyaPriya	Maximizing the patient efficacy at master health check up by mapping journey using Real time location system (RTLS).	MGM Hospital, Chennai
4	G0218005	Padma Jothy R	Dr.A. Bhoomadevi	Determination of Optimum Mix of Medical Equipment Alternative for a 300 bedded New Multi Speciality Hospital	ACME consulting, Chennai
5	G0218006	Poovarasi . T	Dr.P.Amalanathan	Study on employee awareness and effective utilization of esi benefits	Saveethahospital, Thandalam, Chennai
6	G0218007	SmilinViji Vazhuthi I	Ms K. N. Priya	A Study on Dimensions of Service Quality in Obstetrics and Gynaecology Department in a Multi-Specialty Hospital	Saveetha medical college, thandalam, Chennai
7	G0218008	Madhan Brito.S	Ms.S. NithyaPriya	A study perception on e-health and its application in healthcare professionals in a tertiary care hospital Chennai	Gleneagles Global Healthcity, Perumbakkam, Chennai
8	G0218009	Ezhilarasi K	Dr.A. Bhoomadevi	A Study on Lean Thinking to improve Emergency Department Throughput at a Multi-Specialty Hospital	Kauvery hospital, Alwarpet, Chennai
9	G0218010	Nivedha S	Dr.A. Bhoomadevi	Management of Critical activities in Project Management for successful setting up of a 300 bedded new Multispeciality Hospital	ACME Consulting, Chennai
10	G0218011	Nandhini M	Dr.A.R.Rajagopalan	An Analysis of factors leading to Work-Stress amongst Women Employees in the Nursing Department of a Multi-Speciality Hospital in Chennai	Gleneagles Global hospital, Chennai
11	G0218012	Monika S	Dr.SelvamJesiah	Expected Services Quality and Cost Benefit Analysis of International Patients - MultiSpeciality Hospitals, Chennai	Sri Ramachandra Medical Center& SaveethaMedical College, Chennai

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
12	G0218013	Preethi.T	Dr.A.Subashree	Impact of quality measures in Tertiary Care Emergency Room Settings - A study with reference to the Multi Super Speciality Hospital in Chennai.	Sri Ramachandra Medical Centre, Chennai
13	G0218014	SnehaShajan	Dr.G.Jabarethana	Impact of knowledge and skill on administrative effectiveness:A study with reference to electronic medical record department in a tertiary care hospital	Sri Ramachandra Medical Centre, Chennai
14	G0218015	Divya.R	Dr.G.Jabarethina	Quality assurance and operational efficiency of pharmacy department in a tertiary care hospital at Pondicherry and its benchmarking with NABH standards	East coast hospital, Pondicherry
15	G0218016	HerburtGerson P	Dr.G.Jabarethina	Application of process improvement technique on discharge process applying quality tools in tertiary care hospital.	Sri Ramachandra Hospital , Chennai
16	G0218017	Dr.ShailajaEsvanthRao	Dr.S. Srinivasan	Patients' Perception towards Second Opinion Services	Camomile healthcare
17	G0218018	Iswarya. R	Ms. K. N. Priya	Patient Satisfaction among Corporate Insurance Patients in a Tertiary Care Hospital	Sri Ramachandra Medical Centre, Chennai.
18	G0218019	Bhurnima . U	Dr. S. Srinivasan	Measuring the Efficiency of Radiology Process- A Study with reference to Multi-Super Speciality Hospital in Chennai.	Gleneagles Global Health City
19	G0218020	Paul Jeb Rover	Dr.P.Amalanathan	Implications to modernize and develop Medicaid IT systems	CNSI, Chennai
20	G0218021	Reshma Ann Mathen	Dr. S.Srinivasan	Analysis on Customer Awareness and access to Prescription Medication with reference to Non Prescription providers of select Retail Pharmacies	Public Survey
21	G0218022	Hema Rosy J	Ms.K. Rohini	A Comparative Study on Contracts Management (CM) and Claims and Encounters (CE) Functionalities in EvoBrix Application	CNSI, Chennai
22	G0218023	V.Meera	Dr.A.R. Rajagopalan	An Analysis of Work-Life Integration among Nursing Staff in a Multi-Speciality Hospital, Chennai	Saveetha medical college hospital, Thandalam, Chennai.

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
23	G0218024	Daniel Trinity Mayerson E	Ms. Rohini.K	Study on Patient Discharge Against Medical Advice in a Tertiary Care Hospital	Sri Ramachandra Hospital, Chennai
24	G0218025	Praveen J	Ms. Rohini K	A Systematic Study on Risk Identification and Analysis of Incidents in Tertiary Care Hospital, Chennai	Sri Ramachandra Hospital, Chennai
25	G0218026	A. Sofia Roseline	Dr.Poornima A S	The Role of Medical Emergency Team in Reducing Code Blue Activations in a Tertiary Care Centre	Sri Ramachandra Hospital, Chennai
26	G0218027	S. Shankar	Ms.K. N. Priya	A Study on Infection Control Practices among Nurses in a Multi Speciality Hospital, Bengaluru	Raja Rajeshwari Medical College and Hospital(RRMCH), Kambipura, Bengaluru
27	G0218028	Priyanka V	Dr A S Poornima	A Study on Need, Preference and Satisfaction level of Maternity Ward Patients, Chennai	Camomile healthcare ventures
28	G0218029	Kavya.S	Dr. Poornima A S	Testing the Feasibility and Strategic Planning for having an Exclusive E-commerce platform for cancer care products	Camomile Healthcare Ventures
29	G0218030	Divya B	Ms.T.Bharathi	Assessing the awareness level of cancer patients towards online community and support groups	Camomile, Chennai
30	G0218031	Dr. Ramkiran R	Ms. T.Bharathi	A study for assessing the discharge process using lean concept in a private multispecialty hospital	Fortis Malar hospital, Adyar, Chennai

Table 4.34 Dissertation details of MBA (2019-21) Batch

S.No.	Regn.No	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization (With Place)
1	G0219001	Gul Ai Noor Iqbal	Dr.P. Amalanathan	Impact of macroeconomic indicators on mutual fund performance in healthcare	Apollo Hospital, Greams Road, Chennai
2	G0219003	Dharati. H	Dr.A. Bhoomadevi	NABH Audit Process Implementation in Medical Records Department in a Multi-specialty Hospital	Fortis, Vadapalani, Chennai
3	G0219004	Anu C M	Dr.A. Bhoomadevi	Monitoring and Improving Turnaround Time of Radiology Department in Multispecialty Hospital	Gleneagles Global Health City, Chennai

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
4	G0219005	Murali.S	Dr.A. Bhoomadevi	Continuous quality improvement in emergency department by lean management in multispecialty hospital	Dr. Rela Institute & Medical Centre – Multispecialty Hospital, Chennai
5	G0219006	Nilamathari. S	Dr.Selvam Jesiah	A study on factors causing absenteeism of nurses in private hospitals	Gleneagles Global Health City, Chennai
6	G0219007	Geethika. K.	Dr.A. Bhoomadevi	A study on socio-ecological and socio-economical impact of hospital	Fortis, Vadapalani, Chennai
7	G0219008	Lavanyaa.T	Dr.A. Bhoomadevi	Process improvement in outpatient department of a teaching dental hospital	SRM Dental college & Hospital, Chennai
8	G0219009	Madhu Preetha .K	Dr.A.S.Poornima	A survey on radiation protection awareness among dental students and patients	SRM Dental college & Hospital, Chennai
9	G0219011	Yeshwanth. B	Dr.A.S.Poornima	Process innovation for segregation and disposal of biomedical waste	Dr. Rela Institute & Medical Centre, Chennai
10	G0219012	Sangeetha.M	Dr.A.S.Poornima	A study on innovative method for segregation and disposal of bio medical waste	Dr. Rela Institute & Medical Centre, Chennai
11	G0219013	Monica.V	Dr.A.S.Poornima	Analyzing the experience of digital service on the international patient service in hospital	Dr. Rela Institute & Medical Centre, Chennai
12	G0219014	Nandhini. B	Dr.A.S.Poornima	A study on patient safety culture among nurses in a multispecialty hospital	Dr. Rela Institute & Medical Centre, Chennai
13	G0219015	Pavithraa.M	Dr.P. Amalanathan	A study on implementation of IOT in the transportation and logistics management of a multispecialty hospital, Chennai	MGM Multi-Specialty Hospital, Chennai
14	G0219016	Shalini.V	Dr.A. Subashree	A study on improvising the intra-hospital patient transfer in a multispecialty hospital	Dr. Rela Institute & Medical Centre, Chennai

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
15	G0219017	Arthi.B	Dr.A. Subashree	A study on effect of service quality on patient satisfaction	Fortis Prime , Chennai
16	G0219018	Shalini. A	Dr.A. Subashree	Incident reporting among employees at multi-specialty hospital – a perception study	Fortis Prime , Chennai
17	G0219019	Meena. G	Dr.Selvam Jesiah	The impact of motivation and job satisfaction on the performance of nurses in private multispecialty hospital	Saveetha Medical College and Hospital, Chennai
18	G0219020	Malini. R	Dr.A. Subashree	Reducing turnaround time in discharge process at a multispecialty hospital	Dr. Rela Institute & Medical Centre, Chennai
19	G0219022	Narumugai. L	Dr.P. Amalanathan	A comparative study of the operational efficiency of health insurance companies in a multispecialty hospital	Sri Ramachandra Hospital, Chennai
20	G0219024	Prarthi Balaji	Dr.G. Jabarethina	Perception of healthcare workers in organizational climate during covid-19 in a multispecialty hospital	Apollo Hospitals, Greams Road, Chennai
21	G0219025	Ashwini.Y	Dr.G. Jabarethina	The impact of job enrichment on employee performance during covid19 at a multi specialty hospital	Saveetha Medical College and Hospital, Chennai
22	G0219026	Martina Maicy. S	Dr.S. Srinivasan	A feasibility study for setting up of a new 50 bedded hospital	Not Applicable
23	G0219027	Anjitha Sam	Dr.A. Subashree	A study on process improvement in discharging patients in a multispecialty hospital	Gleneagles Global Health City, Chennai
24	G0219028	Ganesh.K.	Ms.K.N. Priya	A study on the health - related quality of life of nurses working in select multispecialty hospital	Q-Way Consultancy Services, Chennai
25	G0219029	Preethi.M	Dr.G. Jabarethina	Impact of work stress and coping strategies adopted by nurses contributing to organizational commitment	Sri Ramachandra Hospital, Chennai
26	G0219030	Dharshanya. N	Ms.K.N. Priya	Determinants of nosocomial infection and its impact on prolonged hospitalization	Sri Ramachandra Hospital, Chennai

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
27	G0219031	Mogana Renga Raja. M	Ms.K.N. Priya	Measuring the efficiency of billing services in a multispecialty hospital	Dr. Rela Institute & Medical Centre, Chennai
28	G0219032	Saravanakumar. M	Ms.K.N. Priya	Gap assessment of entry-level NABH standards	Q-Way Consultancy Services, Chennai
29	G0219033	Nirmal Raaj. R	Ms.T. Bharathi	A study on assessing infection control practices among nurses in selected multi-specialty hospitals, Chennai	Q-Way Consultancy Services, Chennai
30	G0219034	Soundarya .N	Ms.T. Bharathi	A study on patient falls in inpatient departments in a multispecialty hospital	Dr. Rela Institute & Medical Centre, Chennai
31	G0219035	Nivesh Kanna. K.	Ms.T. Bharathi	A study to assess the service quality of emergency department based on NABH standards in a multi-specialty hospital	Dr. Rela Institute & Medical Centre, Chennai
32	G0219036	Kumar Benjamin K	Dr.G. Jabarethina	An empirical study on change in work culture and its effect in organization	Episource India Private Limited, Chennai
33	G0219037	Sanghavi. S	Ms.K. Rohini	Effect of nurses engagement on attrition with respect to a multispecialty hospital	Gleneagles Global Health City, Chennai
34	G0219038	Prabhu. M	Ms.T. Bharathi	A study on consumer behavior with reference to sanitary napkin dispenser in Chennai	Fiutsher Enterprises Private Limited
35	G0219039	Bhuvaneshwari. R	Ms.S. Nithya Priya	A study on implementing clinical and non-clinical indicator in a hospital	Q-Way Consultancy Services, Chennai
36	G0219040	Kiran Kumar M	Ms.S. Nithya Priya	Study on comparison on telemedicine between before and during covid -19 in a multisuper specialty hospital in Chennai	Apollo Hospital, Greams Road, Chennai
37	G0219041	Swetha Sri. R	Ms.S. Nithya Priya	Study on risks assessment during planning and designing of hospital facilities: aspects of patient safety	Q-Way Consultancy Services, Chennai

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S.No.	Registration Number	Name of the Candidate	Guide Name	Title of the Dissertation	Name of The Organization
38	G0219042	Rekha. K	Ms.K. Rohini	A study on burnout among nurses in a multispecialty hospital	Dr. Mehta Multi-Specialty Hospital, Chennai
39	G0219043	Sharmila.S	Ms.S. Nithya Priya	Quality assessment and operational efficiency in pharmacy department	Apollo Hospitals, Greams Road, Chennai
40	G0219044	Yamuna.S	Dr.Selvam Jesiah	A study on awareness of patient safety culture among healthcare professionals in a multi specialty hospital	Apollo Hospitals, Greams Road, Chennai
41	G0219045	Krithika. E	Dr.G. Jabarethina	A study on impact of covid 19 on infection control management in multispecialty hospital	Vijaya Hospital, Vadapalani, Chennai
42	G0219046	Arvind. M	Dr.S. Srinivasan	Cost analysis and its effect on operational efficiency of an eye care facility	Aswini Eye Care Hospital, Chennai
43	G0219047	Pavithra.B	Dr.P. Amalanathan	An analytical study on patients satisfaction of the medical facilities provided by a multi-specialty hospital	Vijaya Hospital, Vadapalani, Chennai
44	G0219048	Syed Shameer. J	Ms.K. Rohini	A study on talent acquisition process with special reference to public limited company, Chennai	L & T Hydrocarbon Engineering, Chennai
45	G0219049	Kirthana. R	Dr.P. Amalanathan	A study on assessment of pharmacy practices in a multispecialty hospital	Prime Indian Hospital, Chennai
46	G0219050	Syed Inziamullah. S	Dr.S. Srinivasan	An assessment of telemedicine service preferences among physical visit international patients	Dr. Rela Institute & Medical Centre, Chennai
47	G0219051	Alice Mercydha. S	Dr.S. Srinivasan	A study on the factors affecting effective management of handling physical medical records	SRH G-Block
48	G0219052	Praveen Kumar. R	Dr.S. Srinivasan	A study on measuring the volatility of share prices	Secondary data from stock exchange
49	G0219053	Janani. S	Ms.K. Rohini	A study on patients' expectations and perceptions of service quality in dental hospitals	SRM Dental college & Hospital, Chennai

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50	G0219054	Jack Pearson	Ms.K. Rohini	A study on quality of work life of employees in it firms	Fiutsher Enterprises Pvt. Ltd,Chennai
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Process to assess, monitor and evaluate the performance

The evaluation pattern is given below:

- Evaluation of dissertation is carried out by one external examiner and one internal examiner (senior professor of MBA department) 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

Table 4.35 Dissertation Assessment Pattern

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

Relevance of the project is measured using the Rubrics given in the table 4.36with regard to the following points

- Problem statement and identification of concise objectives
- Good quality literature
- Formulating relevant methodology indicating all steps and tools
- Interpretation of results and justification thereof and validity of the results presented.
- Overall presentation of the report.

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Table 4.36 Rubrics for assessment of dissertation

Performance Indicator	Parameters	Marks	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
	Review I				
2.1.1	Problem statement and identification of objectives	5	Does not clearly explain problem statement (why the problem was selected) and objectives of the research are in line with the problem statement.	Provides a detailed statement of the problem (why the problem was selected) and objectives are in line with the problem statement	Statement of the problem is in detail and completely justified and objectives are adequately defined and are in line with the problem statement.
3.2.1 4.1.1	Literature	5	Lacks awareness of similar work done by others and provided in an acceptable literary form	Reflects awareness of similar work done by others and presents it in an acceptable literary format.	Reflects thorough understanding of similar work done by others and presents it in an acceptable literary format
4.1.4	Formulating relevant methodology	5	Poorly formulated research methodology and design. Lacks justification for methodology used.	Formulated research methodology and design but no adequate explanation is provided for methodology used.	Clearly formulated research methodology and design. Adequate justification and explanation are provided for each methodology used.
	Review – II	15	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
2.1.2	Validation and reliability of data collection tools	5	No validation of data collection tools. Lacks reliability	Validation is done but lacks clarity in validation and reliability	Validation is clear and adequately explains its validity and reliability
2.2.2	Sources Data collection & Quality of Data	5	Inappropriate selection and implementation (or absence) of data collection methods	Some evidence of data collection methods are provided.	Selection and implementation of data collection methods are appropriate and adequately justified
2.1.4	Use of statistical tools	5	Little or no evidence of appropriate data analysis techniques	Some evidence of using appropriate data analysis techniques	Clear and extensive evidence of using appropriate data analysis techniques
	Review III	15	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
2.1.3 4.2.2	Results, Analysis & Discussions	5	The style and quality of tables, illustrations and/or graphical representations are of poor quality Results reported do not follow the proposed research analysis	The style and quality of tables, illustrations and/or graphical representations are of a poor quality and do not contribute to the formulation of research findings. Results reported somewhat	The style and quality of tables, illustrations and/or graphical representations are of a good quality and contribute to the formulation of original research findings.

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Performance Indicator	Parameters	Marks	Needs Improvement Upto 50%	Acceptable Upto 75%	Proficient (Upto 100%)
			methods. No discussion made	follow the proposed research analysis methods. Some discussions made on the basis of results and analysis.	Results reported clearly follow the proposed research analysis methods. Adequate discussions made on the basis of results and analysis.
4.2.3	Findings & Conclusions	5	Presentation of findings is inaccurate, incomplete, or illogical. No or erroneous conclusions based on achieved results, serious deficiencies in support of stated conclusions	Presentation of findings is generally accurate, complete, and logical. Sound conclusions based on achievement results.	Presentation of findings is completely accurate, complete, and logical, Furthermore, insightful, supported conclusions and recommendations
6.2.2	Quality of References and as per APA/Harvard style.	5	References are of poor quality. Does not conform to the required APA style specifications and has generally unacceptable errors in the use of headings, in-text citations, and references.	Referencing is not in line with the standard conventions in terms of format and layout. Conforms to all the required specifications of the APA style and has few errors in the use of headings, in-text citations, and references.	The referencing has been done in a proper and extensive manner. Conforms to all the required specifications of the APA style and has no errors in the use of headings, in-text citations, and references.
	Attendance and timely reporting	5	Poor attendance and punctuality in reporting	Adequate attendance and found a sense of punctuality in reporting	Fuller attendance and greater punctuality in reporting
	Total	50			

Quality of Dissertation

The MBA dissertation topics are mapped with the PO's based on the objectives. The sample mapping is given below based on the specialization.

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Table 4.37 MBA Dissertation details with POs mapped

S.No	Register Number	Name	Guide	Topic	Specialization Areas	POs Targeted
1	G0219006	Nilamathari.S	Dr.Selvam Jesiah	Factors on factors causing absenteeism of nurses in private hospitals	Healthcare HR	PSO2, PO3
2	G0219004	Anu C.M.	Dr.A.Bhoomadevi	Monitoring and Improving Turnaround Time of Radiology Department in Multispecialty Hospital	Healthcare Quality	PSO1,PO8
3	G0219029	Preethi.M	Dr.G. Jabarethina	Impact of work stress and coping strategies adopted by nurses contributing to organizational commitment	Healthcare HR	PSO2, PO3
4	G0219046	Arvind. M	Dr.S.Srinivasan	Cost analysis and its effect on operational efficiency of an eye care facility	Healthcare Finance	PO2, PO4, PO8, PSO1

Table 4.38 MBA Dissertation details with Objectives, Outcomes and POs mapped

S.No	Register Number	Title of the project	Objectives	Outcomes	POs targeted
1	G0219004	Monitoring and Improving Turnaround Time of Radiology Department in Multispecialty Hospital	To study the entire process flow with time tags from patient entry till report generation from the radiology department	The entire process of the radiology department is studied to understand the process completely	PSO1, PO8
			To identify the cause of delay in radiology services using quality tools	Learned analyzing and predicting the graphs, implementing the Quality management tools with the different software	
			Propose Recommendations to reduce the TAT in radiology department	The analysis of turnaround time has helped in identifying the areas of bottleneck of the entire process and implementation using quality tool would help to reduce the Turnaround Time (TAT) with the proper effectiveness of the management.	
2	G0219007	A study on socio-ecological and socio-economical	To identify the most energy consuming and waste generating unit in the	Identified the high energy consuming and waste generating unit in the hospital.	PO2,PO4,PSO2

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S.No	Register Number	Title of the project	Objectives	Outcomes	POs targeted
		impact of hospital	hospital. To assess the environmental costs and operation costs associated through carbon foot-printing.	Helps the organization in the reduction of cost	
			To develop a sustainable toolkit to reduce the environmental costs, thereby improving the expected outcomes	The model and toolkit developed by this study have been successfully validated and hence, will aid any hospital management in their journey towards green sustainability	

The supervisor monitors the quality of the dissertation. Based on their output she/he decides to convert the project into a publishable article along with the students. Manuscript for publication is submitted online to the Publications Oversight Committee (POC) for assessing its suitability in terms of ethical compliance and plagiarism.

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CRITERION 5	Student Quality and Performance	100
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The MBA (Hospital & Health Systems Management) programme in SRFMS is offered to students of varied disciplines. The enrollment to the programme and academic process are made to identify the right candidates based on their aspirations and interest, subsequently the learners are imbibed the necessary skills, knowledge, abilities and attitude needed for the emerging healthcare sector. The SRFMS has instilled the quality system resulting in increase of demand for the programme and succeeded in its mission of producing the talented minds and successfully placed them in hospitals and its related organizations. The initial sanctioned intake for the programme was 30 and the growing demand for the programme fuelled by huge demand in the market for healthcare professionals necessitated SRFMS to increase the intake from 30 to 60 in the Academic Year 2019-20, approved by AICTE.

Table 5.1 Student Intake

Year	Sanctioned Intake		No.of students admitted						Total	
			Within State	Outside State	Other Country	Management Stream	Other Streams	Fresher		Experienced
2020-21	60	M	20	2	0	3	19	21	1	22
		F	37	0	0	9	28	33	4	37
2019-20	60	M	15	0	0	11	4	12	3	15
		F	33	2	0	8	27	28	7	35
2018-19	30	M	8	0	0	1	7	6	2	8
		F	20	2	0	4	18	17	5	22
Total number of students Admitted									139	

Table 5.2 Success Rate

Year of Entry	Total number of Students admitted	Number of students who have completed	
		I Year	II Year
2020-21	59		
2019-20	50	50	
2018-19	30	30	29
2017-18	30	29	29
2016-17	30	30	30

SRFMS aims for 100 percent success rate every year. In this regard, the students were mentored and counseled regularly to support their progression to higher semesters without backlogs and complete the programme successfully. In addition, the slow learners were identified to provide special attention to cater to the needs of the students. Remedial classes were scheduled to enable them to successfully complete the programme.

5.1. Enrollment Ratio (Admissions) (20)

A vigorous process is in place designed by the team of faculty members led by the Principal to enroll the students to the programme. Besides MAT, XAT, CMAT, and TANCET, the prospective applicants were also admitted through SRIHER MAT, an Entrance examination administered by the University exclusively for MBA admission. In addition, the prospective applicants were screened through group discussion and personal interview by internal panelists to find their fit for this unique programme. As a means to support the prospective applicants, the applicants were encouraged to visit the campus and interact with the admission coordinators and existing students to gain insights about the programme.

Figure 5.1 Enrollment (Admissions)

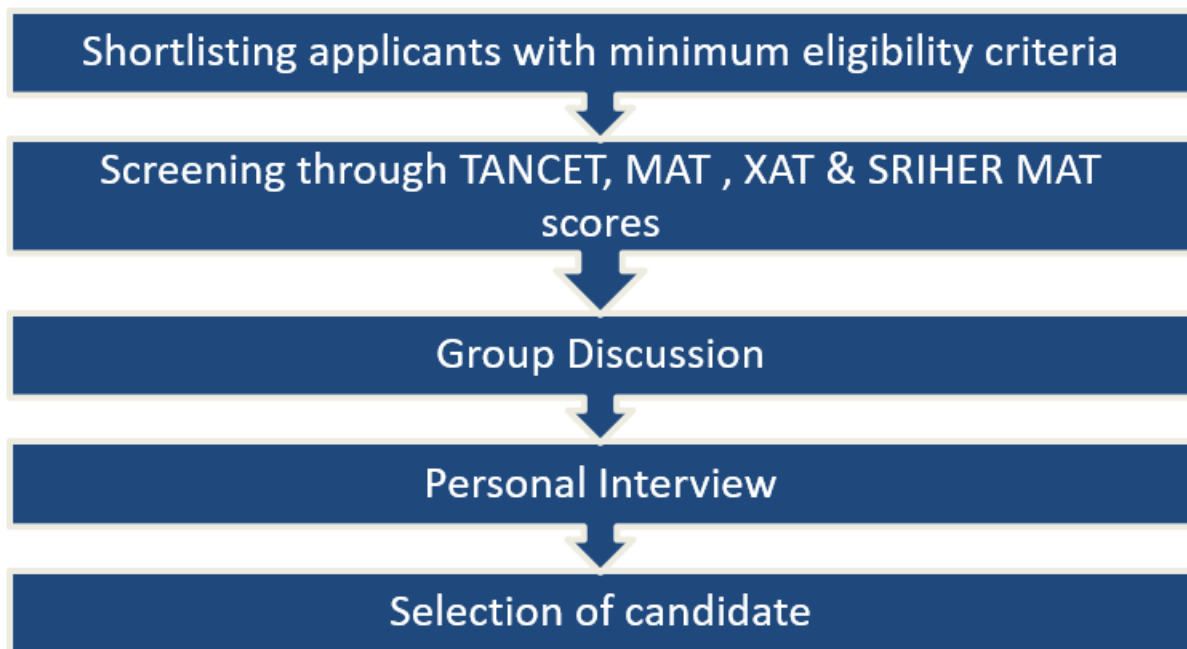


Table 5.3 Enrollment Ratio

Year	Sanctioned Intake	No. of students admitted	Enrolment Ratio
2020-21	60	59	98.33%
2019-20	60	50	83.33%
2018-19	30	30	100 %
Average			93.88%

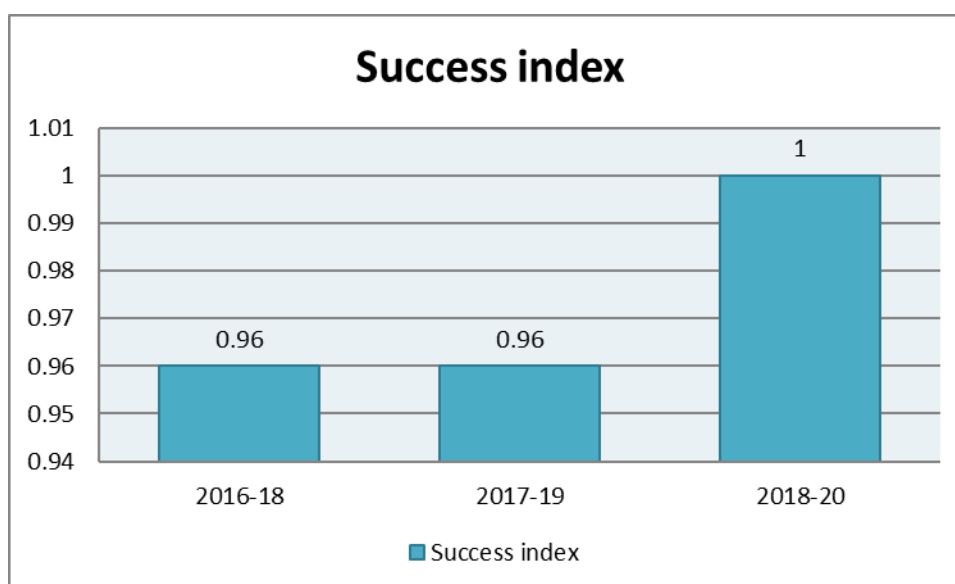
5.2. Success Rate (Students clearing in minimum time) (10)

Table 5.4 Success Index and Success Rate

Item	2018-20	2017-2019	2016-2018
Number of students admitted	30	30	30
Number of students who have graduated in minimum time	30	29	29
Success Index(SI)	1	0.96	0.96
Average SI	0.97		

$\text{Success Rate} = 10 * 0.97 = 9.7$

Figure 5.2 Success Index



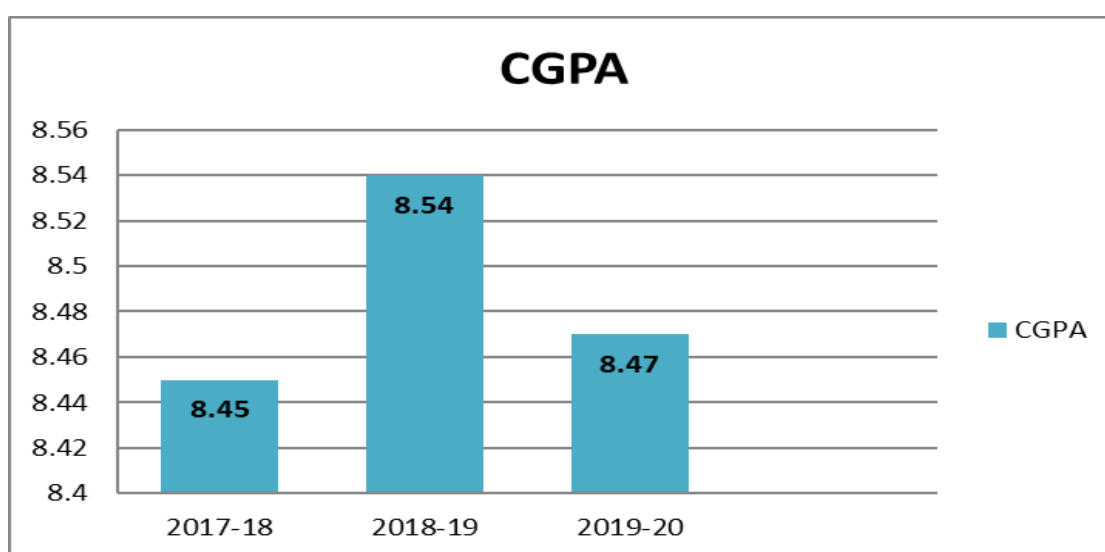
The success index shown in Figure 5.2, is an indicator of progress in students' performance over the past three years.

5.3. Academic Performance (Percentage marks scored) (10)

Table 5.5 Academic performance

Academic Performance	2019-20	2018-19	2017-18
Mean of CGPA or Mean Percentage of all successful students(X)	8.47	8.54	8.45
Total no.of successful students(Y)	30	29	29
Total no.of students appeared in the examination(Z)	30	29	30
API = X*(Y/Z)	8.47	8.54	8.11
AverageAPI=(AP1+AP2+AP3)/3	8.37		

Figure 5.3 Academic Performance



A well-constructed course plan outlining the methodology is developed for all the courses to ensure that content is delivered through relevant andragogy to kindle interest among the students. Predominantly case study technique is used in the classroom to improve the reflection and problem solving skills, which is a must skill for the leaders. Further, small group discussions and role plays are used to encourage team learning. The students were continuously assessed through internal assessment tests, seminar, assignments, article reviews to improve the academic performance of the students. Through these initiatives, the average Academic Performance Index is maintained in the range of 8.45-8.54.

Note: Refer Annexure III for the course plan.

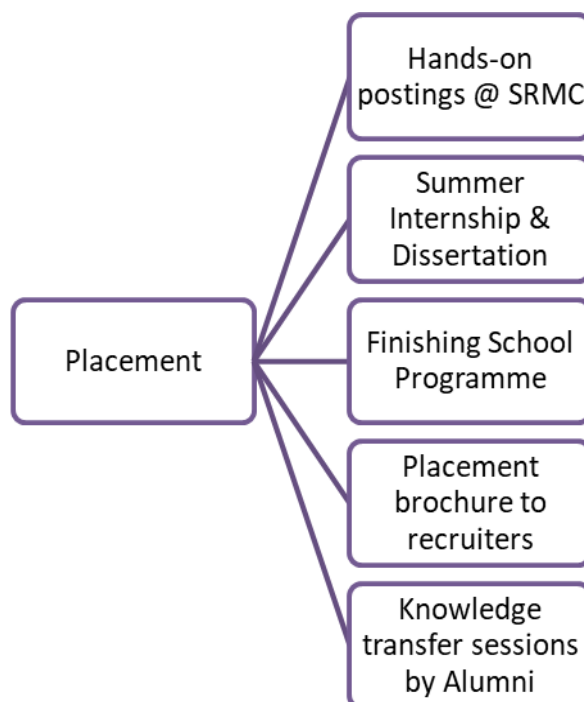
5.4 Placement, Higher Studies and Entrepreneurship (40)

Table 5.6 Placement, Higher Studies and Entrepreneurship

Item	2018-20	2017-2019	2016-2018
No.of students placed in Companies or Government Sector (x)	24	22	26
No.of students pursuing Ph.D./HigherStudies (y)	0	0	0
No.of students turned entrepreneur (In the areas related to management discipline)(z)	0	0	0
x+y +z	24	22	26
Placement Index:(x+y+z)/N	0.8	0.73	0.86
Average placement=(P1+P2+P3)/3	0.8		
Assessment Points=40×average placement	32		

The students are trained and made corporate ready through academic rigor where their skills are honed through intensive hands-on posting at Sri Ramachandra Medical Centre and,Sri Ramachandra Hospital, Summer Internship and Dissertation in various organizations.

Figure 5.4 Placement



Further an exclusive Finishing school programme comprising modules like interpersonal skills, team building, positive attitude and emotional intelligence is organized to bring about holistic development of the students that enhances better placement opportunities.

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Knowledge transfer sessions by Alumni is regularly conducted who actively contribute by sharing their experiences and facilitate the students in placements. The student placement committee and the faculty placement coordinator ensure that the placement brochure is prepared and communicated with the identified recruiters to place the maximum number of students. Students were encouraged to pursue higher studies of their choice during mentoring sessions and they were facilitated by providing necessary assistance besides providing Letter of Recommendation to the University applied. To encourage the sense of entrepreneurship among the students, the Faculty of Management Sciences works with the Sri Ramachandra Innovation Incubation Centre (SRIIC) and helps to enhance the creativity of the students and make their ideas operational.

5.4a. Provide the placement data in the below mentioned format with the name of the program and the assessment year:

Table 5.7 provides the placement details of the students who completed their programme in the year 2018, 2019 and 2020.

Table 5.7 Placement data

S.No.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter reference no. with date
Batch 2016-2018				
1	AGNES ANITA A	GPHM16001	DR.AGARWAL'S EYE HOSPITAL LTD., CHENNAI	Agarwal/ 12.01.2018
2	ANANYA C V	GPHM16003	INCARNUS, CHENNAI	Incarnus/ 04.07.2018
3	GANITA KUMARI	GPHM16005	BAJAJ FIN SERV, CHENNAI	03.09.2019
4	ISHWARYA J	GPHM16006	SRMC, CHENNAI	SRMC/HRD/ QUAL/2018/ 21.07.2018
5	JAYAKRISHNAN T	GPHM16007	INCARNUS, CHENNAI	07.09.2018
6	JOY PRINCELIN A	GPHM16008	SRMC, CHENNAI	SRH/HRD/2018/ 01.08.2018
7	KANAGALAKSHMI T	GPHM16009	BE WELL, CHENNAI	e-offer / BeWell/ 10.10.2018
8	MOGANA VALLI S	GPHM16010	SRI RAMACHANDRA HOSPITAL, CHENNAI	SRH/HRD/2018 26.07.2018

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S.No.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter reference no. with date
9	MOHANA PREETHI M	GPHM16011	MGM HEALTHCARE PVT.LTD, CHENNAI	MGM / 24.04.2018
10	PAULINJEYASINGH J	GPHM16012	SATISH DHAWAN MEMORIAL HOSPITAL, SULLURUPETA	e-offer Satish Dhawan /26.06.2018
11	POOJITHA M	GPHM16013	CAMOMILE HEALTHCARE VENTURES PVT. LIMITED, CHENNAI	Camomile / 02.01.2018
12	PREETHI S	GPHM16014	KAUVERY HOSPITAL, CHENNAI	KCH/HR/AO- 2018/534/04.02. 2019
13	RANJENI S	GPHM16015	DR.AGARWAL'S EYE HOSPITAL LTD., CHENNAI	Dr.Agarwals/12. 01.2018
14	RENUKA DEVI S	GPHM16016	SRM INSTITUTES FOR MEDICAL SCIENCE, CHENNAI	SIMS / 01.08.2018
15	SARAN RAJ L	GPHM16018	BAJAJ FIN SERV, CHENNAI	03.09.2019
16	SARANYA B	GPHM16019	MIOT, CHENNAI	Dr.Agarwals/12. 01.2018
17	SHALIYA B	GPHM16020	DR.AGARWAL'S EYE HOSPITAL LTD., CHENNAI	Dr.Agarwals/12. 01.2018
18	SHALLY A	GPHM16021	Dr.RELA INSTITUTE &MEDICAL CENTRE, CHENNAI	Dr.Rela / 01.09.2018
19	SUBHIKSHA S	GPHM16023	INCARNUS, CHENNAI	Incarnus / 04.07.2018
20	SUNDAR NITHYA PRIYA	GPHM16024	CAMOMILE HEALTHCARE VENTURES PVT. LIMITED, CHENNAI	Camomile / 02.01.2018
21	TANVI MENON	GPHM16026	MGM HEALTHCARE PVT.LTD, CHENNAI	MGM / 24.04.2018
22	SAMSON V	GPHM16027	BAJAJ FIN SERV, CHENNAI	03.09.2019
23	SINDHU J	GPHM16028	SRMC, CHENNAI	01.08.2018
24	DILLY PRASANTH	GPHM16029	BEWELL HOSPITALS , CHENNAI	Bewell / 09.05.2019

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S.No.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter reference no. with date
25	NAARA LALITHYA	GPHM16030	TECH MED, CHENNAI	18.06.2018
Batch 2017-2019				
1	SABARISH K. G	G0217001	ASTERMEDCITY, KOCHI	e-offer/ 13.08.2019
2	AKSHAYA E	G0217002	CNSI, CHENNAI	CNSI / 10.06.2019
3	SONALI K	G0217003	CNSI, CHENNAI	e-offer / 10.06.2019
4	BUTHARASAN R	G0217005	CAMOMILE HEALTHCARE VENTURES PVT. LIMITED, CHENNAI	e-offer/ 13.08.2019
5	DHENUVAKONDA SRI HARINI GAYATHRI	G0217006	CONNECTECHO, BANGALORE	Connectecho/ 29.11.2019
6	SHRUTHI BALAGOPAL	G0217008	DR.RELA INSTITUTE & MEDICAL CENTRE, CHENNAI	Rela/ 31.05.2019
7	INDUMATHI M	G0217009	CAMOMILE HEALTHCARE, CHENNAI VENTURES PVT. LIMITED , CHENNAI	Camomile/
8	NIVEDHA PRAKASH T	G0217010	FRONTENDERS HEALTHCARE SERVICES PVT.LTD., CHENNAI	FrontEnders/ 20.04.2019
9	BARATH KUMAR B	G0217011	MGM HEALTHCARE PVT.LTD, CHENNAI	MGM/ 11.05.2019
10	VISALI K V	G0217013	SRM, TRICHY	Self Employed
11	MAILEE MITHRAA P	G0217014	CNSI, CHENNAI	CNSI/ 10.06.2019
12	JEMIMAH I	G0217015	CNSI, CHENNAI	CNSI/ 03.06.2019
13	SAMUEL D	G0217016	CAMOMILE HEALTHCARE VENTURES PVT. LIMITED, CHENNAI	01.08.2019
14	BHARATHI R	G0217017	FRONTENDERS HEALTHCARE SERVICES PVT.LTD., CHENNAI	FrontEnders/ 20.04.2019
15	SANGAVI T	G0217018	MGM HEALTHCARE PVT.LTD,	11.05.2019

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S.No.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter reference no. with date
			CHENNAI	
16	CHINNU AJITH VYAS	G0217019	PRIME INDIAN HOSPITALS PVT.LTD., CHENNAI	Prime/ 10.06.2019
17	MONICA MERCYLIN A	G0217022	CNSI, CHENNAI	CNSI/ 10.06.2019
18	THARANI P	G0217025	FRONTENDERS HEALTHCARE SERVICES PVT.LTD, CHENNAI	20.04.2019
19	RANJITH R	G0217026	MIOT INTERNATIONAL, CHENNAI	05.07.2019
20	ASWINI BHARATHI R	G0217027	HIGHER STUDIES	
21	BHAVANA G	G0217028	CNSI, CHENNAI	04.06.2019
22	PREETI SINGH	G0217029	CHILD HEALTH IMPRINTS PVT.LTD., NEW DELHI	ChildHealth Imprints/ 17.07.2019
Batch 2018-2020				
1	VEDA NAGAVALLI B	G0218001	THRYVE DIGITAL	24.01.2021
2	JEYENTHIRAN T	G0218002	CNSI, CHENNAI	10.06.2019
3	PADMA JOTHY R	G0218005	ISHWARYA FERTILITY CENTRE, CHENNAI	26.10.2020
4	POOVARASI T	G0218006	VIJAYA HOSPITALS, CHENNAI	19.01.2021
5	SMILIN VIJI VAZHUTHI	G0218007	SOUNDARAPANDIAN BONE & JOINT HOSPITALS (KAUVERY), CHENNAI	11.11.2020
6	MADHAN BRITO S	G0218008	SRI RAMACHANDRA HOSPITALS, CHENNAI	12.04.2021
7	EZHILARASI K	G0218009	QUR HEALTH, CHENNAI	01.02.2021
8	NIVEDHA S	G0218010	VIJAYA HOSPITALS, CHENNAI	07.01.2021
9	NANDHINI M	G0218011	QUR HEALTH, CHENNAI	
10	MONIKA S	G0218012	NARUVI HOSPITAL, VELLORE	02.11.2020
11	PREETHI T	G0218013	DR.RELA INSTITUTE & MEDICAL CENTRE, CHENNAI	01.09.2020
12	HERBURT GERSON P	G0218016	DKJ LIFE CARE HOSPITALS, CHENNAI	01.05.2020

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S.No.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter reference no. with date
13	ISWARYA R	G0218018	CNSI, CHENNAI	10.06.2019
14	PAUL JEB ROVER	G0218020	CNSI, CHENNAI	10.06.2019
15	RESHMA ANN MATHEN	G0218021	CNSI, CHENNAI	10.06.2019
16	HEMA ROSY J	G0218022	CNSI, CHENNAI	10.06.2019
17	DANIEL TRINITY MAYERSON E	G0218024	CNSI, CHENNAI	12.04.2021
18	PRAVEEN J	G0218025	ARUNAI HOSPITALS, TIRUVANNAMALAI	03.02.2020
19	SOFIA ROSELINE A	G0218026	KAUVERY HOSPITAL, CHENNAI	28.10.2020
20	SHANKAR S	G0218027	RAJA RAJESWARI HOSPITAL, BENGALURU	16.10.2020
21	PRIYANKA V	G0218028	CNSI, CHENNAI	10.06.2019
22	KAVYA S	G0218029	CNSI, CHENNAI	10.06.2019
23	DIVYA B	G0218030	CNSI, CHENNAI	10.06.2019

5.5 Student Diversity (5)

The students of various backgrounds like Management, Dental Sciences, Nursing, Engineering, Journalism, Literature and other Allied Health Sciences join the programme who blossom to become competent and able administrative professionals to extend seamless support to the healthcare sector. The diversity can also be viewed in terms of gender, qualification, experience and the data are presented below. The female students form the majority.

Table 5.8 Gender Diversity

Year	Total No. of Students	Male (%)	Female (%)
2020-2021	59	37	63
2019-2020	50	30	70
2018-2019	30	27	73

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Figure 5.5 Gender Diversity

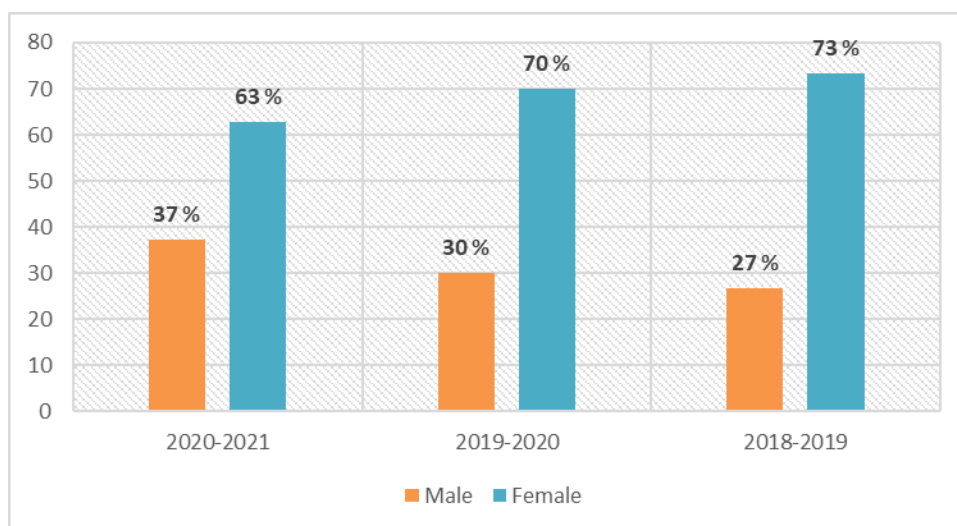
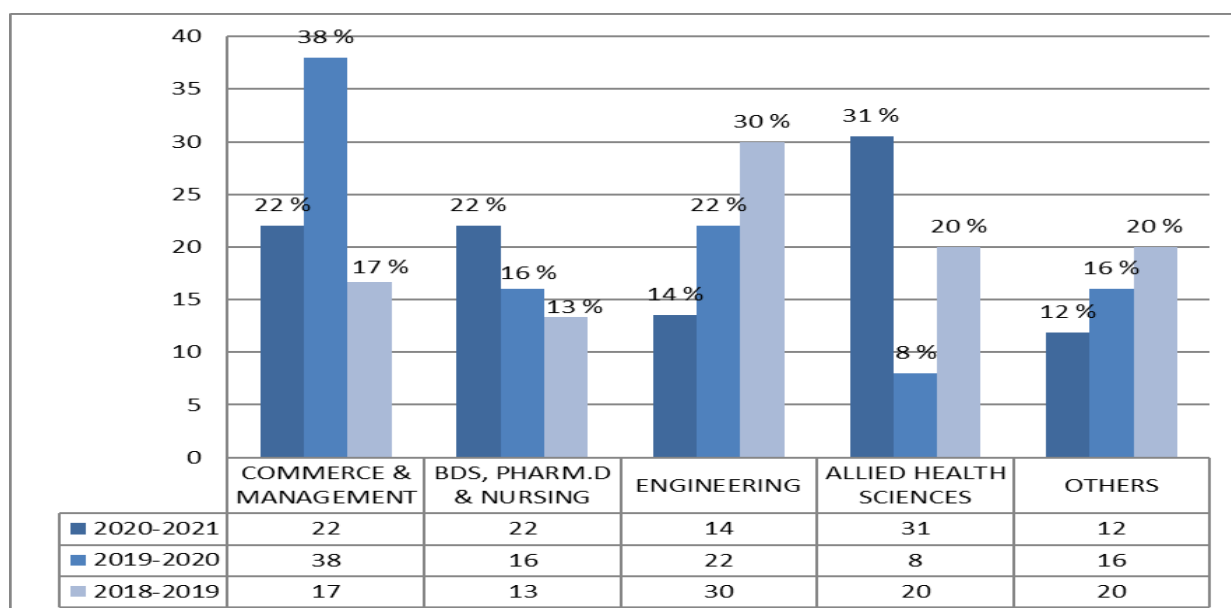


Table 5.9 Qualification Diversity

Year	Total No. of Students	Commerce & Management (%)	BDS, Nursing, Pharm D. (%)	Engineering (%)	Allied Health Sciences (%)	Others (%)
2020-2021	59	22	22	14	31	12
2019-2020	50	38	16	22	8	16
2018-2019	30	17	13	30	20	20

Figure 5.6 Qualification Diversity



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Table 5.10 Geographic Diversity

Year	Total No. of Students	Within State (%)	Outside State (%)
2020-2021	59	97	3
2019-2020	50	96	4
2018-2019	30	93	7

Figure 5.7 Geographic Diversity

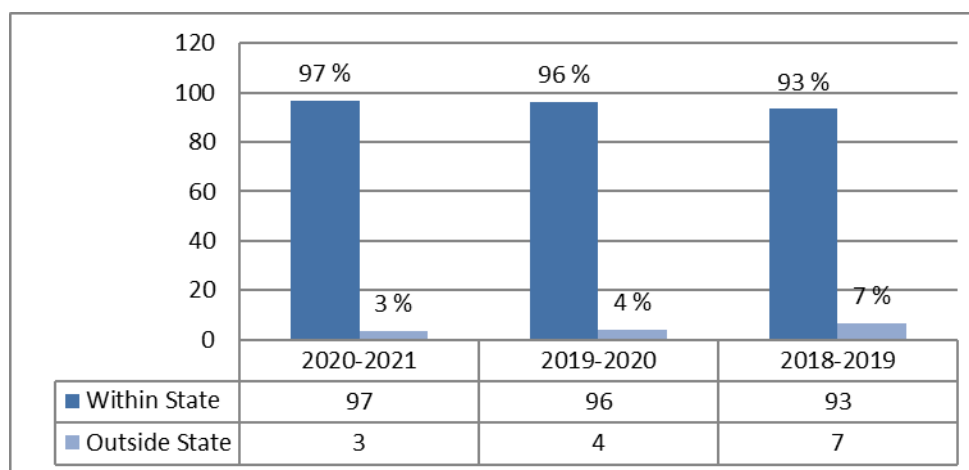
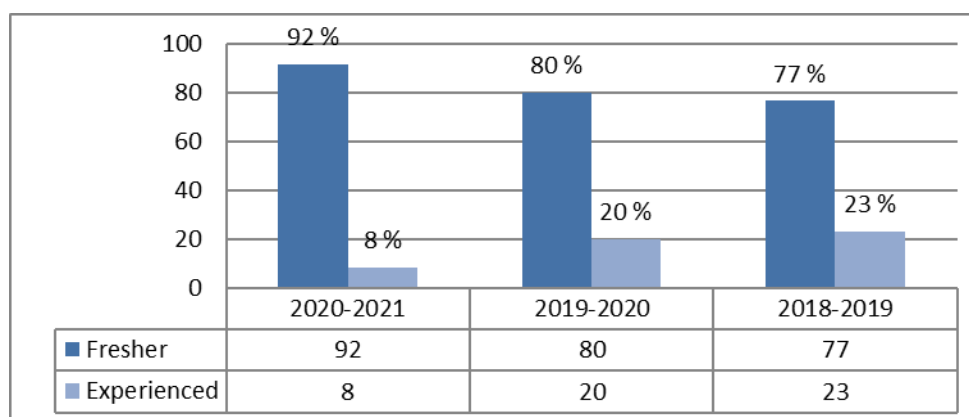


Table 5.11 Experience Diversity

Year	Total No. of Students	Fresher (%)	Experienced (%)
2020-2021	59	92	8
2019-2020	50	80	20
2018-2019	30	77	23

Figure 5.8 Experience diversity



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5.6 Professional Activities (15)

5.6.1 Students' participation in Professional societies / chapters and organizing management events(5)

To provide diversified learning experience to the students, SRFMS conducts Student Development Activities (SDA) regularly to encourage the participation of students in extra-curricular and co-curricular activities.

Table 5.12 Students' participation in Professional societies / chapters

S.NO.	DATE	NAME OF THE EVENT	NAME OF THE STUDENT(S)	PARTICIPATED/ PRIZE WON
2017				
1.	21.09. 2017	Product Launch at DG Vaishnav College	D.Samuel , R.Bharathi	1 st Place
2.	21.09. 2017	Business Quiz at DG Vaishnav College	Ms.K.Sonali, Ms.Nivedha Prakash	Participated
3.	21.09. 2017	Case Breakers at DG Vaishnav College	Ms.K.Sonali, Ms.Tharani	Participated
4.	22.09.2017	Paper Presentation at MMA	Ms.Shaliya B	Participated
5.	March 2017	Unbox Retail Mallennial Challenge (Marketing Plan for Mall)	Dr.Shruthi Balagopal , Sangavi T , Sabrish KG	Selected among top 10
6.	10.02.2017 & 11.02.2017	Poster presentation at AHPI Conclave	Dr.Tanvi, Ms.Dhanya ann koshy, Ms.Nithyapriya	2nd Prize (Rs.15,000 cash prize)
2018				
1.	17.02.2018 & 18.02.2018	Festa Di Talenti (Business Quiz) at Loyola Institute of Business Administration (LIBA)	Mr.D.Samuel	2 nd Place

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2.	07.04.2018 & 08.04.2018	Poster Presentation at 4 th International Conference of CAHOCON	Ms.Shaliya B and Ms.Kameshwari	Winner
2019				
1.	23.02.2019	Paper presentation at ANT Educational Medical and Social Welfare Trust	Dr.Visali KV	1 st Place
2.	11.10.2019	Debate Competition (Regional Round) at Xavier Institute of Management and Entrepreneurship (XIME)	Ms.Geethika and Dr.Ramkumar	Runner-up
3.	01.03.2019	Face Painting at Meenakshi College	Ms.Ezhilarasi	1 st Place
4.	01.03.2019	Face Painting at Meenakshi College	Ms.Niveda	1 st Place
2020				
1.	01.12.2020 & 02.12.2020	King of Marketing at DG Vaishnav College	Ms.Kavvya and Ms.Varshini	2 nd Place
2.	01.12.2020	Photography at DG Vaishnav College	Ms.Rochana	Participated
3.	01.12.2020	Debate at DG Vaishnav College	Ms.Rochana and Mr.Nobin Karthik	Participated
4.	01.12.2020	Management Quiz at DG Vaishnav College	Mr.Nobin Karthik and Ms.Megasri	Participated

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Table 5.13 Internal Clubs - Description / Objectives

S.NO.	NAME OF THE CLUB	DESCRIPTION/OBJECTIVES
1.	LITERARY CLUB	The club offers a competing platform for the knowledge-hungry students. It promises to cultivate a passion for quizzing, Debating, creative writing, literature and Elocution.
2.	ENTREPRENEURSHIP DEVELOPMENT CLUB	The mission of the entrepreneurship development club (EDC) is to develop institutional mechanism to create entrepreneurial culture among the stakeholders and to foster growth entrepreneurship amongst the students
3.	MARKETING MAESTROS	The main aim of this club is to offer students an all-round experience of marketing through interactions and activities and to identify and bring out the student's inner capabilities and to improve effective communication and negotiation skills. It also helps to inculcate sociological and significant green marketing environment.
4.	QUALITY MASTER	The club will provide various in class activities like role – plays, mini projects, case study, real life exercises, critical thinking, team collaboration, and alignment with gamification, developing the communication gaps with the customer, in developing the empathy, customer experience and simulations.
5.	MARVERICKS DIGITAL COMMUNICATION	Mavericks are visionaries who want to achieve what's never been achieved before. They're not fans of the status quo and will shake things up. Mavericks tend to be innovative, influential, daring, and direct—with a remarkably high tolerance for taking chances.
6.	CORPORATE RELATIONS CLUB	The Corporate Relations Club is committed to promote and facilitate interaction between academia, industry and students to act as a facilitator in building, maintaining & enhancing the corporate presence of the institute. Our primary focus is to bridge the expectation gap that exists between industry and the student community

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7.	CULTURALS CLUB	Cultural activities not only help students to identify themselves, but also assist students to develop themselves in a desired field and also improve skills such as organizational, presentation, leadership and interpersonal communication.
8.	SPORTS CLUB	To be an exciting social, entertainment sports club which places members first and to explore the development opportunities to support and enlighten sport and physical education to youngsters
9.	TOAST MASTER CLUB	Helps individuals become better communicators through leadership training and public speaking practice through various activities. Focuses on representation of a individual in a public forum.
10.	“RAVENCLAWS” HUMAN RESOURCE TEAM	The HR club named as “RAVENCLAWS” is designed and promotes students to learn about team building spirit and leadership quality with active participation. The aim is to introduce the HR practices and decision making skills in challenging situations, it also enables them to create interest towards Human Resource Management and develop interpersonal skills needed in the corporate world.

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Table 5.14 Events Organized in association with Professional Societies / Chapters

S.No	Date	Name Of The Event	Number Of Students Participated	Associating Professional Society/ Chapters	Chief Guests/ Resource Persons
1.	28.11.2018	An Intensive Career Guidance Programme on “Yellow Collar World”	68	Business Standard	Ms.Mala Mary Martina, Author, Entrepreneur, TedX Speaker, CEO – I Love Mondays
2.	05.08.2019	Orientation for MBA Freshers	30	Business Standard	Mr.Kumaravel, CEO, Naturals salon and spa
3.	07.08.2019	What is expected of MBA graduates in the corporate world?	30	Madras Management Association (MMA)	Gp Capt (Dr) R Venkataraman, General Manager, MMA
4.	07.08.2019	Management Quiz	30	Business Standard	Mr.S.Jayaraman, Region Head
5.	11.01.2020	HACON 2020	250	SRMC	Dr. J. Radhakrishnan, formerly Secretary, Ministry of Health, Govt. of Tamil Nadu
6.	10.02.2020	Union Budget Proposal 2020-21	50	Ernst and Young	Mr.Sriram Balakrishnan, Partner, Ernst & Young India , Prof.Ganesh Subramaniam, Chartered Accountant & Faculty in Finance
7.	19.11.2020	Management Quiz	50	Business Standard	Mr.S.Jayaraman, Region Head
8.	20.11.2020	Orientation Session for Freshers	50	Madras Management Association (MMA)	Captain R.Vijayakumar , Executive Director, MMA
9.	08.02.2021	Thematic Panel Discussion on Union Budget 2021	70	The Institute of Cost Accountants of India (ICAI)	1. CMA.P.Raju Iyer, Vice President, ICAI 2. CMA K.Ch A.V.N.S.Murthy, Central Council Member, Chairman

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S.No	Date	Name Of The Event	Number Of Students Participated	Associating Professional Society/ Chapters	Chief Guests/ Resource Persons
					<p>– Journal & Publications Committee</p> <p>3. CMA Chittaranjan Chattopadhyay, Central Council Member, Chaiman – Banking Financial Services Insurance Committee,</p> <p>4. Shri.Raghavendra Prasad, Management Expert & Consultant, Founder & Managing Director - CEO, Wifin Technologies.</p>
10.	22.04.2021	Placement Opportunities for Students specialising in Healthcare Finance	59	The Institute of Cost Accountants of India (ICAI)	<p>1. CMA S.Bhargaya</p> <p>2. Healthcare Costing Expert</p> <p>3. General Manager, Costing, Apollo Hospitals</p> <p>4. Sri Raghavendra Prasad, MD & CEO - Astra quark Digi Solutions Pvt Ltd and Wifin Technologies (India) Pvt Ltd</p>

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Table 5.15 Annual National Level Management Meet

S.No	Date	Name of the event	Type of the event	Number of students participated	List of activities	Chief Guests/ Resource Persons
1.	29.03.2019	ETHOZ 2019	Annual National Level Management Meet	112	Adzap, Adaptune, Best Manager, Business quiz, Connections, Block and Tackle	Ms. Kalabalasundaram, Founder Trustee and President of ALERT, Mr. Nihal Kapoor, Director of HNS Hotels
2.	21.02.2020	ETHOZ 2020	Annual National Level Management Meet	205	Best Manager, Business Quiz, Ad-zap, Corporate Walk, Treasure Hunt, Connexions, Adapt Tune and Photography	Mr. Sastharam Ravendran, Serial Entrepreneur and COO, Sarash Group, Mr. Ganesh Chidambaram, Director – Kamala Cinemas and Mr. Isreal Jebasingh, Indian Educator and Former IAS officer
3.	26.02.2021	ETHOZ 2021	Annual National Level Management Meet	310	Best Manager, Business Quiz, Ad-zap, Corporate Walk, Treasure Hunt, Connexions, Adapt Tune and Photography	Mr. A. D. Padmasingh Isaac, Chairman & Managing Director of Aachi Group of Companies
4.	10.02.2018 to 16.02.2018	NEN E-WEEK 2018	E-WEEK in association with National Entrepreneurship Network (NEN)	274	Ad-Zap, Udan Tag lines & Logos, Super Marketing, Treasure Hunt, Hackathon, Corporate Walk, Tag Line Reveal, Brain Stormers Project X – Business Stimulation	Mr. Ajit Kumar Chordia, Managing Director of Olympia Group and Dr. M. Hamsaraj, Director, Physiocare, Mr. Kumaravel, CEO of Naturals salon and spa

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Table 5.16 Events Organized in association with Internal Clubs

S.No	Date	Name of the event	Name of the club	Number of students participated	Chief guests/ resource persons
1.	21.09.2019	Entrepreneurial Talk	Entrepreneurship Development Club Activity	80	Ms. Archana Stalin Co-Founder & Growth Champion, My Harvest Farms – Agricultural Entrepreneurship
2.	31.08.2019	Entrepreneurial Talk	Entrepreneurship Development Club Activity	105	Mr.G.Senthil Kumar , Founder, MADIEE
3.	15.10.2019	One Dollar Venture	Entrepreneurship Development Club Activity	30	Ms.K.N.Priya, Assistant Professor & NEN Trained Faculty
4.	14.02.2020	Entrepreneurial Talk	Entrepreneurship Development Club Activity	59	Ms.Devimeena Sundaram , Fitness and Health Coach
5.	03.09.2020	Entrepreneur activity- Idea generation	Entrepreneurship Development Club Activity	60	Dr.Bhoomadevi , Associate Professor & NEN Trained Faculty
6.	06.03.2020	Entrepreneurial Talk	Entrepreneurship Development Club Activity	30	Dr.Babu Joseph
7.	08.03.2021	Entrepreneurial Talk	Entrepreneurship Development Club Activity	58	Ms. Kathambari, Founder Wedo
8.	16/03/2021	One Dollar Venture	Entrepreneurship Development Club Activity	50	Dr.Bhoomadevi , Associate Professor & NEN Trained Faculty
9.	20.10.2019	Mock Interview	HR Club Activity	30	Ms.K.Rohini, Assistant Professor, Faculty of Management Sciences, SRIHER
10	08.02.2019	Dance	Culturals Club Activity	60	Mr.Bharath , HR Executive, SRIHER
11	21.02.2019	Origami	Culturals Club Activity	36	Dr.Sangeetha, Associate Professor, College of Pharmacy, SRIHER
12	08.05.2020	Debate	Literary Club Activity	36	Ms.Vidhya, Lecturer, Department of English, SRIHER
13	13.10.2020	Debate	Literary Club Activity	60	Ms.S.Nithyapriya, Assistant Professor
14	05.06.2021	Poster	Quality Club	60	Dr.M.Tamilelakkiya,

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S.No	Date	Name of the event	Name of the club	Number of students participated	Chief guests/ resource persons
		Presentation	Activity		Lecturer, Bangalore University, Managing Director- Centre of Excellence in Geospatial technologies(CEGTechs)
15	11.06.2021	Role Play	Toast Masters Club Activity	60	Dr.Bagyalakshmi, Quality Officer , SRMC

5.6.2 Students' Publications (10)

The students are motivated by the faculty members to contribute to the research and the following are the details of their publications and presentations.

Table 5.17 Students' Publications details

S.No.	Name of the authors	Research paper title	Publication /Presentation details
1.	Dr.Maimoon Hajira Begum and Ms.T.Bharathi (2018)	A study on waiting time at the outpatient department of a private secondary care hospital	Published in the "International Journal of mechanical and production engineering research and development", vol. 8, special issue 3, 1100-1110 (Scopus indexed).
2.	Dr.R.Anitha and Dr.G.Jabarethina (2018)	Impact of cost reduction strategies on service quality of a single cataract surgery in a specialty hospital	Published in the "International Journal of Management Studies", ISSN (Print) 2249-0302 ISSN (Online) 2231-2528, Vol.-V, Issue -4(7), P.No. 51-63, IF(ABI)2.26. DOI : 10.18843/ijms/v5i4(7)/05 (UGC Approved journal No.44925)
3.	Ms.Ananya CV, Dr.A.Bhooma Devi and Ms.S. Nithya Priya (2020)	Knowledge, Awareness and Perception of Health Insurance among Insured	Published in "International Journal of Management"

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		In A Tertiary Care Hospital	
4	Mr.Ranjith.R and Ms.K.N.Priya (2020)	Knowledge and awareness of Health Insurance Policy among Health Insurance patients in Multi-specialty hospital, Chennai	Published in “Solid State Technology” Vol.63 No.6
5.	Ms.Mohanapreethi and Dr.A.Bhoomadevi (2020)	A study on effectiveness and efficiency of manual documentation of patient records in wards in tertiary care hospital, Chennai	“Turkish Journal of Computer and Mathematical Education”
6.	Ms.Poojitha and Dr.A.Bhoomadevi (2021)	Assessing the attitude of the physicians towards e-prescribing in Chennai	“Geintec – Gesto Magazine Innovation & Technology”
7.	Mr.S. Madhan Brito, Ms.S.Nithya Priya(2020)	A Perception Study on e-Health and Its Application among Healthcare Professionals in a Tertiary care Hospital	Published in “Psychology and Education”, vol. 57(9): 4427-4432

Paper Presentation details

1.	Ms.Akshaya.E and Ms.Indhumathi M (2019)	Value based healthcare as a tool to improve healthcare delivery	Presented the paper at a conference conducted by ANT Educational Medical and Social Welfare Trust in 2019
2.	Mr.Samuel (2019)	The dawn of disruptive technology in healthcare	Presented the paper at a conference conducted by ANT Educational Medical and Social Welfare Trust in 2019
3.	Ms.Aswini and Ms.Hajira (2019)	Videoconferencing tools in	Presented the paper at a conference conducted by ANT Educational

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		telemedicine and their compliance with HIPAA	Medical and Social Welfare Trust in 2019
4.	Dr. Vishali (2019)	A time motion study in the OPD registration desk of a Multispecialty hospital, Salem	Presented the paper at a conference conducted by ANT Educational Medical and Social Welfare Trust in 2019
5.	Ms.Pavithraa Murali and Dr.G.Jabarethina (2021)	Indian Investors' mindset during and post COVID-19	Presented the paper in the Two Day International Virtual Conference on Stand, Start Strive & Stabilize- Changing Business Scenario in the backdrop of COVID-19 at Loyola College, Chennai on 19& 20 April 2021.

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CRITERION 6	Faculty Attributes and Contributions	220
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The faculty members of SRFMS specialize in the area of Hospital Management, Marketing Management, Healthcare Quality, Operations Management, Finance and Economics, Human Resource Management, Analytics & IT. The curriculum of SRFMS is benchmarked to International standards and is updated to best suit the needs of changing business world. The experienced and highly talented faculty members from academics and industry are the strength of SRFMS to offer hospital management in the contemporary business world.

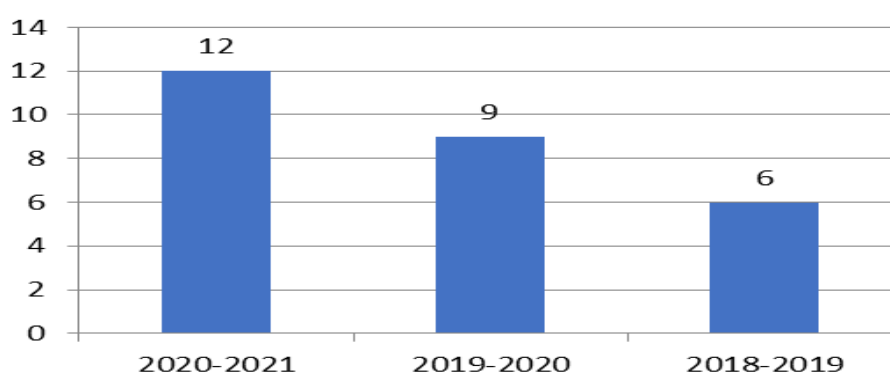
6.1. Student - Faculty Ratio (SFR) (10)

Table 6.1 Student- Faculty Ratio

PARTICULARS	CAY (2020-21)	CAYm1 (2019-20)	CAYm2 (2018-19)
MBA I Year	60	60	30
MBA II Year	60	30	30
Total Number of students (S)	120	90	60
Total Number of Faculty Members (F)	12	9	6
Student Faculty Ratio (SFR)	10	10	10
Average Student Faculty Ratio SFR = (SFR1+SFR2+SFR3)/3	10		

The student-faculty ratio is 1:10, which is better than the AICTE norms of 1:20 and UGC norms of 1:20.

Figure 6.1 Total Number of Faculty Members



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6.1.1. Provide the information about the regular and contractual faculty

Table 6.2 Number of regular and contractual faculty members

	Total number of regular faculty	Total number of contractual faculty
CAY (2020 - 21)	12	-
CAYm1 (2019-20)	9	-
CAYm2 (2018-19)	6	-

Expansion of faculty with the increase of student intake from 30 to 60, the faculty strength increased from 6 in the year 2018-19 to 12 in the year 2020-21.

6.2. Faculty Cadre (20)

Faculty cadre ratio is maintained as per the regulations of AICTE/ UGC. SRFMS have adequate number of teaching faculty members in each cadre compared to norms. The required number of faculty members was calculated based on 1:20 Faculty-Student Ratio as indicated as ideal ratio by UGC.

Table 6.3 Faculty cadre ratio

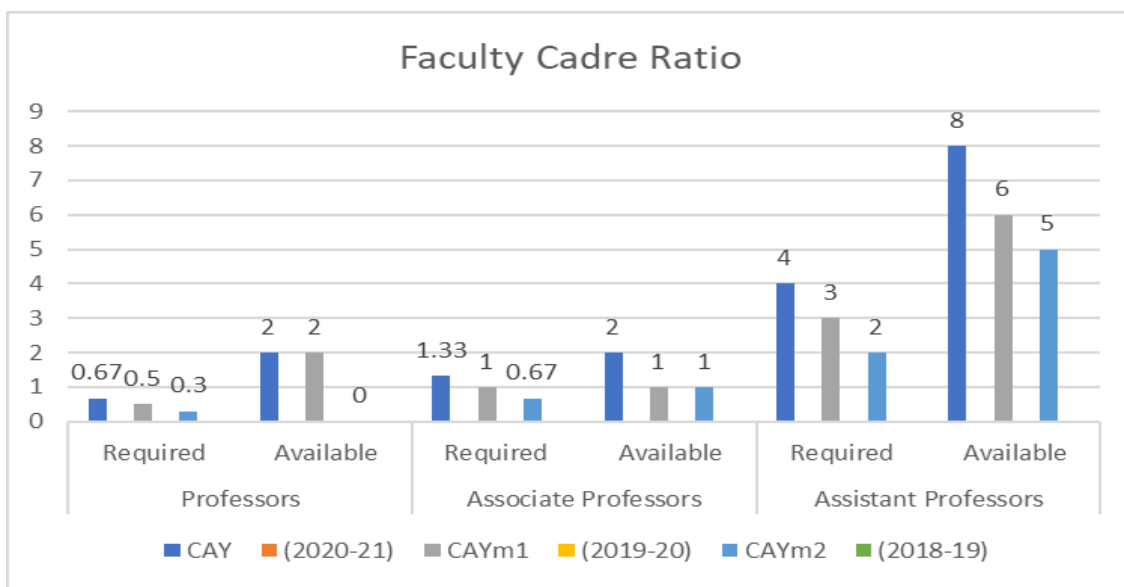
Year	Professors		Associate Professors		Assistant Professors	
	Required F1	Available	Required F2	Available	Required F3	Available
CAY (2020-21)	0.67	2	1.33	2	4	8
CAYm1 (2019-20)	0.5	2	1	1	3	6
CAYm2 (2018-19)	0.3	0	0.67	1	2	5
Average	0.49	1.33	1	1.33	3	6.33

$$\text{Cadre Ratio Marks} = \left[\left[\frac{AF1}{RF1} \right] + \left[\frac{AF2 \times 0.6}{RF2} \right] + \left[\frac{AF3 \times 0.4}{RF3} \right] \right] \times 10$$

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$$\begin{aligned}
 &= [(1.33/0.49)+\{(1.33/1\}*0.6)+ \{(6.33/3\}*0.4)] * 10 \\
 &=[(2.71)+(1.33*0.6)+(2.11*0.4)]*10 \\
 &=(2.71+0.80+0.84)*10 \\
 &=4.35*10 \\
 &=43.5 \text{ (Exceeding 20)}
 \end{aligned}$$

Figure 6.2 Faculty Cadre Ratio



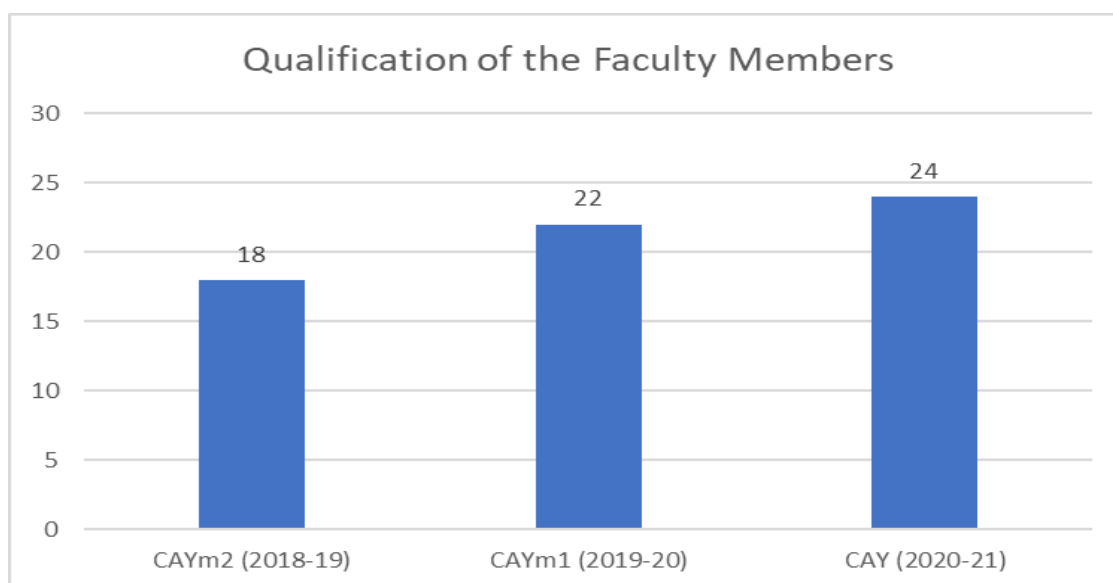
6.3. Faculty Qualification (15)

More than 65 percent of faculty members of SRFMS have Ph.D. and the remaining faculty members are pursuing Ph.D., expecting to be graduated with Doctoral Degree in the forthcoming year.

Table 6.4 Qualification of the Faculty members

PARTICULARS	FACULTY WITH Ph. D (X)	FACULTY WITHOUT Ph.D (Y)	F	FQ=1.5x[(10X+4Y)/F]
CAY (2020-21)	8	4	6	24
CAYm1 (2019-20)	5	4	4.5	22
CAYm2 (2018-19)	2	4	3	18
Average Assessment				21.3

Figure 6.3 Faculty Qualification



6.4. Faculty Retention (15)

Number of regular faculty members in CAYm3 (2017-18) = 5

Number of regular faculty members left during the CAY (2020-21) = 1

Number of faculty members retained = 4

Retention percentage = $4/5 * 100 = 80\%$

Table 6.5 Faculty Members retained during the assessment period

Academic Year	Number of faculty members	Number of faculty members newly joined	Number of faculty members retained from the base year (2017-2018)	Number of faculty members left the institution	Retention Percentage
2017-2018	5	0	5	0	100%
2018-2019	6	1	5	0	100%
2019-2020	9	3	4	1	80%
2020-2021	12	4	4	1	80%
Average Retention Ratio					86.7%

6.5. Faculty Initiatives on Teaching and Learning (10)

Faculty members at SRFMS adopt a variety of innovative tools and techniques in the process of teaching and learning which enables students to develop team spirit, effective communication, problem-solving, decision-making skills. These initiatives provide the way for the holistic personality development of the students as well as better placement opportunities to the students at the end of the course.

Listed below are some of the instructional tools and techniques that are used by SRFMS faculty members in the process of teaching and learning:

1. Hands on Posting: Every student at SRFMS should undergo Hands-on Posting twice during the programme which helps them to understand hospital functions and the processes involved in an uncertain healthcare environment. Teaching faculty members facilitate students to learn through direct, on-the-job experience working with successful professionals and experts in the field.

Faculty members are deputed each day and they accompany students to various clinical and non-clinical departments which includes Outpatient department, Inpatient department, Operation Theatre, Dialysis, Radiology, Nursing department, Laboratory, Pharmacy, Medical Records Department, Blood Bank, Pharmacy, International Patient Services, Telemedicine, CSSD, Dietary, Biomedical Engineering department, Housekeeping department, Linen and Laundry both in Sri Ramachandra Hospital (G block) and Sri Ramachandra Medical Centre (SRMC).

The objectives of Hands-on Postings are:

- (a) Gain insights in administrative and functional areas
- (b) Have exposure in clinical and non-clinical departments
- (c) Opportunity to interact with employees and identify issues in departments
- (d) Bridge the gap between theory and practice

In SRFMS, an orientation of hands-on posting is conducted for a week before the students' postings where managers of different department from SRMC and SRH are invited to give an overview about their own departments. Each faculty member is allocated a team of 4-6 students to mentor during the HoP. The Departmental heads of the hospital orient the student on the department activities and functions. Checklists are given to students to educate them what to observe, how to prepare the report and evaluate the reports prepared by the students.

Figure 6.4. Students during hands on postings



Figure 6.5 Check list for Hands-on postings

Mark ✓ in appropriate places

Procedure / Process	Observation	Demo attended	Hands-on experience	Remarks
1. Health Insurance				
Understand the preauthorization process initiated by the Doctor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Discharge process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Claims settlement process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Student and Employee Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Role of TPA in health insurance / IRDA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Collaboration with corporate companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Medical Records				
Generating periodical reports of hospital statistics / Daily census/ Hospital utilization statistics/ Admission and Discharge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Indexing (ICD 10 – International Classification of Disease)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Filing of records / storage of records / retrieval of records disposal of records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Medico-legal importance of medical records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Retention of Medical records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1. Case Study Methodology: In Teaching, using of case studies is one of best practices followed in SRFMS that helps in transforming the student as decision maker by encouraging effective interactions during the case discussion. The faculty members develop case studies that have a sound management problem extracted from the students’ dissertation and real time business scenarios. Case studies are given in advance to students and asked to present their views to their peers in a healthy debating environment overseen by the faculty members where the students present solutions to the problems identified in the case. Each case is developed to build knowledge and lead the students in applying their learning in any situation. Faculty members evaluate the students based on their conceptual/ analytical and communication skills. Every taught course is inclusive of case study for discussion and this method enables the students to have active participation

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and more interaction in each class.

The faculty members of SRFMS were sponsored to attend Seminars, Workshops on writing and teaching Case Studies at the reputed institutions. In Dec 2019, three Assistant Professors were deputed to IIM-Ahmedabad to attend the Teaching with cases seminar organised by IIMA in collaboration with Harvard Business Publishing Education.

Figure 6.6 Case Study seminar and online case presentation

The screenshot shows a Harvard Business Publishing Education coursepack page. At the top, it says "When students have the English-language PDF of this Brief Case in a coursepack, they will also have the option to purchase an audio version." Below this is a paragraph about Metabical, a new weight loss drug. The page also features a certificate for K. N. Priya, who has successfully completed Part I of the "TEACHING WITH CASES SEMINAR" organized by Harvard Business Publishing & IIMA Case Centre in December 6-7, 2019. The certificate is signed by V. R. Narayanan and Sriresh Kumar Adarwalla. To the right, there is a slide titled "The CEO's Concerns" with four points: 01 Small Subsidy From the government, 02 Strategy for future development, 03 Operational issues - Interlining and ticketing, and 04 Seasonal Bookings. The slide also includes a "Opportunities" section with an image of a road leading to mountains.

- 2. Role Plays:** Students are given a situation and asked to enact to know their team leading skills, leadership skills and decision-making skills.

Figure 6.7 Students doing role play during a session



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3. LMS - Moodle: SRFMS Moodle is designed to provide students with a single robust, secure and integrated system to create personalized learning environment. Faculty members upload the course plan, teaching and learning materials, quiz, assignments, video contents, case studies and research articles for their taught course in the respective folders which helps the student to access the learning material from any corner of the world. The Internal assessments components like Quiz, Assignments, Seminars and Tests are conducted through online by using MOODLE ensure authenticity and ease of operations in various ways especially during pandemic.

Figure 6.8 LMS Moodle in SRFMS

The screenshot displays the Moodle LMS interface for Sri Ramachandra Institute of Higher Education and Research. The top header features the institute's logo and name. The navigation bar includes Home, Dashboard, Events, My Courses, and This course. A search bar is present on the right. The main content area shows a course page for GGE015 with announcements, assignments, and a list of resources. A 'Turn editing on' button is visible. Below the main content, there is a section for adding activities or resources, with a list of activity types like Assignment, Attendance, BigBlueButtonBN, Chat, Choice, Database, External tool, Feedback, and Forum. An 'Add' button is at the bottom of this section.

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- 4. Value added courses:** SRFMS organizes the certification courses on various topics like NABH internal auditor (Acme Consultancy Services), Six Sigma – Green Belt (International Society for Quality and safety in healthcare), Business Analytics to improve the knowledge and skills of students in specific domain. The industrial experts deliver these courses and conduct exams to assess their knowledge gained through training. Students in their final semester complete these courses to be industry ready.

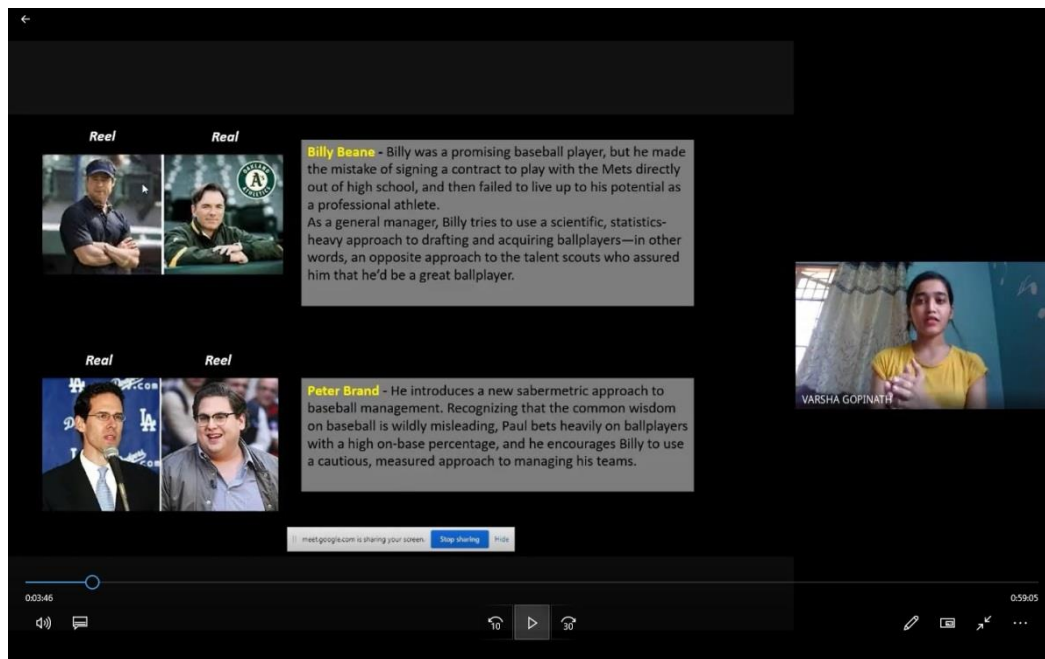
Table 6.6 List of students attended value added courses

Batch	Topic	Number of students participated	Organized by
2018 -2019	NABH internal assessor program	30	Acme Consultancy Services
2018-2019	Six Sigma (Green Belt)	30	International Society for Quality and safety in healthcare
2019-2020	Healthcare Analytics	30	XIME
2019 -2020	NABH internal assessor program	48	Acme Consultancy Services
2020 -2021	NABH internal assessor program	59	Acme Consultancy Services

- 5. Article Review:** Faculty members allot research articles of contemporary issues to students with the objective of preparing their presentation that imbibes facilitated discussions in classrooms. The evaluation strategies and rubrics are assigned to assist the communication ability, body language, eye contact and answering ability of the student.
- 6. Film appreciation:** Faculty members play a video related to the course and motivate students to correlate the corporate world scenario with their course to understand the importance of the subject and also for easy learning of the management concepts. There are videos to break myth that those who excel in mathematics can do better in Business Analytics. It is experimented that the student becomes more interested in Business Analytics after watching such videos.

<https://drive.google.com/file/d/11VRpVirpRkcFEEfZaRmXWMLzVftXeUlc/view?ts=615ed9cb>

Fig. 6.9 Student explaining the learning from the movie



- 7. 'Business Standard' Discussion:** SRFMS provides the Business Standard newspaper for the class discussion on the recent happenings in healthcare, banking, etc. This helps the students to update knowledge of the contemporary business world.
- 8. Research Seminar by Faculty Members:** Faculty research and promotion committee encourages the faculty members to present their research articles and working papers in the faculty research seminar to share their knowledge with their peer team for further improvements on their research work. The FRPC team has one coordinator and two members who prepares and updates the research work of the faculty members. The comments from the peer will be incorporated in the improvement of the articles and the same will be reflected in the classroom teaching.

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Table 6.7 List of research articles presented by Faculty Members in Faculty Seminar during the academic year 2020-2021

S. No	Academic Year	Name of the faculty member	Title of the paper
1.	2020-2021	Ms.S.Nithya Priya	Awareness on Patient Safety Culture
2.		Dr.A.S. Poornima	Promoting mutual funds through face book
3.		Dr.A.Subashree	Fitting Online learning model for Private institutions
4.		Dr. S. Srinivasan	"Decoding the relationship between Intellectual Capital and Firm Performance with reference to listed Pharmaceutical Firms in India"
5.		Dr. V. Krithika	Developing Value-Based People Segmentation to Explain Vaccine Uptake: An Interdisciplinary Mixed Method Study to Propose Social Marketing Based Strategies to Improve Vaccine Uptake in Tamil Nadu

Table 6.8 List of research articles presented by Faculty Members in Faculty Seminar during the academic year 2019-2020

S. No	Academic Year	Name of the faculty member	Title of the paper
1.	2019-2020	Dr. A. Bhooma Devi	Knowledge, Awareness, Perception Survey on Health Insurance in a Tertiary Care Hospital, Chennai
2.		Dr. G. Jabarethina	Impact of High-Performance Work Systems and Organisational Citizenship Behaviour on Organizational Performance: A Structural Approach
3.		Ms. K. Rohini	Exploring the transference of Emotions in Patient- Nurse Relationship with special reference to oncology

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4.	Ms. K. N. Priya	SERVQUAL: An assessment in health insurance
5.	Ms. T. Bharathi	Awareness of Patients' Rights in India: Insights for Evolving a Framework for Enhancing Medical Efficiency

9. Students' research: Students are encouraged to write research articles based on the dissertation and they are motivated by the faculty members to publish their research work in reputed journals.

Refer Table. 5.17 for list of student's projects published as research articles

10. Video Lectures: Faculty members record the video of the sessions and the same is uploaded in the LMS Moodle for the students to access the content in the portal that facilitates asynchronous learning.

11. Charts and Models: Students are assigned to prepare charts on the topics related to the curriculum, later they present the same during the discussion and the allocated marks is inclusive of internal component.

12. Activity learning: Faculty members conduct management games during the sessions to explicate the topics in an innovative way for easy understanding and better learning.

13. Entrepreneur Cell: SRFMS has its own E-cell encouraging the students to develop their business ideas or proposals and to start their own business. Every year, SRFMS conducts one dollar venture activity where students are engaged in real time business for a day with one Dollar as investment. All the teams present their business model, balance sheet and learning experience to their peer teams. It also empowers students with entrepreneurial traits and build leadership capabilities leading to success in entrepreneurship through:

1. Mainstreaming entrepreneurship education on campus through curricular and practicum activities and programs (Wadhvani course)
2. Support aspiring graduates who start meaningful ventures by connecting them to mentors, experts, service providers and learning mechanisms

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Table 6.9 List of entrepreneurs invited for guest lecture

Date	Name of the speaker	Designation	Topic
06.03.2020	Dr. Babu Joseph	Founder, Fiutsher Enterprises	Entrepreneurial Opportunities in Healthcare
14.02.2020	Ms. Devimeena Sundaram	Fitness Entrepreneur	Entrepreneurship as a Fitness and Health Coach Profession
21.09.2019	Ms. Archana Stalin	Co-founder & Growth Champion, My Harvest Farms, Chennai	Agricultural entrepreneurship
31.08.2019	Mr. G. Senthil Kumar	Founder & Chief Board Gamer, MADIEE	Creating awareness on start-ups and Boards Games

Figure 6.10 Students involved in entrepreneurial activities



6.6 Faculty Performance, Appraisal and Development System (10)

The Performance appraisal provides an annual written review of individual performance, which is designed to facilitate constructive discussion between the faculty members and principal in order to clarify performance objectives, provide feedback about the employee's performance with respect to skills and behaviour, provide a framework for identifying employee career advancement and opportunities to serve as a basis for arriving at decisions objectively.

Procedure:

Academic Performance Indicator (API) Scoring System is formulated by the institution based on UGC model to evaluate each faculty and based on the results, promotion and increments are awarded to the faculty.

Academic Performance Indicator (API) Scoring System for The Faculties of SRIHER

Faculty members fill the appraisal form and send it through Principal and who in turn send it to the Dean of Faculties. Principal discuss with the faculty member about their Performance with respect to the Appraisal Performance Report (APR) and future plans for the expansion of department and institution. Based on the discussion with the faculty members and APR score, the appraisal committee members decide the Promotion and Increments for the faculty and also give suggestions for the betterment of their future

Faculty appraisal process flow

- Step 1:** Mid semester and end semester feedback on teaching effectiveness and course effectiveness are collected from students
- Step 2:** Individual faculty meeting is scheduled with the Principal to discuss about the feedback received from students and ways of improving the teaching and learning process.
- Step 3:** Suggestions are given to the faculty members based on the feedback received from students to correct their teaching andragogy, teaching style, learning material and the faculty is permitted to attend continuous learning programs which includes FDP and various training related to their area of specialization.
- Step 4:** Teachers are assessed twice in a semester through student's feedback system. Teachers are assessed on a scale of four. Those who scored less than 3 are advised

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and counseled by the Principal and Director and subsequently are encouraged to attend the faculty development programs/workshops of relevant areas where teachers are lagging behind.

Refer Annexure IV –Template of Academic Performace Indicators

Faculty Development Programmes

The Faculty Members of SRFMS are encouraged to undergo various Faculty Development programmes not only inside the campus but also out of the University for further growth and development in their respective areas of specialization to get additional training and enhance their teaching capability.

Figure 6.11 Faculty Members participated session on Case Study methodology at IIM - Ahmedabad



FDP at IIM(A)

Table 6.10 Number of FDPs attended by the Faculty members

Year	Participation in Outside FDPs	Participation in In-house FDPs
	No. of FDPs	No. of FDPs
2020-2021	18	3
2019-2020	6	2
2018-2019	3	-

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Table 6.11 Details of outside FDP's participated by faculty members during the academic year 2020-2021

S No.	Title of the FDP	Agency	Name of the Faculty	Month and Year
1.	Healthcare Operations Management – Techniques and Applications (MDP)	IIHMR Jaipur	Ms. K. N. Priya	24/6/2021 to 27/6/2021
2.	Research methodology and how to excel in publishing research papers	AICTE and ATAL Academy	Ms.K.N.Priya	21/6/2021 to 25/6/2021
3.	ATAL Demystifying Financial risk management	NDIM, New Delhi	Dr. S. Srinivasan	7/6/2021 to 11/6/2021
4.	Marketing Management	AICTE and ATAL Academy	Ms. K. N. Priya	31/5/2021 to 4/6/2021
5.	Causal Modelling	AICTE and ATAL Academy	Ms. K. N. Priya	17/5/2021 to 21/5/2021
6.	Quality Research	LIBA	Ms. S. Nithya Priya	26/4/2021 to 27/4/2021
7.	Thesis writing	LIBA	Ms. K. Rohini, Ms. K. N. Priya, Ms. T. Bharathi, Ms. S. Nithya Priya	21/4/2021
8.	Research Methodology and Scientific Writing for Engineering and Management	AICTE and ATAL Academy	Dr. G. Jabarethina, Dr. S. Srinivasan, Ms. K. N. Priya	16/2/2021 to 20/2/2021
9.	Research and publication ethics	LIBA	Ms. K. Rohini, Ms. K. N. Priya, Ms. T. Bharathi, Ms. S. Nithya Priya	13/2/2021
10.	Design Thinking	AICTE and ATAL Academy	Ms. K. N. Priya	21/12/2020 to 25/12/2020
11.	Root Cause Analysis in Healthcare	RFHHA	Dr. A. Bhooma Devi	9/12/2020
12.	Rural Entrepreneurship	AICTE and ATAL Academy	Ms. K. N. Priya	23/11/2020 to 27/11/2020
13.	Design and Development of Self Learning Materials: In spirit of UGC	Staff Training and Research Institute of Distance Education	Dr. Selvam Jesiah	13/11/2020 to 23/11/2020
14.	Case Analysis and Discussion	MMA and Case Research Society of India	Dr.P. Amalanathan, Dr. A. Bhoomadevi, Dr. Poornima, Ms.S.Nithya Priya	3/8/2020 to 7/8/2020

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15.	FDP on YouTube Essentials	Board of Industry-Academia Partnerships	Dr. G. Jabarethina, Ms. K. N. Priya, Ms. S. Nithya Priya	25/6/2020
16.	Redesigning Business Education – Gen Z	XIBA	Dr. G. Jabarethina, Ms. K. Rohini, Ms. K. N. Priya, Ms.T.Bharathi	14/6/2020
17.	Mento Institutional Social Responsibility and Community Engagement	MGNCRE	Dr. A. Bhooma Devi	8/6/2020 to 12/6/2020
18.	Progressing Amidst Hindrance - Turning Adversity into Opportunity	Ethiraj College for Women, Chennai	Dr. G. Jabarethina	June 2020

Table 6.12 Details of outside FDP's participated by faculty members during the academic year 2019-2020

S No.	Title of the FDP	Agency	Name of the Faculty	Month and Year
1.	Emotional Intelligence	Department of public Administration, Veltech Ranga Sanku Arts College	Dr. G. Jabarethina	May 2020
2.	New Paradigms in Behavioural Management	Department of Business Administration (SF), Ayya Nadar Janaki Ammal College	Dr. G. Jabarethina	May 2020
3.	Research Methodology	S.S.S. SAMITI'S M.P. Mirji College Of Commerce	Dr.G.Jabarethina	May 2020
4.	Writing Case studies, project preparation and funding of Research projects	Indian Academic Researcher Association	Dr.G.Jabarethina	May 2020
5.	Managing online classes and co-creating MOOCS	Ramanujam College University of Delhi	Ms. K. N. Priya	20/4/2020 to 6/5/2020
6.	Tax Planning and Tax filing	Guru Nanak College	Ms.K.N.Priya	24/9/2019
7.	Research, Innovation and Creativity	Ethiraj College for Women, Chennai	Dr. G. Jabarethina, Ms. K. Rohini, Ms. K. N. Priya	September 2019
8.	Intellectual Property Rights and Competition Law	NPTEL-AICTE	Ms. T. Bharathi	07/2019 to 09/2019

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Table 6.13 Details of outside FDP's participated by faculty members during the academic year 2018-2019

S No.	Title of the FDP	Agency	Name of the Faculty	Month and Year
1.	Basic Course Workshop in Education Technologies	Education Unit of Health Science College of Sri Ramachandra Institute of Higher Education and Research	Dr. G.Jabarethina	Feb 2019
2.	Research Methodology workshop	Sri Ramachandra Centre for Health Professionals Education & Faculty Development	Dr. G.Jabarethina	Nov 2018
3.	Blended Learning	Sri Ramachandra Centre for Health Professionals Education & Faculty Development	Dr. G. Jabarethina	July 2018
4.	Advanced Statistical Tools for publication in High Tier Journal	Department of Commerce, University of Madras	Dr. G. Jabarethina	June 2018
5.	Statistical Analysis using SPSS and AMOS	Ethiraj College for Women, Chennai	Dr. G. Jabarethina	June 2018

Table 6.14 Details of inhouse FDP Organized and participated by the faculty members of SRFMS during the academic year 2019-2020

SNo.	Theme	Duration	Resource Person	Participants
1	Communication Skills	12 hours	Dr.G Srinivasan	All Faculty members of SRFMS
2	TLE-An Integrated Approach for Academic Excellence	One day	Dr. Selvam Jesiah	All Faculty members of SRFMS
3	Bloom's Taxonomy	One day	Dr. A. R. Rajagopalan	All Faculty members of SRFMS
4	Business Analytics	20 hours	Dr L S Ganesh	All Faculty members of SRFMS, faculty members from Department of Bio Medical Sciences
5	FDP on Accounting and Finance	12 hours	Dr. P. Amalanathan	All Faculty members of SRFMS

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Table 6.15 Details of Conferences, Seminars & Webinars participated by faculty members during the academic year 2020-2021

S No.	Topic	Agency	Name of the faculty attended	Date
1.	Business Analytics with Healthcare	MSME- Technology Development Center (PPDC)	Ms. K. N. Priya	14/8/2021 to 22/8/2021
2.	Webinar on importance in feedback in quality assurance for HEIs	Internal quality assurance cell – Sri Ramachandra Institute of Higher Education and Research (DU)	All faculty members	7/8/2021
3.	Emotional reengineering	Sri Ramachandra Institute of Higher Education and Research(DU)	All faculty members	2/7/2021
4.	Innovative approaches in teaching pedagogy”	AICTE	Ms. K. N. Priya	24/6/2021 to 30/6/2021
5.	Healthnext 2021: A Global Health & Innovation Conference	IIHMR University and CIIE	Ms. K. N. Priya	11/1/2021 to 12/1/2021
6.	Online Master Class on Healthcare Management	IIM Shilong and CAHO	Ms.K.N.Priya, Ms.T.Bharathi, Ms.S.Nithya Priya, Dr.Srinivasan	20/12/2020 to 22/12/2020
7.	National Web Conference on Revival of MSME's in post COVID'19 Challenges and Business Sustainability	Nehru Arts & Science College, Coimbatore	Dr. S.Srinivasan	23/12/2020
8.	TELEMEDICON 2020	Telemedicine Society of India	Ms.S.Nithya Priya	18/12/2020 to 20/12/2020
9.	Free publication of qualitative and quantitative research paper in peer reviewed Journal	Eudoxia Research Centre	K.N.Priya	12/11/2020 to 14/12/2020
10.	Contemporary Practices of Technology and Management for Economic Growth	VIT Business school	Dr.G.Jabarethina, Dr.S.Srinivasan, Ms.S.Nithya Priya	23/10/2020 to 24/10/2020

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S No.	Topic	Agency	Name of the faculty attended	Date
	(ICTMEG2020)			
11.	Technology enabled Growth and Opportunities	FICCI TNSC	Dr.A.Subashree	9/10/2020 to 10/10/2020
12.	Webinar on Business Development in Travel	Sri Ramachandra Faculty of Management Sciences	All faculty members	8/10/2020
13.	Webinar on "Impact of COVID'19 on Cost Behaviour of Hospitals"	AMITY University	Dr.S.Srinivasan	25/9/2020
14.	IQAC Webinar on Anti Plagiarism Software-II	IQAC	Dr.S.Srinivasan	23/9/2020
15.	National Level Virtual Training on "ICT Tools for effective assessment – Formative and Summative"	DG Vaishnav College	Ms.K.N.Priya	17/9/2020 to 18/9/2020
16.	Understanding National Education Policy 2020	Stella Maris	All faculty members	1/9/2020
17.	Workshop on Universal Human Value on the theme "Inculcating Universal Human Values in Technical Education"	All India Council for Technical Education (AICTE)	Dr.G.Jabarethina, Dr.A.Subashree	10/8/2020 to 14/8/2020
18.	online webinar on "Doing more with less – reducing waste and improving quality"	The International Forum on Quality and Safety in Healthcare	Dr.A.Bhooma Devi, Ms. S. Nithya Priya	13/8/2020
19.	The International Forum on Quality and Safety in Healthcare virtual workshop: Leadership and Culture for Change during COVID-19	The International Forum on Quality and Safety in Healthcare	Ms.S.Nithya Priya	6/8/2020
20.	IQAC Webinar on Curriculum Enrichment	IQAC, Sri Ramachandra Institute of Higher Education and Research (DU)	All faculties	31/7/2020
21.	The International Forum on Quality and Safety in Healthcare virtual workshop: Improving	The International Forum on Quality and Safety in Healthcare	Ms. S. Nithya Priya	30/7/2020

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S No.	Topic	Agency	Name of the faculty attended	Date
	safety post pandemic			
22.	The International Forum on Quality and Safety in Healthcare virtual workshop: Improving safety post pandemic	The International Forum on Quality and Safety in Healthcare	Ms.S.Nithya Priya	30/7/2020
23.	IIF International Conference and Summit on Healthcare Economics and COVID'19	Indian Institute of Finance	Dr.S.Srinivasan	25/7/2020
24.	Two Days workshop on Aligning Yourself to the Publishing Process	Elsevier – Research Academy on Campus	Dr.A.Bhooma Devi, Dr.G.Jabarethina, Dr.Srinivasan, Ms.K.N.Priya, Ms.S.Nithya Priya,	24/7/2020
25.	National Webinar on Research Methodology	Loyola College (Autonomous), Chennai	Dr.G.Jabarethina	17/7/2020
26.	International online workshop on “Basics of initiating Social Science Research”	Sri Kanyaka Parameswari Arts and Science College for Women, Chennai	Dr.G.Jabarethina	6/7/2020 to 9/7/2020
27.	Webinar on Risk Resilience and Pandemic: Revisiting Urban Planning for sustainable future	National Institute of disaster Management, Ministry of Home affairs, Government of India	Ms.K.N.Priya, T.Bharathi	3/7/2020
28.	7th European conference of social media	University of central Lancashire, Cyprus Larnaca	Dr. A.S. Poornima	2/7/2020
29.	Leveraging Technology to make data driven decisions	Ethiraj College for Women, Chennai	Dr.G.Jabarethina	1/7/2020
30.	International Webinar on “ Leveraging Technology to make Data driven Decision”	Ethiraj College for Women, Chennai	Dr. G. Jabarethina	July 2020
31.	International Workshop on “ Basics of Initiating Social Science Research”	Sri Kanyaka Parameswari Arts & Science for Women	Dr. G. Jabarethina	July 2020
32.	Learning Objectives Vs Learning Outcomes in	IQAC, Sri Ramachandra Institute of Higher	All faculty Members	29/6/2020

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S No.	Topic	Agency	Name of the faculty attended	Date
	Medical/Health Sciences Education	Education and Research (DU)		
33.	5 days National online workshop on Rebooting Hospitals co	FICCI, ACME and MGM Healthcare	Ms. S. Nithya Priya	17/6/2020 to 26/6/2020
34.	International summit on Data Science and AI	Robert Bosh Center for Data Science and AI	Dr. Selvam Jesiah, Ms.T.Bharathi	18/6/2020 to 20/6/2020
35.	Research Tools and Methods	Sri Ramachandra Institute of Higher Education and Research	Dr. G. Jabarethina	June 2020
36.	Crazy Tips to Crack Virtual Interviews	Uma Krishna Shetty institute of management studies and research	Dr. G. Jabarethina	June 2020

Table 6.16 Details of Conferences, Seminars & Webinars participated by faculty members during the academic year 2019-2020

S. No	Topic	Agency	Name of the faculty attended	Date
1.	Digital Transformation of Hospitals	IIHMR University	Ms.K.N.Priya	27/5/2020
2.	How to Write a Literature Review article	AKSS Social and welfare foundation	Ms. K. N. Priya	24/5/2020
3.	"Web conference on "Skill Enhancement / Reskilling during the lock down period"	IEEE TECM, IEEE Computer Society and Computer Society of India	Dr.A. Subashree	2/5/2020
4.	National Webinar on "Challenges and Changes during COVID-19 pandemic"	Ethiraj College for Women, Chennai	Dr. G. Jabarethina	May 2020
5.	Three days online course on "Writing Case studies, project preparation and funding of research projects"	Indian Academic Researchers Association	Dr. G. Jabarethina	May 2020
6.	Usage of ICT Tools - Why? How?	Ethiraj College for Women, Chennai	Dr. G. Jabarethina	May 2020
7.	Modern Analytical Technologies for Public Health Analysis	Bhaktavatsalam Memorial College For Women	Dr. G. Jabarethina	May 2020
8.	Developing a future	Ethiraj College for	Dr.G.Jabarethina	May 2020

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S. No	Topic	Agency	Name of the faculty attended	Date
	workforce for the Business Analytics and AI driven enterprises	Women		
9.	Fundamentals of Stock Market	Department of Commerce, University of Madras	Dr.G.Jabarethina	May 2020
10.	Post Covid World: Skills & Strategies for Faculty	Business Standard Learning	Dr.G.Jabarethina	May 2020
11.	Strategies for low budget research	Crescent Innovation and Incubation Council	Dr.G.Jabarethina	May 2020
12.	Public Speaking: Effective Delivery of Talks	Uma Krishna Shetty Institute of Management Studies and Research	Dr.G.Jabarethina	May 2020
13.	“BIRAC’s Role in Creating the Startup Innovation Eco system	Crescent Innovation and Incubation Council	Dr.G.Jabarethina	May 2020
14.	Infection Prevention and Control (IPC) for Novel Corona virus (COVID-19)	WHO	Dr.A.Bhooma Devi	3/4/2020
15.	Essential guidelines for writing a research paper	Data Tech Labs	Dr. G. Jabarethina	April 2020
16.	International Colloquium on quality healthcare	ANT Educational Trust	Ms.K.N.Priya	13/3/2020
17.	Research in Healthcare using Secondary Data	SRFMS	All faculty members	19/2/2020
18.	International Seminar on Financial Markets: Issues and Challenges: FIMIC 2020	Bharathidasan University, Tiruchirappalli	Dr.S.Srinivasan	5/1/2020 to 6/1/2020
19.	AIMS International Conference on Management	AIMS International and IIM Kozhikode	Ms. K. Rohini	2/1/2020 to 4/1/2020
20.	MOOC on “Introduction to Sustainable Development in Business”	Open University of Mauritius, Mauritius and Commonwealth of Learning	Ms. K. N. Priya, Ms. T. Bharathi	15/11/2019 to 15/12/2019
21.	International Workshop on Health systems Engineering and Data Analytics	Sri Ramachandra Engineering and Technology in Association with Binghamton University	Dr.A.Bhooma Devi, Dr.G.Jabarethina, Ms.T.Bharathi and Ms.S.Nithya Priya	5/12/2019 to 6/12/2019

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S. No	Topic	Agency	Name of the faculty attended	Date
		(State University of New York)		
22.	Symposium cum Tech Meet on “ICT Trends”	IEEE Computer Society, ACM, Computer Society of India, IEEE Technology Engineering Management Society	Ms. K. N. Priya, Ms. T. Bharathi	15/10/2019
23.	Workshop on Art of thesis writing	LIBA	Ms.S.Nithya Priya	12/10/2019
24.	Research Methodology for Social Science	Saveetha School of Management	Ms.S.Nithya Priya	11/10/2019
25.	International Technology Conference CAHOTECH 2019	Consortium of Accredited Healthcare Organizations(CAHO)	Ms.S.Nithya Priya	27/9/2019 to 28/9/2019
26.	Healthcare Technology conference	CAHO	Dr.A.Bhooma Devi	27/09/2019 to 28/09/2019
27.	Workshop on Quality Research	Loyola Institute of Business Administration	Ms. T.Bharathi	27/09/2019 to 28/09/2019
28.	Transformation in Industry in an era of Digitalization: Challenges and Opportunities	Ethiraj College, Chennai	Dr.G.Jabarethina	28/9/2019
29.	Workshop on use of technology in operations and facility engineering	CAHO, Vijaya Group of Hospital	Ms.S.Nithya Priya	27/9/2019
30.	Workshop on “Bibliometrics, Ethics and Anti-Plagiarism Tools in Research”	Women’s Christian College, Chennai	Dr.G.Jabarethina	August 2019

Table 6.17 Details of Conferences, Seminars & Webinars participated by faculty members during the academic year 2018-2019

S. No.	Topic	Agency	Name of the faculty attended	Date
1.	Implementation of the NABH & JCI standards	SRFMS	Ms.S.Nithya Priya	27/5/2019 to 29/5/2019
2.	National Seminar on “e- Resources for Learning, Teaching and	Guru Nanak College (Autonomous)	Dr.G.Jabarethina	8/4/2019

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	Research”			
3.	Medical Records Management Evolution, Regulation & Disruptors	Health Record Association of India	Dr. A. Bhooma Devi	8/3/2019 to 9/3/2019
4.	Clairvoyance 2018 – The Health Odyssey	School of Health Systems Studies, TISS, Mumbai	Ms. T. Bharathi	24/11/2018, 25/11/2018
5.	Certificate Program in Healthcare Information Technology (HIT)	TenX Health Technologies and SRFMS	All faculty members	12/11/2018 to 13/11/2018
6.	Telemedicine Worship of the “International Spine and Spinal Injury Conference 2018”	International Spine Academy	Dr. A. Bhooma Devi, Ms. K. N. Priya, Ms. T. Bharathi	5/10/2018
7.	Continuing Medical Education on “Organ Donation: Provider’s Perspective”	Department of Hospital Administration, Kasturba Medical College & Hospital	Ms. T. Bharathi	01/09/2018
8.	"Collaborating for excellence in Research" (Researgence) by CEO of Researgence	SRFMS, SRIHER	All faculty members	June 2018

6.7 Visiting/Adjunct Faculty (10)

SRFMS has visiting faculty members from industries and reputed higher learning organizations. In the Assessment year 2019-2020, eight taught courses were handled by faculty members from esteemed organizations which includes IIT-Madras and industry experts from the relevant field to transform the students as an industry ready graduate. Each visiting faculty member have 50 contact hours for each course to share their knowledge.

Table 6.18 Details of visiting faculty members

S. No	Name of the Faculty	Institution Name	Year	Course Title
1	Dr. L. S. Ganesh	IIT Madras	2019-2020	Operations Management
2	Dr. G. Srinivasan	IIT Madras		
3	Dr. Arshinder Kaur	IIT Madras		
4	Dr. Krithika V	IIT Madras	2020-2021	Operations Management
5	Prof. K.V. Ramani	IIM A	2019-2020	Hospital Management
6	Dr. G. Srinivasan	IIT Madras	2019-2020	Written and Oral Communication
7	Dr. Rajarajan	Qur Health	2020-2021	Innovation and Design

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S. No	Name of the Faculty	Institution Name	Year	Course Title
				Thinking
8	Dr. Pattabiraman	Freelancer	2020-2021	Cross Cultural Management
9	Dr. Surendran	SRMC	2020-2021	Hospital Management

6.8 Academic Research (75)

SRFMS encourages the faculty members to publish research articles through the Faculty Level Research Promotion Committee. The Committee fixes the target for each faculty members, the number of articles to be published in reputed journals for each academic year. The abstracts of proposed articles of each faculty member will be shared among other faculty members for further improvements in the Faculty Level Research Promotion Committee Meeting. Then the faculty members are given time for completing the full paper and publishing it in relevant refereed journals indexed either in Scopus, ABDC, Web of Science or UGC Care list. The Faculty Level Research Promotion Committee functioning in SRFMS is the part of University (SRIHER) Research Promotion Committee led by the Dean Research.

Objectives of FRPC:

1. To motivate, facilitate and support the faculty members to create knowledge and produce research outcomes of National and International standard and importance.
2. To set and revise research targets based on expertise, capacity and attainability
3. To put forth the disciplined and concrete efforts to attain the research target set of SRFMS.

Research Promotion Schemes by SRIHER for Students, Ph.D. Scholars and Faculty Members

Chancellor's Post-graduate Dissertation/Project Subsidy scheme:

93 Post-graduates under all the Faculties of the Deemed University who are required to carry out a research dissertation/research project in partial fulfillment for the award of their PG degree would be eligible for this scheme. Each candidate would be provided a subsidy of Rs. 25,000 towards their investigational/project expenditures.

Publication Support Grant:

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- i. All full-time faculty members, Ph.D. scholars, PG and UG students whose manuscripts are accepted in indexed journals with Impact Factor for publication are eligible for this grant.
- ii. The grant to be paid or reimbursed would include only the printing charges as specified by the publishers of the indexed journal which has accepted the manuscript of the above specified author(s) based on the invoice received.

Research Starter Grant-GATE Project for young faculty members:

This scheme provides a sum of Rs.1, 00,000 per meritorious project proposal submitted by newly recruited/junior faculty members for not less than 15 projects under this GATE-Project Scheme, every year. It is for one year period to be personally carried out by the faculty member with the intention that the outcome of this research should be able to form the preliminary work for a major grant proposal to be submitted for the extra-mural funding agency.

6.8. a Faculty Paper Publication

The summary and list of faculty publications in reputed journals indexed in Scopus, ABDC and UGC Care journals in the last three years are given below.

Table 6.19 Summary of research publications during the assessment period

Year	Total	Scopus Indexed	UGC LISTED
2020-21	23	20	3
2019-20	12	8	4
2018-19	7	6	1
Total	42	34	8

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Figure 6.12 Faculty members presenting research articles



Table 6.20 Details of Paper Publications by faculty members for the academic year 2020-2021

S. No.	Authors name	Title	Journal Name	Vol/Issue	Page No	Data Base Indexed
1.	Ms.C.V.Ananya, Dr. A. Bhooma Devi & Ms. S.Nithya Priya	Knowledge, awareness and perception of health insurance among insured in a tertiary care hospital	International Journal of Management	Volume 12, Issue 2	12-20	Scopus
2.	Dr.A.S.Poornima	Use of online methods in the covid era-through the lens of technology adoption model	International Journal of Management	Volume 11, Issue 11	2079-2089	Scopus
3.	Dr. A.Subashree	Impact of poultry consumption by adolescent females - An analytical study	Drug Invention Today	Volume 13, Issue 435	1220-1223	Scopus
4.	Ms. Rohini.K	Holistic Transformation of Higher Education Institutions	GIS Science Journal	Volume 7, Issue 8	99-101	UGC and Scopus
5.	Ms. K.N.Priya	Blue Ocean Strategy in Healthcare	Mukt Shabd Journal	Volume 2	3832 – 3836	UGC Care
6.	Ms. K.N.Priya	Human factors in Health care	Solid State Technology	Volume 63, Issue 2s	2430-2437	Scopus
7.	Ms. K.N.Priya	Knowledge and awareness of Health Insurance Policy among Health Insurance patients in multi-specialty hospital, Chennai	Solid State Technology	Volume 63, Issue 6	22001-22006	Scopus
8.	Ms. S. Nithyapriya and Dr Bhooma Devi	Effective Doctor Patient Communication in A Healthcare Service Delivery	Solid State Technology	Volume 63 Issue 6	2817-2824	Scopus
9.	Dr.P. Amalanathan	Retreat of State Expansion of Corporates in Healthcare Sector even during Pandemic times- A Study on Kerala	PENSEE Journal	Volume 51 Issue 2	1067-1076	UGC Care
10.	Dr.G.Jabarethina	Organizational Citizenship	Solid State	Volume-	5163-	Scopus

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	and Dr.A.S.Saranya	Behaviour and its effect on Organisational Performance at select Corporate Multispeciality Hospitals	Technology	64, Issue 2	5173	
11.	Mr. Puneetkumar, Dr.P. Amalanathan & Dr. Anilkumar M.	Risk Optimization Analytics: A Case Study on Brown Research Associates India(BRAI)	International Journal of Social Ecology and Sustainable Development	Volume 12, Issue 2	48-62	Scopus
12.	Dr.A.Bhooma Devi	Electronic Medical Records (EMR) over manual documentation of in-patient records: a scientific insight	Turkish Journal of computer and Mathematics Education	Volume 12, Issue 11	3274 - 3285	Scopus
13.	Dr.P. Amalanathan	Implementation of Project Management Practices in Aerospace Manufacturing Industry-Challenges in Pandemic Times.	IUJ Journal of Management.	Volume 9, Issue No. 1	194-227	UGC Care
14.	K.N. Priya and Dr A. Bhooma Devi	RATER MODEL: An Assessment in Health Insurance	International Journal of Management	Volume 11 Issue 12	24302- 2437	Scopus
15.	Ms. M. Mohana Preethi & Dr.A. Bhoomadevi	Electronic Medical Records over manual documentation of in-patient records: a scientific insight,	Turkish Journal of Computer and Mathematics Education	Volume 12, Issue 11	3274- 3285	Scopus
16.	Dr. Srinivasan	Futures Market Hedging in Indian Commodities Market-A Comparative Study on Spot and Futures Price	Academy of Strategic Management Journal	Volume 20, Issue 2,	1939	Scopus
17.	Dr. Srinivasan	Testing of Co Movement in Commodities Markets”	Academy of Strategic Management Journal	Volume 20, Issue 3	1650- 1654	Scopus
18.	Ms.K. Rohini	Benchmarking of teaching, learning and evaluation used in world’s leading business schools	Advanced science letters	Vol 26, Num 06 June/2020	1936- 7317	UGC listed
19.	Ms Poojitha & Dr Bhooma Devi	Assessing the attitude of the physicians towards e-prescribing in Chennai	"Geintec Gesto Magazine Innovation& technology"	Vol. 11 No. 4 (2021)	2237- 0722	WoS
20	Dr. Selvam Jesiah	Literature Review on Customer Knowledge Management (CKM)	Indian Institute of Management Kozhikode, 4 th International Conference on Marketing, Technology & Society 2020			
21	Dr. Bhooma Devi	Application of equipment utilization monitoring system for ICU equipments using IOT	Machine, Vision and Augmented Intelligence: Theory and Applications	Springer Nature		

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22	Ms. T. Bharathi & Dr.Selvam Jesiah	Patients' Response to the Awareness of their rights in India: A Cross Sectional Study	National Medical Journal of India	Scopus Indexed
23	Dr. Selvam Jesiah	Interdependence between Indian stock market and developed economies stock market during stock market crashes	Finance India	Scopus Indexed
24	Dr.A. Bhoomadevi, Dr. M. Ganesh & Dr. N. Panchanatham	Significance of physical comfort and emotional support on confidence and trust in healthcare professionals	International Journal of Public Sector Performance Management	Scopus Indexed

Table 6.21 Details of Paper Publications by faculty members for the academic year 2019-2020

S. No	Authors name	Title	Journal Name	Vol/Issue	Page No	Data Base Indexed
1.	Dr. Selvam Jesiah	Co-integration of developed economies and Indian Stock Market after economic reforms	Journal of Financial Risk Management (ISSN: 0972-916X)	Volume 9	56-68	UGC Listed No. 46858
2.	Dr. Selvam Jesiah	Spill-over Effects of developed economies and Indian Stock Market	International Bulletin of Management and Economics	Volume 10, Issue 2	30-44	UGC Listed No. 644245
3.	Dr.A. Bhooma Devi	Improving the healthcare using perception of health professional and patients: Need to develop a patients centered structural	International Journal of Healthcare Management	Volume 14, Issue 1	42-49	Scopus
4.	Dr. Bhooma Devi A	Factors influencing discharge against medical advice (DAMA) cases at a multispecialty hospital.	J Family Med Prim Care	Volume 8, Issue 12	3861-3864	Pubmed
5.	Ms.Catakam Keshika, Dr. G. Jabarethina	Emotional Touch Points as a Predictor of Service Quality in a Tertiary Care Hospital, Chennai	International Journal of Recent Technology and Engineering	Volume 8, Issue 5S	134-138	UGC-Care & Scopus
6.	Ms. K.N.Priya	Roles and Challenges of HR in Healthcare	International Journal of Recent Technology and Engineering	Volume 7, Issue 5S	434-436	Scopus
7.	Ms. T. Bharathi	A study on cost minimization in operating room through team learning at tertiary care	Indian Journal of Public Health Research & Development	Volume 10, Number 9	357-362	Scopus

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S. No	Authors name	Title	Journal Name	Vol/Issue	Page No	Data Base Indexed
		hospital of South India				
8.	Dr. A. Bhooma Devi	An Empirical Investigation of Moonlighting practices and its implications	TEST Engineering & Management	Volume 83	25446-25454	Scopus
9.	Dr. A. Bhooma Devi	A study on the rationale of moonlighting among healthcare professionals in Chennai city	Solid State Technology	Volume 63, Issue 5	01-10	Scopus

Table 6.22 Details of Paper Publications by faculty members for the AY 2018-2019

S. No	Authors name	Title	Journal Name	Vol/Issue	Page No	Data Base Indexed
1	Ms. T. Bharathi	A study on waiting time at the outpatient department of a private secondary care hospital	International Journal of mechanical and production engineering research and development	Volume 8, special issue 3	1100-1110	Scopus
2	Dr. A. Bhooma Devi, Ms. S. Nithya Priya	Application of lean six-sigma in admission and discharge process in a super specialty hospital, Chennai.	International Journal of Mechanical and Production Engineering Research and Development,	Volume 8, special issue 3	1072 – 1080	Scopus
3	Dr. R. Anitha and Dr. G. Jabrethina	Impact of cost reduction strategies on service quality of a single cataract surgery in a specialty hospital	International Journal of Management Studies	Volume 5, Issue 4	51-63	UGC Listed No.44925

Table 6.23 Details of paper presented by faculty members during the academic year 2020-2021

S. No.	Title of the paper	Agency	Name of the Faculty	Month and Year
1	Customer Knowledge Management via Website: How far are Indian Bricks and Mortar Retails from online retails	International conference on Smart Marketing in the Digital Age at North American Society for Marketing Education in India-Information System	Dr.Selvam Jesiah	26/7/2021 to 28/7/2021
2	A Feasibility Study on IoT	National Web Conference on	Dr.S.Srinivasan	23/12/2020

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S. No.	Title of the paper	Agency	Name of the Faculty	Month and Year
	Enabled Medical Devices Industry Post COVID'19	Revival of MSME's in post COVID'19 Challenges and Business Sustainability-Dept of Business Administration, Nehru Arts and Science College, Coimbatore		
3	International Literature review on customer knowledge management	4th International Conference on Marketing, Technology and Society IIM, Kozhikode	Dr.Selvam Jesiah	17/12/2020
4	Patients' Zone of Tolerance in Service Process and service quality during the Master Health checkups at a Multi Speciality Hospital	International Virtual Conference on Contemporary Practices of Technology and Management for Economic Growth conducted by Vellore Institute of Technology	Dr.G.Jabarethina	23/10/2020 to 24/10/2020
5	Impact of social media on customer relationships and subsequent purchase A case study of high fashion retail	7th International European conference of social media at University of Central Lancashire, Cyprus	Dr.A.S.Poornima	2/7/2020
6	Evolution of a paradigm shift in learning - Impact of Corona	Skill Enhancement / Reskilling during the lock down period	Dr.Subashree	2/5/2020

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Table 6.24 Details of paper presented by faculty members during the academic year 2019-2020

S. No.	Title of the paper	Agency	Name of the Faculty	Month and Year
1.	Co-Movements of Indian Pharmaceutical Firms with World Healthcare Index: An Empirical Study	FIM IC-2020 organized by the Department of Commerce and Financial Studies, Bharathidasan University, Tiruchirappalli	Dr.S.Srinivasan	11/1/2020 to 12/1/2020
2.	Exploring the transfer of emotions in Patient-Nurse relationship in Oncology	AIMS International Conference on Management at IIM, Kozhikode	Ms.K.Rohini	2/1/2020 to 4/1/2020
3.	Emotional touch points as a predictor of Service Quality in a Tertiary Care Hospital, Chennai	International Conference on Transformation in Industry in an era of Digitalization: Challenges and Opportunities at Guru Nanak College	Dr.G.Jabarethina	28/9/2019

Table 6.25 Details of paper presented by faculty members during the academic year 2018-2019

S. No.	Title of the paper	Agency	Name of the Faculty	Month and Year
1.	Study on effectiveness and efficiency of manual documentation of patient records in wards in a quaternary care hospital, Chennai	Health Record Association of India	Dr.A.Bhooma Devi	8/3/2019 to 9/3/2019
2.	Effective doctor patient communication in a multispecialty hospital	One day National Colloquium on Innovation Administration, Pillar Centre, Madurai	Ms.S.Nithya Priya	23/1/2019
3.	Assessing the attitude of the physicians towards e-prescribing in Chennai”	International Academic and Practitioner conference	Dr.A.Bhooma Devi	12/12/2018
4.	A Study on Assessment of ICU Environment at a tertiary care hospital	International Conference on HR at SRM Institute of Science and Technology, Faculty of Management	Ms.T.Bharathi	25/10/2018 to 26/10/2018
5.	Organisational Citizenship Behaviour and its effect on	International Conference on HR-The era of cure at School	Dr.G.Jabarethina	25/10/2018 to

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S. No.	Title of the paper	Agency	Name of the Faculty	Month and Year
	Organizational Performance	of Management SRM Institute of Science and Technology		26/10/2018
6.	Application of lean six sigma in admission and discharge process in a super speciality hospital	8 th International conference on Innovation, Entrepreneurship and economy for sustainable development	Ms.S.Nithya Priya	10/10/2018 to 11/10/2018
7.	A study on cost minimization in Operating Room: Through Team Learning at Chennai Medical College Hospital and Research Centre	International Conference on Innovation, Entrepreneurship and Economy for sustainable development, Sri Sai Ram Institute of Management Studies	Ms.T.Bharathi	10/9/2018 to 11/9/2018
8.	A study on comprehensive evaluation of Electronic Medical Record (EMR) system use and Stakeholder satisfaction in a single specialty Hospital	International Conference on Innovation, Entrepreneurship and Economy for sustainable development	Ms.K.Rohini	10/10/2018 to 11/10/2018

Table. 6.26 Research Metrics of Faculty Members

S. No	Name of the Faculty	Designation	Citations as on 7/10/2021	h-index	No of publications
1	Dr. Selvam Jesiah	Professor	38	4	6
2	Dr. P. Amalanathan	Associate Professor	-	-	3
3	Dr. A. Bhooma Devi	Associate Professor	20	3	12
4	Dr. G. Jabarethina	Assistant Professor	7	1	3
5	Dr. S.Srinivasan	Assistant Professor	5	1	2
6	Dr. A.S. Poornima	Assistant Professor	-	-	1
7	Dr. A. Subashree	Assistant Professor	-	-	1
8	Ms.K.Rohini	Assistant	-	-	2

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S. No	Name of the Faculty	Designation	Citations as on 7/10/2021	h-index	No of publications
		Professor			
9	Ms K.N.Priya	Assistant Professor	-	-	4
10	Ms.T.Bharathi	Assistant Professor	-	-	3
11	Ms.S.Nithya Priya	Assistant Professor	-	-	3

Table 6.27 List of Book Chapters published by Faculty Members

S. No.	Author	Title of Book Chapter	Publisher	Year of Publication
1.	Dr.S.P. Thyagarajan & Dr.Selvam Jesiah	Reinventing work culture & career management in response to change in Business in the COVID 19 era and beyond. Indian Perspectives	Bloom's bury	2021
2.	Dr.A.Bhooma Devi	Soft Skills - Chapter 7: Communication Skills in Healthcare	LAMBERT Academic Publishing	2021

6.8. b List of Ph.D./Fellowship awarded during the assessment period while working in the Institute

Table 6.28 Details of the Ph.D supervisors

Name of the faculty	No. of Ph.D Awarded	No. of students guiding
Dr. Selvam Jesiah	1	5
Dr. A. Bhoomadevi	-	5

6.9 Sponsored Research (25)

Table 6.29 List of Research Grants received

Financial Year	Name of the Funding agency	Title of the Project	Sanctioned date	Amount Received (INR)
2019-2020	Young Faculty	Occupational Health and Safety among Sanitary	October 2019	70,000

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	Research Grant (Internal)	Workers at Sri Ramachandra Medical Centre, Chennai. SRIHER GATE		
2020 - 2021	ICSSR sponsored seminar (External)	Healthcare System and healthcare delivery: Challenges and Opportunites	June 2021	20,000

6.10 Preparation of Teaching Cases (30)

The faculty Members of SRFMS is trained in case method of teaching through FDPs conducted inside and outside of the institute. Case writing is also done by faculty with the data collected during internships, projects of students and Research scholars and these cases are analyzed in the class rooms. The Internal Assessment Tests and End-Semester Examination question papers have compulsory case analysis.

Hospital Management functions describes the activities involved in transforming the hospital resources in to service delivery. The activities in a hospital for processing its resources into service delivery could be categorized into five management functions. They are Operation, financial, cost, human resource and materials management. In order to apply the concepts to address the issues of operation, finance & cost, HR and material managements, existing real-life case studies of selected large hospitals are discussed with the SRFMS faculty members by the Resource Person through in house FDP with a view to enhance their case teaching skill in the class.

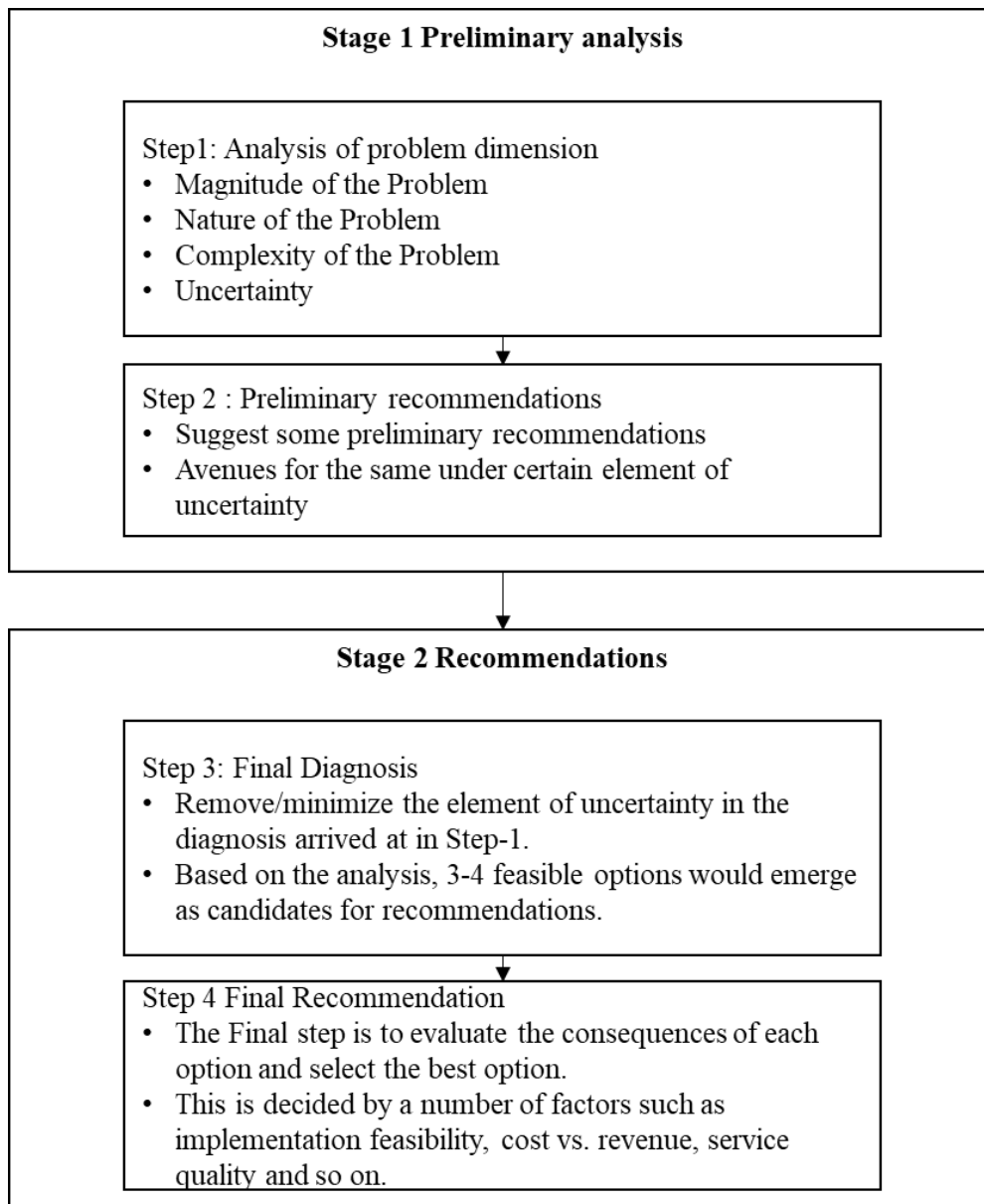
Table 6.30 List of teaching cases related to Hospital Management

S. No.	Name of the Case	Source
1.	Hospital Operations Management - A Case study in CMC Hospital, Vellore	Hospital Management- Text and Cases- K.V. Ramani- Case 6.1-Pages 158-167- Pearson India Education Service Ltd (2018)
2.	Hospital Operation Management- A case study in Majestic Hospital, Mahanagar.	Hospital Management –Text and Cases- Case 6.2 –Pages 168-177
3.	Hospital Operations Management- A Case study in Abdur Razzaque Ansari Memorial (ARAM) Weavers’ Hospital (Apollo Group), Ranchi.	Hospital Management-Text and Cases-Case 6.3- Pages 178-189
4.	Hospital Finance and Cost Management - A	Hospital Management –Text and Cases-

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S. No.	Name of the Case	Source
	Case study in Apollo Hospitals- Financial Statement Analysis (2010-11)	K.V Ramani- Case 7.1- Pages 191-207
5.	Hospital Finance and Cost Management – Activity Based Costing Technique - A case studies in City Municipal Hospital.	Hospital Management Text and Cases- Case 7.2 – Pages 208-211.
6.	Hospital Human Resource Management- A case study in CMC Hospital, Vellore.	Hospital Management- Text and Cases- K.V. Ramani- Case 8.1- Pages 213-225.
7.	Hospital Human Resource management- A Case study in Ahmadabad Municipal Corporation (AMC Hospital)	Hospital Management-Text and Cases-Case 8.2- Pages 226 -233.
8.	Hospital Human Resource Management – A case study in Bangalore Baptist Hospital.	Hospital Management Text and Cases-Case 8.3- Pages 234-242
9.	Hospital Material Management- A case study in MP Shah Cancer Hospital, Gujarat.	Hospital Management- Text and Cases- Case 9.1- Pages 249-256.
10.	Hospital Material Management- A case study in MP Trust Hospital	Hospital Management –Text and Cases- Case 9.10- Pages 257-265.

Figure 6.13 A Frame Work for Case Analysis in Hospital Management



Source: Hospital Management- Text and cases, K.V.Ramani, Pearson India Education Services Pvt. Ltd. (2018).

The list of the case studies developed and used by the faculty members in the class for the purpose of promoting learners' critical thinking skills in their respective discipline are given below in Table 6.31

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**Table 6.31 Case studies developed by Faculty Members and used in the Class for the AY
2020-2021**

Year	S. No	Name of the Faculty	Name of the Subject and Semester	Title of the case study
2020-2021	1.	Dr.Selvam Jesiah	Ethics and Social Responsibility- Semester- IV	Corporate Role in Women’s Empowerment: Second Career Internship Programme from Tata- A Published case in International Journal of Teaching and Case studies.
	2.	Dr. Selvam Jesiah	Human Resource Management- Semester-I	Workforce Diversity at Accenture- A Key to Corporate Success- A Published case in a Book titled as ‘ Resource Book on Case Studies in Business Management- Anne Books Pvt. Ltd.
	3.	Dr. A. Subashree	Supply Chain and Logistics Management- Semester III	Transporting food items requires extra care and expertise – Poultry Supply Chain. COVID Vaccination availability – Supply Chain readiness
	4.	Dr.P. Amalanathan	Security Analysis and Portfolio Management- Semester-III	Case Study on Portfolio Risk and Return and Investment Decision
	5.	Dr. S. Srinivasan	Managerial Economics- Semester- 1	Hypothetical examples of Resources Utilization in real life and business Resource Allocation in Farming.
	6.	Dr. S. Srinivasan	Managerial Economics- Semester -1	Examples on applications of Managerial Economics in healthcare.
	7.	Dr. A. Bhoomadevi	Service Quality Management – Semester III	Application of lean six-sigma in admission and discharge process in a super specialty hospital, Chennai.
	8.	Dr.G.Jabarethina	Performance Management- Semester-III	Human Resources Best Practices during and post Covid-19- A published case.

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9.	Dr.G. Jabarethina	Management and Organizational Behaviour- Semester -III	Organizational Citizenship Behaviour and its effect on Organizational performance- A published case.
10.	Ms. K. Rohini	Human Resource Management- Semester II	A study on training and development among nurses with special reference to 70-20-10 model in a tertiary care hospital
11.	Dr.V. Krithika	Operation Management- Semester-I	Case Study on “ What differentiates the patient journey in a co-existing set up of For Profit and Not-For-Profit Teaching hospitals.
12.	Dr.V. Krithika	Talent Management- Semester II	Social Ties, Mindfulness and Biases: A Descriptive Case Study.
13.	Dr.V. Krithika	Talent Management – Semester II	Virtual Ties, Mindfulness and Biases: A Descriptive case study.
14.	Dr.A.S. Poornima	HR Analytics	Identifying a high Potential employee- A HR Analytics approach using simulation on Boarding and Performance data.

Table 6.32 Case studies developed by Faculty Members and used in the Class for the AY 2019-2020

Year	S. No	Name of the Faculty	Name of the Subject and Semester	Title of the case study
	1	Dr. A. Bhooma Devi	Total Quality Management in Hospitals – Semester- II	Case study on process flow & patient satisfaction for master health checkup in a multi-specialty hospital in Chennai
	2	Dr. A. Bhooma Devi	Total Quality Management in Hospitals - Semester II	Evaluation of lab services with respect to quality indicators Source: Case study developed from Student’s project completed in the year 2017

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2019-2020	3	Dr. A. Bhooma Devi	Total Quality Management in Hospitals -Semester II	Problems in manual documentation of patient records in wards at SRMC
	4	Dr. A. Bhooma Devi	Total Quality Management in Hospitals – Semester II.	Case study on waiting time reduction for continuous quality improvement in outpatient department at multi-specialty hospital, Vellore.
	5	A. Bhooma Devi	Total Quality Management in Hospitals –Semester II	Inventory management through Kanban & 5S techniques at the central stores of a multi -specialty hospital in Chennai
	6	Dr. P. Amalanathan	Financial Analysis and Reporting – Semester-1	Case Study on “Significance of Cash flow statement”.
	7	Dr.P. Amalanathan	Financial Analysis and Reporting - Semester	Case Study on ‘Analysis and Interpretation of Financial Statement using Ratio Analysis’.
	8	Dr.P. Amalanathan.	Financial Management in HealthCare- Semester-II	Case Study on “Estimation of working capital requirement” (Using of Determining the current assets and current liabilities Method.)
	9.	Dr.P. Amalanathan.	Financial Management in Healthcare.	Case Study on “Estimation of working capital requirement” (Using Operating Cycle Method.)
	10	Ms. K. Rohini	Human Resource Management- Semester II	Occupational stress and employee engagement among Non- clinical Staffs.
	11	Dr. S. Srinivasan	Managerial Economics - Semester I	Select commodities- Inflation measurement and analysis.
	12	Dr. A. Subashree	Health care Technology- Semester -III	HMS implementation at Sankaranethralaya HMS implementation at Adyar Cancer Institute HMS implementation at Apollo Indraprastha Hospital
	13	Ms. K. Rohini	Human Resource Management –Semester- II	Employee involvement for effective total quality management.

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CRITERION 7	Industry & International Connect	130
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7.1 Industry Connect (90)

SRFMS works closely with the industries for the benefit of students. As a result, the institute achieves 100% summer internship which is recognized by the AICTE – CII survey, 2018, 2019 and 2020. Industry connect with SRFMS happens in several ways through Alumni network, consulting projects for industry, faculty members being consultants to the industry etc. SRFMS believes in the Alumni network which is a vast international community which acts as a source for industry connect. SRFMS has signed Memorandum of Understanding (MoU) with corporates and involve students and faculty in collaborative researches, consultancies, and internships. Regular guest talks are arranged by SRFMS by industry professionals that play a major role of updating the latest happenings in the industry. Industry experts are also invited to address the students' specific to the courses which bridges the theory with practical exposure.

SRFMS encourages their faculty being consultants to the industries and faculty members are involved in pro-bono as well as on monetary basis. Industry research and consultancy are emerging areas in SRFMS. Faculty members attend Faculty Development Programmes to upgrade their knowledge which are essential for their teaching.

7.1.1 Consultancy (from Industry) (25)

Table 7.1 Total Revenue Earned from Consultancies from Industry

Year	2020-21	2019-2020	2018-2019	Total (in Rupees)
Amount Received	26.5 Lacs	0.27 Lacs	1.0 Lac	26.77

Table 7.2 Details of the consultancies from Industry

S.No	Academic Year	Name of the Faculty	Client Organization	Title of the Consultancy Project	Value of the project(in Lacs)
1.	2019-20	Dr.A. S. Poornima	Sri Ramachandra Medical Center, Chennai	The role of Emergency team in reducing code blue activations in tertiary care centre	Free of Cost

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S.No	Academic Year	Name of the Faculty	Client Organization	Title of the Consultancy Project	Value of the project(in Lacs)
2.	2019-20	Dr.A.Subashree	Sri Ramachandra Medical Center, Chennai	Problem Identification at Emergency Department in starting the treatment	Free of Cost
3.	2020-21	Dr.A.Subashree	Schwing Stetter (India) Private Limited, Chennai	IT Policy Manual creation	26.5
4.	2019-20	Dr.A.Subashree	Expo Freight, Chennai	Cyber Audit	0.27
5.	2021-22	Dr.V.Krithika	Sri Ramachandra Medical Center, Chennai	Talent Management and Performance Appraisal System	Free of Cost

7.1.2 Faculty as Consultant of the industries (15)

Collaborating with industries enable the faculty members to systematically develop themselves and train the students accordingly. With the rich research knowledge the faculty can contribute to the competitive advantage to the industry and hence SRFMS encourages its faculty to undertake consultancy assignments with the industry. It takes up strategic and value-adding consulting assignments on specific requests from the corporate world. Currently, majority of our consultancy assignments are with companies within India.

Table 7.3 Consulting Engagement

S.No	Name of the Faculty	Type of consulting	Type of Industry	Completion of Consultancy assignment	Remarks
1	Dr.A.Subashree	Collaborative Research	Poultry Farmers	Completed	Completed and article published in Drug Invention Today
2	Dr.A.Bhoomadevi	Project consultancy	Non Governmental Organization	Completed	Report Submitted
3	Dr.A.Subashree	Documentation of Functional Specification	Sri Ramana Eye Centre	Completed	Functional Specification Submitted

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		n for Hospittal Manageme nt System			
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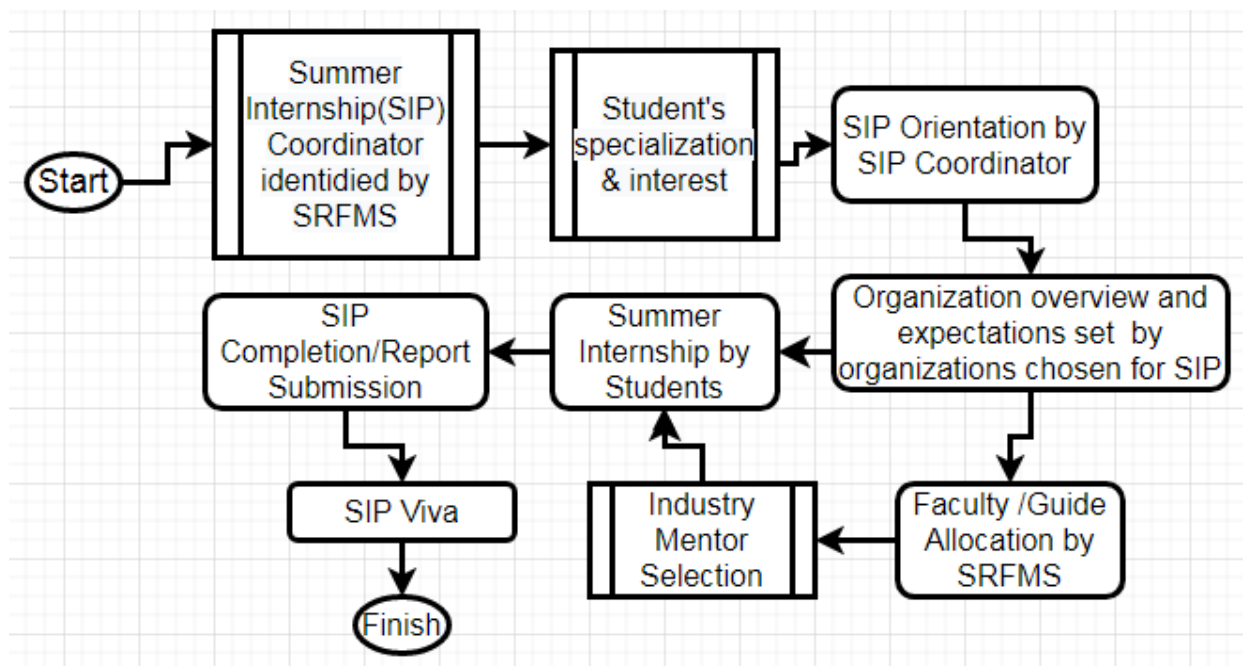
7.1.3 Initiatives related to industry interaction including industry internship/ summertraining/Study Tours/Guest Lectures (15)

Seniors from corporates are regularly invited to offer sessions and guest lectures. The details are given below.

1.1.3. a Industry Internship/Summer Training

SRFMS students get an opportunity to learn practically by applying their theoretical knowledge, through working methods, interactions and employment practices. It gives them the exposure to current working methods as opposed to just classroom theoretical knowledge. Furthermore, students are also able to learn about the work environment of companies and feel more confident when it is time for them to appear for campus interviews or otherwise.

Figure 7.1 Summer Internship Process Flow



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Table 7.4 Students – Internship Batch 2017-19

S. No	Reg. No.	Student Name	Internship Organization	Type of Organization
1	G0217001	Sabrish K. G	CMC, Vellore	Hospital
2	G0217002	Akshaya E	Apollo Hospitals, Chennai	Hospital
3	G0217003	Sonali K	CMC, Vellore	Hospital
4	G0217004	Maimoon Hajira Begam S	Supreme Specialty Hospitals, Padur, Chennai	Hospital
5	G0217005	Butharasan R	Apollo Hospitals, Chennai	Hospital
6	G0217006	Dhenuvakonda Sri Harini Gayathri	KIMS	Hospital
7	G0217007	Suprajha Iyer S R	Apollo Main Hospitals, Greams Road, Chennai	Hospital
8	G0217008	Shruti Balagopal	Apollo Hospitals, Vanagaram, Chennai	Hospital
9	G0217009	Indumathi M	PIMS, Pondicherry	Hospital
10	G0217010	Nivedha Prakash T	PIMS, Pondicherry	Hospital
11	G0217011	Barath Kumar B	CMC, Vellore	Hospital
12	G0217012	Kameshwari Kowmudi P	Sri Ramachandra Medical Centre	Hospital
13	G0217013	Visali K V	S.Palaniandi Mudaliar Memorial Hospital, Salem	Hospital
14	G0217014	Mailee Mithraa P	Apollo Hospitals, Chennai	Hospital
15	G0217015	Jemimah I	PIMS, Pondicherry	Hospital
16	G0217016	Samuel D	Mahatma Gandhi Medical College & Research Institute, Pondicherry	Hospital
17	G0217017	Bharathi R	CMC, Vellore	Hospital
18	G0217018	Sangavi T	Kauveri Hospital, Chennai	Hospital
19	G0217019	Chinnu Ajith Vyas	CMC, Vellore	Hospital
20	G0217020	Jaya Sree K	Kauveri Hospital, Chennai	Hospital
21	G0217022	Monica Mercylin A	PIMS, Pondicherry	Hospital
22	G0217023	Balalakshmi B	Sri Ramachandra Medical Centre, Chennai	Hospital
23	G0217024	Shylaja M	Sri Ramachandra Medical Centre, Chennai	Hospital
24	G0217025	Tharani P	PIMS, Pondicherry	Hospital

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S. No	Reg. No.	Student Name	Internship Organization	Type of Organization
25	G0217026	Ranjith R	Apollo Hospitals, Chennai	Hospital
26	G0217027	Aswini Bharathi R	Apollo Hospitals, Madurai	Hospital
27	G0217028	Bhavana G	Kauveri Hospital, Chennai	Hospital
28	G0217029	Preeti Singh	Apollo Hospitals, Delhi	Hospital
29	G0217030	Mamillapalli Jahnavi	HCG, Hyderabad	Hospital

Table 7.5 Students Internship Batch 2018-20

S.No.	Reg. No.	Name	Internship Organization	Type of Organization
1	G0218001	Vedanagavalli Balakrishnan	MIOT, Chennai	Hospital
2	G0218002	Jeyenthiran T	SIMS, Chennai	Hospital
3	G0218003	Rajalakshmi R.V	NLC GH, Neyveli	Hospital
4	G0218005	Padma Jothy R	Saveetha Medical College and Hospital, Chennai	Hospital
5	G0218006	Poovarasi T	Rainbow Childrens Hospital, Chennai	Hospital
6	G0218007	Smilin viji vazhuthi. I	Rainbow Children's Hospital, Chennai	Hospital
7	G0218008	Madan Brito.S	Apollo Hospitals, Chennai	Hospital
8	G0218010	Nivedha S	Billroth Hospital, Shenoy Nagar, Chennai	Hospital
9	G0218012	Monika S	Govt.Headquarters Hospital , Walajapet	Hospital
10	G0218013	Preethi.T	Madras Medical Mission Hospital Chennai	Hospital
11	G0218014	Sneha	Madras Medical Mission, Chennai	Hospital
12	G0218015	Divya.R	Westminster , Chennai	Hospital
13	G0218018	Iswarya R	SIMS Hospital, Chennai.	Hospital
14	G0218019	Bhurnima.U	SIMS(SRM Institute of	Hospital

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S.No.	Reg. No.	Name	Internship Organization	Type of Organization
			Medical Science)	
15	G0218020	Paul Jeb Rover	Sri Meenakshi Mission Hospital, Madurai	Hospital
16	G0218021	Reshma Ann Mathen	SIMS Vadapalani, Chennai	Hospital
17	G0218023	Meera	Westminister , Chennai	Hospital
18	G0218025	Praveen J	Apollo Hospitals, Chennai	Hospital
19	G0218027	S. Shankar	Rajarajeswari College And Hospital, Bangalore	Hospital
20	G0218028	Priyanka V	Apollo Hospitals, Chennai	Hospital
21	G0218029	Kavya	Apollo Hospital, Chennai	Hospital
22	G0218030	Divya B	Apollo Specialty Hospital, Vanagaram, Chennai.	Hospital
23	G0218031	Ramkiran R	Fortis Malar Hospital, Chennai	Hospital

Table 7.6 Students Internship Batch 2019-21 (modified summer internship considering safety protocol of Covid-19)

Roll number	Student name	Internship organization	Type of organization
G0219003	Dharati.H	MGM Healthcare, Chennai	Hospital
G0219006	Nilamathari. S	MGM Healthcare, Chennai	Hospital
G0219011	Yeshwanth. B	MGM Healthcare, Chennai	Hospital
G0219012	Sangeetha.M	MGM Healthcare, Chennai	Hospital
G0219018	Shalini. A	MGM Healthcare, Chennai	Hospital
G0219020	Malini. R	MGM Healthcare, Chennai	Hospital
G0219026	Martina Maicy. S	MGM Healthcare, Chennai	Hospital
G0219031	Mogana Renga Raja. M	MGM Healthcare, Chennai	Hospital
G0219035	Nivesh Kanna. K.	MGM Healthcare, Chennai	Hospital
G0219037	Sanghavi. S	MGM Healthcare, Chennai	Hospital

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Roll number	Student name	Internship organization	Type of organization
G0219042	Rekha. K	MGM Healthcare, Chennai	Hospital
The remaining 39 students did their summer internship online using secondary data due to covid-19 pandemic.			

7.1.3. b List of students benefitted from Industrial visits/Study Tours

SRFMS enables students with industry interface through industrial visits as these interactions helps students build relationships with companies and everybody knows how beneficial networking is. Study tours enhances the importance of industry interaction with institute.

Table 7.7 provides batch-wise student's industry visits:

Industrial Visits / Study Tours

Table 7.7 Study Tours Details

Year	Place of Industry/Hospital Visit	No of students benefitted
2017	1. Mahatma Gandhi Medical College & Research Institute, Puducherry, 2. Sankara Nethralaya Academy, Chennai 3. Narayana Hrudalaya, Bangalore	60
	Sri Ramachandra Medical College and Hospital	30
2018	1. CMC, Vellore 2. Narayana Hrudalaya, Bangalore	49
	Sri Ramachandra Medical College and Hospital	30
2019	1. CMC Vellore, 2. TI Cycles India Ltd, Chennai, 3. Integral Coach Factory (ICF), Chennai 4. Aster Medcity, Kochi	60
	Sri Ramachandra Medical College and Hospital	50
2020	COVID - Not applicable	

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7.1.3.c. Guest Lectures

Guest lectures organized by SRFMS are to bring together thinkers, experts and practitioners so that students can massively benefit from intensive mentoring by enthusiastic and highly committed industry professionals. It goes a long way in enhancing a student's interpersonal skills and making him/her industry-ready. Such interactions are not always limited to just case discussions or internships.

These interactions help to tackle the doubts and concerns that students usually have about an industry. It gives them an in-depth knowledge about what they can expect and how they have to groom themselves to achieve successes. With industry institute interactions, all such issues can be taken care of even before students graduate.

The following eminent speakers were invited to SRFMS:

Table 7.8 Guest Lectures

S.No.	Date	Topic	Name of the Resource Person	No. of students
10.	04-Aug-2018	Guest Lecture on "Hospital Administration – Challenges"	Ms.Susan Rajan, Stanford Children's health, USA	93
11.	18-Sep-2018	Guest Lecture on "Hospital Administration – Present Trend"	Ms.Priya.A, Aravind Eye Hospital, Pondicherry	81
12.	28-Nov-2018	Guest lecture on Yellow Collar World- Intensive Career Guidance Programme"	Mala Mary Martina, CEO, I Love Mondays	100
13.	2-Feb-2019	MMA student Chapter Activity Guest Lecture on " Foreign Exchange Management Act (FEMA)	Mr.CA Adithya, Manager Operations, MMA	180
14.	7-Feb-2019	"Planning for effective Hands-on-Posting"	Ms.Radhika Krishna, Manager, Sri Ramachandra Hospital, Chennai.	120
15.	8-Feb-2019	Guest Lecture on "General Hospital Administrative Concepts and Industry	Mr. Sri Kumar, Chief General Manager, Sri Ramachandra Hospital, Chennai.	130

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S.No.	Date	Topic	Name of the Resource Person	No. of students
		Expectation"		
16.	20-Jan-2020	Three Box Solution: A Strategy for Leading Innovation	Dr.Vijay Govindarajan, Coxe Distinguished Professor of Strategy and Innovation Tuck School of Business, Dartmouth College, U.S.A.	183
17.	17-Jul-2020	Make a career in Healthcare Administration	Mr.Ahmed Meera Sahib, Lifecare Hospital, Abu Dhabi, United Arab Emirates.	85
18.	31-Jul-2020	Opportunities in Healthcare IT and Operations	1. Ms.Sajima Joseph Senior Healthcare Consultant, UST Global, Ernakulam Kerala. 2. Mr.Madhu Babu Group Head Operations, Rainbow Children's Hospital, Hyderabad.	83
19.	28-Aug-2020	Career Talk	Mr.Sooraj Prabhakar Manager, MD's office, Ahalia Medical Group, United Arab Emirates	70
20.	20-Apr-2021	Fit India Session - 1 "An interactive practical sesion on Mind and Body Management in the COVID 19	Dr.Archana.B, Faculty of Pathology, Sri Ramachandra Medical Centre, Chennai.	71
21.	26-May-2021	Fit India Session - 1 "Beating the Grody days"	Ms.Devimeena Sundaram, Strength and Coditioning Coach, Celebrity Fitness Specialist, Chennai	107
22.	28-May-2021	Guest Lecture on" Sensitive personal data and health - Responsibilities and Liabilities"	Ms.N.S.Nappinnai, Advocate Supreme Court	286

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S.No.	Date	Topic	Name of the Resource Person	No. of students
23.	01-Jun-2021	"Role of accreditation in hospitals and challenges faced during the accreditation process	Ms.Preethi Dharnesh Quality Manager, Adi Parashakthi Hospital, melmaruvathur.	170
24.	10-Jun-2021	Transitioning from the classroom to the Corporate	Ms.Susan Rajan , Director, Information Services, Stanford Children's health, Sanfrancisco, USA	165
25.	28-Jun-2021	Yoga during pandemics: Self-Management of excessive tension and enhancing immunity through Yoga	Ms. M. Muthumeena, Gyana Asiriyar, Bangalore Centre, Gyanodhayam Educational trust	105
26.	01-Jul-2021	Is Fluency in English an over estimated determinant of smartness?	<ol style="list-style-type: none"> 1. Ms.Danna MsPherson, Quality Assurance, PBM Company, San Diego, USA 2. Dr.Alan Gitobu, Quality Assurance, PBM Company, San Diego, USA 3. Ms. Joann Isley, Quality Assurance, PBM Company, San Diego, USA 	263
27.	02-Jul-2021	EMOTIONAL RE-ENGINEERING "Bring awareness to your Emotions, Actions and Intentions during this Pandemic"	Mr. Ganesh Kumar.S Emotional Alchemist Founder-EQ Universe Learning Solutions Pvt. Ltd., Author, EI Trainer & Coach, Master Practitioner in NLP (Neuro Linguistic Programming)	180
28.	06-Jul-2021	Healthcare 4.0	Mr. Yelchur Dwarakanath, Management Consultant	60
29.	03-Aug-2021	Energizing your mind and body with yoga	Dr.M.Manimegalai Narayanan Asst. Prof in	40

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S.No.	Date	Topic	Name of the Resource Person	No. of students
		during pandemic	Yoga, AHS SRIHER	
30.	06-Aug-2021	Quality Education, Accreditation And Teacher Development	Dr.Lallu Joseph, Quality Head, CMC,Vellore	67

Table 7.9 Summits

S.No	Date	Title	Speakers	Number of Attendees
1	4-Oct-2018	Symposium on " Integrated Technological and Digital Transformation of future business and its Leadership Challenges"	1. Mr. U.K. Anantha Padmanabhan, Director-Tenxhealth Technologies, Chennai	56
2	16-Dec-2020	Healthcare Leadership Summit 2020	1. Dr.P.V.Vijayaraghavan, Vice Chancellor, SRIHER 2. Dr.Mahesh Vakamudi, Dean of Faculties, SRIHER 3. Dr.Narottam Puri, Presently, Advisor Medical Operations & Chairman, Fortis Medical Council Emeritus Consultant, Ent, Fortis, Delhi 4. Dr. Jebamalai Vinanchiarachi, Presently - Senior Economist and Former Principal Advisor to the Director, United Nations Industrial Development Organisation 5. Dr. Mukesh Kapila, Professor of Global Health and Humanitarian Affairs, University of Manchester, Former Director WHO 6. Dr. Sumanth C Raman, Domain Head- Healthcare,	386

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			<p>TCS</p> <p>7. Mr.S.Sanjeev, MD & CEO, Meddiff Technologies</p> <p>8. Mr. Raj Gore, Chief Executive Officer, Southern Region, Apollo Hospitals</p> <p>9. Mr.Gautam Khanna, Chief Executive Officer, P.D.Hinduja Hospital & MRC, Mahim, Mumbai</p>	
3	19-Feb-2021	Research in Healthcare using secondary Data	<p>1. Dr.S.Valarmathi Research Officer Dept.of Epidemiology The Tamilnadu Dr.MGR Medical University</p> <p>2. Dr. Ilavenil Dentist & Anatomist Sri Ramakrishna Dental College & Hospital Coimbatore</p>	371
4	14-Jun-2021	Healthcare Technology Summit 2021	<p>3. Mr. U.K. Anantha Padmanabhan, Director- Tenxhealth Technologies, Chennai</p> <p>4. Dr.Masood ikram, Managing Director, Mellon Ai</p> <p>5. Mr. Aswath KP, Team Lead, Accenture, Bangalore</p> <p>6. Jayakanth S. Kesan, Founder and CEO of ZMed Healthcare Technologies</p> <p>7. Mohammed Farouk, Associate Vice President - Strategy & Marketing at Dr. Rela Institute & Medical Centre</p> <p>8. Deeksha Senguttuvan, Head - Digital Technology adoption, Kauvery Hospital</p>	302
5	02.07.2021	EMOTIONAL RE-ENGINEERING “Bring awareness to	<p>1. Mr. Ganesh Kumar.S Emotional Alchemist Founder-EQ Universe</p>	488

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		your Emotions, Actions and Intentions during this Pandemic”	Learning Solutions Pvt. Ltd., Author, EI Trainer & Coach, Master Practitioner in NLP (Neuro Linguistic Programming)	
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Table 7.10 Workshops

S.No	Title	Date	Speakers	Number of Attendees
1	HIS Workshop	12-Nov-2018 & 13-Nov-2018	1.Mr. U.K. Anantha Padmanabhan, Director- Tenxhealth Technologies, Chennai	78
	Budget Session 2020	10-Feb-2020	1. Mr.Sai Shankar,Senior Manager, Tax and regulatory Services,Ernst and Young, India. 2. Ms.Viajayalakshmi PG.,Senior Manager, People Advisory Services,Ernst and Young, India. 3. Mr.Ganesh Subramaniam, Associate Vice President, Tata Consultancy Services, Chennai.	71
	Budget Session 2021	10-Feb-2021	1.Dr P V Vijayaraghavan, Vice chancellor, SRIHER 2.CMA P Raju IYER, Vice President, Chairman, IAASB and Agricultural task force 3.CMA K Ch A V N S Murthy, Central Council Member, Chairman – Journal & Publications Committee, Chairman – Regional Council & Chapter Co-ordination Committee, 4.CMA Chittaranjan Chattopadhyay, Central Council Member, Chairman – Banking Financial Services Insurance Committee, Chairman – Indirect Taxation Committee 5.Shri. Raghavendra Prasad, Management Expert &Consultant, Founder & Managing Director – CEO, Wifin Technologies, Astraquick Digi Solutions Private Limited, Chennai, 6.CMA Rakesh Shankar Ravisankar	178

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7.1.4 Participation of Industry Professionals in curriculum development, projects, assignments as examiners in summer projects (10)

Participation of industry professionals in the curriculum development is essential to produce industry ready students. And in turn will help industry in reducing the effort and time preparing the students for the job. SRFMS collaborates with industries in designing their curriculum. Professionals are invited to the campus for a discussion and modify the syllabus for the courses wherever necessary.

7.1.4.a Industry Professionals in Curriculum Development

Table 7.11 Industry Professionals part of the curriculum development

S.No	Name	Designation	Affiliation	Contribution
1	Dr. Giridhar Gyani	Founder	Association of Healthcare Providers (India)	Helped in developing the curriculum for Executive Diploma Programme
2	Mr. B.G. Menon	Managing Director	ACME Consulting	Supports in developing and conducting Value Added Courses
3	Dr. Samuel N. J. David	Senior Manager	CMC Hospital, Vellore	Supports students for their internship
4	Mr. Sameer Mehtha	Vice-Chairman, Director,	Dr. Mehta's Hospital	Supports students for their internship
5	Mr. Babu Joseph	Founder & Director	OrangeHealth, Chennai	Supports in curriculum content modification
6	Mr. K.G. Sabrish	Unit Head	Cloudnine Hospitals, Chennai	Supports in curriculum content modification and Internships to the students

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7.1.4b Examiners of Student's Projects / Hands-on posting

Table 7.12 Hands-on posting examiners from Industry

S.No	Name of the Industry expert	Designation	Organization	Date
1.	Dr.T.V.Ramakrishnan	Head of the Department	Dept. of Emergency Medicine, Sri Ramachandra Medical Centre and Research Institute, Chennai	21-Aug-2018
2.	Dr.S.Rajendiran	Professor, Dept. of Pathology,	Sri Ramachandra Medical Centre and Research Institute, Chennai	31-Jan-2019
3.	Dr.Jai Prakash Srinivasan	Professor, Dept of Radiology & Imaging Sciences	Sri Ramachandra Medical Centre and Research Institute, Chennai	29-Aug-2019
4.	Dr.P.Surendran	Senior Consultant	Dept. of General Surgery, Sri Ramachandra Hospital, Chennai	6-Jan-2020
5.	Dr.N.Jambu	Deputy Medical Superintendent	Medical Superintendent, Sri Ramachandra Hospital, Chennai	23-Jan-2020
6.	Dr.Rajalakshmi RamPrakash	Consultant	World Health Organization	12-Jun-2021

7.1.5 Initiatives related to industry including executive education, industry sponsored labs, and industry sponsorship of student activities (15)

7.1.5a Executive Education in Collaboration with Association of Healthcare Providers (India)

SRFMS has designed an Executive Diploma programme for industry professionals and expected intake of students from the next academic year 2022-23

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Table 7.13 Executive Diploma Programme

Academic Year	Programme
2022-2023	Executive Diploma in Healthcare Management

7.1.5.b Industry sponsored labs

Language lab: Effective communication is what distinguishes a good manager from a bad one. In order to facilitate effective verbal communication and develop Sri Ramachandra Medical Centre has sponsored the English Language lab. The students use Language lab software to acquire language skills in an easy and interactive way. The students develop LSRW skills that are listening, speaking, reading and writing. These language laboratories are mainly an educational platform for students to learn and understand the basics of a language in a structured way. Digital language lab allows a student to interact, study, experiment with the language skills in a practical manner.

7.1.5.c Industry sponsorship of student activities

ETHOZ is a management fest run by the students of SRFMS every year. It consists of multi-faceted events such as Adzap, Adaptune, Best Manager, Business quiz, Connections, Block and Tackle etc. Events also consist of speeches by eminent people. Students from different colleges and universities participate in the events and the winners of the events are awarded with cash rewards and prizes. Celebrities also participate and entertain the audience at different times during the fest.

Table 7.14 Ethoz 2019 Sponsor Details

S.No	Year	Organization	Amount (in Rs.)	Sponsor Type
1.	2019	Dominos Pizza	2500	Stall
2.		Frozen Bottle	2500	Stall
3.	2020	Hicare Pharma	5000	Sponsor
4.		Aswini Eye Care	5000	Sponsor
5.		Arvind Optics	5000	Sponsor
6.		Power Tronic Solution	5000	Sponsor
7.		Sribumi Enterprises	5000	Sponsor
8.		Zyvana integrated services	10000	Sponsor
9.		Kumaran Silks	10000	Sponsor
10.		Sri Pokkali Vijaya Trust	5000	Sponsor

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S.No	Year	Organization	Amount (in Rs.)	Sponsor Type
11.		Gajalakshmi and Company	5000	Sponsor
12.		Sparkle Breeze	2500	Stall
13.		Tandoori Chai	3500	Stall
14.		Shawarma Point & Bullet BBQ	10000	Stall
15.		Rice Painting	1000	Stall
16.		Frozen Bottle	7000	Stall
17.		Kulfi Treat	5000	Stall
18.		Balloon	1800	Stall
19.		Dominos	3000	Stall
20.		Chip Chop Café	500	Stall
21.		Goli Soda	1500	Stall
22.		McDonald	5000	Stall

7.1.6 Involvement of industry professional as members of various academic bodies/board(10)

7.1.6a Industry Professionals in academic board

Creating the connection between the two worlds ‘Academics’ and ‘Industry’ is part of the governance of SRFMS. To enhance the student’s interpersonal skills, SRFMS has industry professionals’ part of their academic board to help in continuous improvements in the curriculum. The following table provides a list of industry professionals who contribute to the upgrading of the curriculum.

Table 7.15 Involvement of Industry Professionals in academic board

S.No	NAME	DESIGNATION	AFFILIATION
1.	Dr. Giridhar Gyani	Founder	Association of Healthcare Providers (India)
2.	Mr. B.G. Menon	Managing Director	Acme Consulting
3.	Dr. Samuel N. J. David	Senior Manager	CMC Hospital, Vellore
4.	Mr. Sameer Mehtha	Vice-Chairman & Director,	Dr. Mehta’s Hospital
5.	Mr. Babu Joseph	Founder & Director	OrangeHealth, Chennai
6.	Mr. K.G. Sabrish	Unit Head	Cloudnine Hospitals, Chennai
7.	Dr. P.V. Vijayaraghavan	Senior Consultant	Department of Orthopaedics , Sri Ramachandra Medical Centre

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S.No	NAME	DESIGNATION	AFFILIATION
			and Research Institute, Chennai
8.	Dr. Mahesh Vakamudi	Chief Operating Officer	Sri Ramachandra Medical Centre and Research Institute, Chennai
9.	Dr. K. Balaji Singh	General Surgeon	Department of General Surgery, Sri Ramachandra Medical Centre and Research Institute, Chennai
10.	Dr. S. Anandan	Consultant	Department of Dermatology, Sri Ramachandra Medical Centre and Research Institute, Chennai
11.	Dr.C.Ravindran	Dental Surgeon	Oral abd Maxillofacial Surgery, Sri Ramachandra Dental Hospital, Chennai
12.	Prof. Pankaj Kundra	Senior Consultant	Dept. of Anesthesiology &Critical Care JIPMER,Pondichery
13.	Dr. S. Mahadevan	Director	Sri Venkateshwaraa Hospital And Research Centre, Ariyur, Pondicherry
14.	Dr. M. Ganesh	Head of the Department	Dept. of Biochemistry,Sri Ramachandra Medical Centre and Research Institute, Chennai
15.	Dr. Solomon FD Paul	Principal	Sri Ramachandra Faculty of Biomedical Sciences and Technology, Sri Ramachandra Medical Centre and Research Institute, Chennai
16.	Dr. M. Jayakumar	Head of the Department	Dept. of Nephrology Sri Ramachandra Medical Centre and Research Institute, Chennai
17.	Dr. M. Shrieraam Mahadevan	Head of the Department	Dept. of Endocrinology Sri Ramachandra Medical Centre and Research Institute, Chennai
18.	Dr. M. K. Renuka	Head of the Department	Dept. of Critical Care Medicine, Sri Ramachandra Medical Centre and Research Institute, Chennai
19.	Dr. T.V. Ramakrishnan	Head of the Department	Dept. of Emergency Medicine, Sri Ramachandra Medical Centre and Research Institute, Chennai
20.	Dr. L. Somu	Head of the Department	Dept. of E.N.T. Sri Ramachandra Medical Centre and Research Institute, Chennai

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S.No	NAME	DESIGNATION	AFFILIATION
21.	Dr. V. Jayanthi	Head of the Department	Dept. of Hepatology, SRMC & RI, Porur, Chennai.
22.	Dr. Suhas Prabhakar	Head of the Department	Dept. of Ophthalmology, SRMC & RI, Porur, Chennai.
23.	Dr. Sandhya Sundaram	Head of the Department	Dept. of Pathology, Sri Ramachandra Medical Centre and Research Institute, Chennai
24.	Dr. K. Punnagai	Head of the Department	Dept. of Pharmacology Sri Ramachandra Medical Centre and Research Institute, Chennai Chennai.
25.	Dr. Priscilla Johnson	Head of the Department	Dept. of Physiology, Sri Ramachandra Medical Centre and Research Institute, Chennai.
26.	Dr. P. M. Venkata Sai	Head of the Department	Dept. of Radiology, Sri Ramachandra Medical Centre and Research Institute, Chennai
27.	Dr. R. Sathianathan	Head of the Department	Dept. of Psychiatry, Sri Ramachandra Medical Centre and Research Institute, Chennai
28.	Dr. H. Thamizhchelvan	Consultant	Dept. of Oral Pathology, Sri Ramachandra Dental hospital, Porur, Chennai.
29.	Dr. V. Anand Kumar	Senior Consultant	Department of Orthodontics, Sri Ramachandra Dental Hospital, Porur, Chennai.
30.	Dr. P. Venkatachalam	Consultant	Dept. of Human genetics, SRFBS&T,
31.	Dr. R.B. Sudagar Singh	Consultant	Dept. of General Medicine, Sri Ramachandra Medical Centre and Research Institute, Chennai
32.	Dr. P.S. Haritha	Consultant	Department of Orthodontics, Sri Ramachandra Dental Hospital
33.	Dr. S. Manikantan	Consultant	Dept of Nephrology, Sri Ramachandra Medical Centre and Research Institute, Chennai
34.	Dr. Alphienes Stanley Xavier	Consultant	Dept. of Pharmacology Sri Ramachandra Medical Centre and Research Institute, Chennai
35.	Dr. M. Lakshmi	Consultant	Dept. of General Medicine Sri Ramachandra Medical Centre

SELF ASSESSMENT REPORT

S.No	NAME	DESIGNATION	AFFILIATION
			and Research Institute, Chennai
36.	Mr. V. Swaminathan	Registrar& Head - Legal	Sri Ramachandra Medical Centre and Research Institute, Chennai
37.	Dr.Satish Goyal	HOD-Infectious Disease Specialist	Govt Hospital, Kottayam, Kerala
38.	Dr.M.Raj Kumar	Senior Consultant	Dept of General Medicine, Sri Ramachandra Medical Centre and Research Institute, Chennai
39.	Dr.Usha Vishwanath	Head of the Department	Department of Obstetrician and Gynaecology, Sri Ramachandra Medical Centre and Research Institute, Chennai
40.	Dr.Gopinath Menon	Head of the Department	Department of Orthopaedics, Sri Ramachandra Medical Centre and Research Institute, Chennai
41.	Dr.K.Natarajan	Head of the Department	Department of Urology, Sri Ramachandra Medical Centre and Research Institute, Chennai
42.	Dr.S.Jagadesh Chandra Bose	Senior Consultant	Department of HOCS, Sri Ramachandra Medical Centre and Research Institute, Chennai
43.	Dr.M.S.Muthu	Head of the Department	Department of Paediatrics and Preventive Dentistry Sri Ramachandra Medical Centre and Research Institute, Chennai
44.	Dr Vidya Krishna	Consultant, Paediatric Medicine	Sri Ramachandra Medical Centre and Research Institute, Chennai

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7.2 International Connect(40)

Today's situation demands the students to work in multicultural environment. Global awareness is a sought-after asset. SRFMS has its collaborations with international universities as the global setting requires students with international and intercultural skills.

7.2.1 MoUs / Partnership and its Effective Implementation (10)

Table 7.16 MoUs with International Universities

Sl. No	Institution / Organization collaborated with	Country	Reason for MoU [education/research/ clinical care/etc]	Signed by MoU	Signed by SRMC	From	To	Renewal
1.	The University of Texas Rio Grande Valley	USA	Exchange in Student/ Faculty & Research in student/ Faculty	Dr.Parwinder Grewal- Executive Vice President	Dr. S.P. Thyagarajan-Dean Research	29.10. 2018	29.10. 2021	Live
2.	University of South Australia	Australia	Exchange of students	Prof. Steve Milanese	Dr. PV. Vijayaraghavan-Vice Chancellor	12.09. 2018	12.09. 2020	Live
3.	University Of Glasgow	Scotland, UK	Exchange of students/ Faculty, Collaborative/Research Projects/ Exchange of Research Information and Materials	Rachel Sandison- Vice principal, External Relations	Dr. PV. Vijayaraghavan-Vice Chancellor	10.06. 2019		Live
4.	University of North Carolina at Chapel Hill	USA	Exchange of students/ Faculty, Coordinate of such activities as Joint Research, Lecturing and Training	Dr.Stephen R. Hooper- Associate Dean	Dr. PV. Vijayaraghavan-Vice Chancellor	22.03. 2019	22.03. 2024	Live
5.	University of Hull	UK	Exchange of students/ Faculty, Coordinate of such activities as Joint Research, Lecturing and Training	Prof. Philip Gilmartin-Pro-Vice Chancellor (International)	Dr. PV. Vijayaraghavan-Vice Chancellor	02.08. 2019	02.08. 2021	Live
6.	West Virginia University	USA	Exchange of Faculty & Students. Exchange of faculty members Collaborative Research Joint	E.Gordon Gee.J.D - President	Dr. PV. Vijayaraghavan-Vice Chancellor	11/5/2020	11/5/2022	Live

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Sl. No	Institution / Organization collaborated with	Country	Reason for MoU [education/research/ clinical care/etc]	Signed by MoU	Signed by SRMC	From	To	Renewal
			Seminars/ Conference/ Workshops					
7.	Bournemouth University	UK	Exchange of Faculty & Students. Exchange of faculty members Collaborative Research Joint Seminars/ Conference/ Workshops	Prof. John Vinney- Vice Chancellor	Dr. PV. Vijayaraghavan-Vice Chancellor	2/17/2021	2/17/2026	Live

Program conducted in collaboration with University of Hull

(i) **Date:** 3-Apr-2019: 12:00–01:00pm

Title: “A Modern System for Improving Quality in Healthcare” by Dr.M.Hemadri, a Consultant General Surgeon and Staff Governor, NHS, England, and Fellow of the Faculty of Healthcare Sciences at the University of Hull.

Summary: The speaker gave insight into Healthcare quality improvement and people management needs healthcare specific (bespoke) methods. As the present tendency is to apply conventional non-healthcare derived quality and management principles to healthcare; which can be problematic and costly. The system that was outlined in the session derived from healthcare and proven over many years. Concepts such as cost-quality relationship, using evidence, shared baselines, modelling processes, measurements, process behaviour tracking, and healthcare specific leadership will be elucidated. The participants obtained new knowledge and implementable concepts.

(ii) **Date:** 3-Apr-2019: 12:00–01:00pm

Title: “Emerging Frontiers in Health Care & Research”

Summary: The programme covered various medical specialities and also detailed session on Research Methodology applicable in Healthcare institutions. The speakers provided insight into how to seek research grants and tips for publication.

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7.2.1a National Memorandum of Understanding

Table 7.17 MoUs with Industries

S.No	Academic Year	Organization	About the organization	Scope of the MoU	Date of Sign-off
1.	2018-2019	National Entrepreneurship Network – Wadhvani Foundation	<ul style="list-style-type: none"> • Wadhvani NEN empowers professionals, post-college, college and pre-college students with knowledge and skills to create high-potential startups. • College Entrepreneurship Programs for students with 360-degree transformation and real-world learning through Courses and Startup Labs • Wadhvani NEN Programs: NextGen: Activate (for those in the early semester of the graduate program) and Ignite (for professionals, PGs and those in advanced years of their graduate program) Foundational Course: from a business model, MVP and Practice Venture (PV) to a Potential Real Venture (PRV) Advanced Course: from a PRV to a Validated Real Venture (VRV) with funding potential • Emphasis on ‘Do’ pedagogy through videos, activities and assignments, and PV pitches 	<p>National Entrepreneurship Network https://www.wfglobal.org/ offers various courses to Students and Faculty of SRFMS</p> <ul style="list-style-type: none"> ➤ Massive Open Online Courses: Entrepreneurial courses consisting of various video lectures, contents, and assignments. Students are enrolled to the courses and tracked for completing the same. Courses are offered as General Elective papers across the university. ➤ Faculty training 	Renewed on 11-Apr-2019
2.	2020-2021	ACME Consulting	<p>ACME being a leading National Healthcare Consulting Organisation headquartered at Chennai has been assisting in the last 20 years a no. of Hospitals and Labs to go for National and International Quality Accreditations like the NABH, NABL & the JCI and ACME’s in-house team of Healthcare Professionals comprising Quality Experts, Trainers, Hospital Planners, Architects, Equipments</p>	<ul style="list-style-type: none"> ➤ Internship and placement opportunities for the students of SRFMS. ➤ Consulting engagements 	18-Dec-20

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S.No	Academic Year	Organization	About the organization	Scope of the MoU	Date of Sign-off
			Specialists and Project Managers, is the largest in India today		
3.		QUR Health	QUR Health is a health technology company provides IT application to hospitals, Clinics, and healthcare providers for Health record digitization, Tele-health features and patient side app to access /upload health records	<ul style="list-style-type: none"> ➤ Internship and placement opportunities for the students of SRFMS. ➤ Consulting engagements 	18-Dec-20
4.		Institute of Cost Accountants of India	Institute of Cost Accountants of India is the only recognized professional body in India with the objective of promoting, regulating and developing the profession of Cost and Management Accountancy in India.	<ul style="list-style-type: none"> ➤ In SRIHER (DU) for the Faculty Members, Research Scholars and Students of SRIHER (DU) on areas of mutual interest by providing experts on its rolls. 	10-Feb-21
5.		The CHILDS Trust Medical Research Foundation, Chennai	The CHILDS Trust Medical Research Foundation is a research affiliate of KANCHI KAMAKOTI CHILDS TRUST HOSPITAL. CTMRF focuses on providing excellent paediatric care, bringing in path breaking treatment to children from different socio-economic backgrounds, and contribute to research in several areas of patient care, healthcare delivery, and health-service related dimensions.	<ul style="list-style-type: none"> ➤ Consultancies, training programmes, collaborative research 	26-Jul-2021
6.		Mellon AI Private Ltd, Chennai	Mellon AI is a leading Artificial Intelligence(AI) and Machine Learning experts. It combines the latest academic research with their own software development with an exceptional understanding of AI and hence provide end-to-end AI solutions to their customers.	<ul style="list-style-type: none"> ➤ Internship and placement opportunities for the students of SRFMS. ➤ Consulting engagements 	18-Jun-2021
7.		Vasantha Subramanian Hospitals India	VS Hospitals is a chain of multispeciality hospital offering best-in-class medical services for	<ul style="list-style-type: none"> ➤ Internship and placement opportunities for the students of SRFMS. 	26-Jul-2021

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S.No	Academic Year	Organization	About the organization	Scope of the MoU	Date of Sign-off
		Private Limited, Chennai	nearly 2 decades with paramount focus on patient care, patient safety, and patient satisfaction. VS Hospitals are committed to offer exemplary medical services in the field of healthcare sector.	➤ Consulting engagements	
8.		Phoenix Medical Systems Pvt Ltd , Chennai.	Phoenix is a manufacturer of infant and maternal care products and assistive devices. Phoenix was created in 1989 with the goal of providing cost-effective and innovative neonate-care solutions. The mission of Phoenix continues to be to provide solutions that match the best in the world at very affordable prices. The Phoenix range of maternal and infant care products includes warming systems, jaundice management units, respiratory care equipment and obstetric and gynecological tables. Phoenix also makes Smartcane, an electronic travel aid, refreshable Braille readers and standing wheelchairs	<ul style="list-style-type: none"> ➤ Consulting Engagements ➤ Internship for students 	25-Aug-2021
9.		Mehta Multispeciality Hospitals India Pvt. Ltd., Chennai	Is a leading multi-speciality hospital offering best-in-class medical services with a focus on patient care, patient safety, and patient satisfaction and committed to offer exemplary medical services going beyond the norm of healthcare.	<ul style="list-style-type: none"> ➤ Conducting Training programmes to SRFMS by Mehta Multispeciality Hospital ➤ Conducting Training programmes to Mehta Multispeciality Hospital by SRFMS ➤ Consulting Engagements 	25-Aug-2021

7.2.2. Student Exchange Programs (10)

SRFMS future plan envisages for student exchange programs.

7.2.3. Faculty Exchange Programs (10)

Dr.A.Subashree was invited by University of Hull part of the Faculty Exchange Programme to share her experiences and knowledge on Cyber Security with the faculty of University of Hull in January, 2020.

Figure7.2 Interaction with officials of Hull University

**7.2.4. Collaborative Research Projects**

A few collaborative research projects are at progress and submission level

Table 7.18 Collaborative research projects

Title of the Project	Funding Agency & proposed grant	Faculty Investigator	Status
Self disclosure or privacy protection? – Dilemma among female adolescents in rural India while using social networking sites	Facebook – One lakh US dollars	Dr. A. S. Poornima and Dr. Selvam Jesiah	Submitted
Health Technology Assessment	Phoenix Medical Systems Pvt. Ltd. Chennai	Dr. A. Subashree	Preliminary work in progress pursued as part of MoU

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CRITERION 8	INFRASTRUCTURE	70
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8.1 Classroom & Learning Facilities (10)

SRFMS has an excellent infrastructure which has been built with centralized air conditioning facilities classrooms, a seminar hall, auditorium, separate hostel for men and women. SRFMS is attached to two hospitals namely Sri Ramachandra Medical Centre and Sri Ramachandra Hospital with 2339 beds and state of art infrastructure. Both Hospitals within the campus of the University have enhanced the intense of practicum which is facilitated through Hands-on Posting (a unit learning platform for practice and the live project on a need basis). These two hospitals are the centers for Healthcare quality and patient safety which is the fulcrum of teaching, learning and research that has facilitated NABH and NABL accreditations. The Classroom & Learning Facilities Infrastructre details of SRFMS are given in Table 8.1

Table 8.1 Instructional Areas

S.no No.	Description	Room No.	Building Name &Floor	Room Area (Sqm)
1	Class Room-1 (64 nos. Seating Capacity)	10	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	95
2	Class Room-2 (60 nos. Seating Capacity)	11	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	83
3	Class Room-3 (48nos. Seating Capacity)	15	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	67
4	Tutorial Room-1 (36 nos. Seating Capacity)	16	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	49
5	Tutorial Room-2 (36 nos. Seating Capacity)	17	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	49
6	Tutorial Room-3 (30 nos. Seating Capacity)	17	Smt.Kamalam Ramaswamy Health Sciences Block III floor	48
7	Tutorial Room-4 (30 nos. Seating Capacity)	18	Smt.Kamalam Ramaswamy Health Sciences Block III floor	47

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S.no No.	Description	Room No.	Building Name & Floor	Room Area (Sqm)
8	Seminar Hall (187 nos. Seating Capacity)	20	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	150
9	Computer Lab	12	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	75
10	Language Lab	12 A	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	20
11	Exam Cell	16	Smt.Kamalam Ramaswamy Health Sciences Block III floor	23
12	Research Cell	15	Smt.Kamalam Ramaswamy Health Sciences Block III floor	23
13	Entrepreneurship Development Cell	14	Smt.Kamalam Ramaswamy Health Sciences Block III floor	23
14	Library Reading Room	23	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	24
15	Board Room	18	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	27
16	Placement Cell	1	Smt.Kamalam Ramaswamy Health Sciences Block III floor	17
17	Girls Common Room	10	Smt.Kamalam Ramaswamy Health Sciences Block III floor	35
18	Boys Common Room	9	Smt.Kamalam Ramaswamy Health Sciences Block III floor	31
19	First Aid cum sick Room	22	Smt.Kamalam Ramaswamy Health Sciences Block III floor	19
20	Director Room	1	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	30
21	Principal Room	22	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	15
22	Faculty Room -1	3	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	10
23	Faculty Room -2	4	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	10
24	Faculty Room -3	9	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	30
25	Faculty Room -4	19	Smt.Kamalam Ramaswamy Health Sciences Block IV floor	15

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S.no No.	Description	Room No.	Building Name & Floor	Room Area (Sqm)
	Instructional Area Common Facilities* - SRIHER		Building Name & Floor	Room Area (Sqm)
26	Library Reading Room -2		Sri Ramachandra Harvard Learning Centre & Ground Floor	3047
27	Computer Center		Medical College Building I floor	150
28	Exam controller Office		Medical College Building III floor	217
29	Board Room		Medical College Building ground floor	102.6
30	Placement Office		Medical College Building III floor	55
31	Sports Club		Sports Medicine Centre	302
32	Girls Common Room-2		Girls Hostel	80
33	Boys Common Room-2		Boys Hostel	78
34	Principal's Quarter		3BHK Building	130
35	Guest House		3BHK Building	200
36	Auditorium		Main Auditorium	7540

*common facilities shared with SRIHER.

SRFMS has fulfilled the required room Areas (Sqm.) of AICTE norms and the details are given in Table 8.2

Table 8.2 Required Room Areas (Sqm.) as per AICTE Norms

Type	Actual Room Area (Sq.m)	Required Room Area (Sq.m.) as per AICTE Norms
Classrooms	454	132
Tutorial Room	144	33
Seminar Hall	150	132
Computer Center	150	150
Library & Reading Room	3080	100

SRFMS meets the norms and standards of AICTE as for the instructional & learning facilities and the details are furnished in Table 8.1 & 8.2 and the details of infrastructure facilities are given in Table 8.3.

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Table 8.3 Infrastructure Facilities

Type	Room No.& Floor	Facilities	Quantity
Classrooms-1	10 (IV floor)	Wall clock	1
		Projector	1
		Projector Screen	1
		CPU	1
		Keyboard	1
		Mouse	1
		Godrej Table	32
		Godrej Chair	64
		Podium	1
		Ceiling Fan	6
		White Board	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
Computer Monitor	1		
Classrooms-2	11 (IV floor)	Wall clock	1
		Projector	1
		Projector Screen	1
		CPU	1
		Keyboard	1
		Mouse	1
		Godrej Table	30
		Godrej Chair	60
		Podium	1
		Ceiling Fan	8
		White Board	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
Smart Board	1		
Computer Monitor	1		
Classrooms-3	15 (IV floor)	Wall clock	1
		Projector	1
		Projector Screen	1
		CPU	1
		Keyboard	1
		Mouse	1
		Godrej Table	23

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		Godrej Chair	46
		Podium	1
		Ceiling Fan	6
		White Board	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
Tutorial Room-1	16 (IV floor)	Wall clock	1
		Projector	1
		Projector Screen	1
		CPU	1
		Keyboard	1
		Mouse	1
		Godrej Table	18
		Godrej Chair	36
		Podium	1
		Ceiling Fan	6
		White Board	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
Tutorial Room-2	17 (IV floor)	Wall clock	1
		Projector	1
		Projector Screen	1
		CPU	1
		Keyboard	1
		Mouse	1
		Godrej Table	18
		Godrej Chair	36
		Podium	1
		Ceiling Fan	7
		White Board	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
Tutorial Room-3	17 (III floor)	Table	1
		Ceiling Fan	4
		Steel chair	30
		LCD Projector / Screen	1
		Wooden cupboard	1
		Steel Cupboard	1
Tutorial Room-4	18	Chairs	48

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	III floor)	Ceiling Fan	4
		Wall mount fan	1
		LCD Projector / Screen	1
Seminar Hall	20 (IV floor)	Cushion chairs	
		Wooden table (Long)	1
		Godrej chairs	100
		Ceiling fans	16
		Wall mount fan	1
		Podium with mike	1
		Iron table with granite top	3
		Wooden cupboard	1
		CPU	1
		Computer Monitor	1
		CPU	1
		Keyboard	1
		Mouse	1
		Audio system	1
		Projector	1
		Projector Screen	1
		Projector remote	1
		Wall clock	1
		Wall Décor	1
		Computer Lab	12 (IV floor)
CPU	31		
Keyboard	31		
Mouse	31		
UPS	31		
Pedestal Fan	1		
Ceiling Fan	6		
Blue plastic chair	4		
Godrej Chair	5		
Revolving chair	22		
Wall Décor	13		
Wooden Table	1		
Notice Board	1		
Language Lab	12 A (IV Floor)		
		CPU	8
		Keyboard	8
		Mouse	8
		Wall clock	1
		Projector	1
		Projector Screen	1

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		Godrej Table	8
		Godrej Chair	16
		Wooden computer table	1
		Ceiling Fan	1
		White Board (mobile)	1
		CCTV Camera	1
		Dustbin	1
		Wooden Cupboard	1
		Wooden computer table	1
		Computer Monitor	1
		Web Camera	1
		Headset	1
Exam Cell	16 (III floor)	Table	12
		Centre Table	2
		Plastic Chair	6
		Ceiling Fan	1
		Television	1
Research Cell	15 (III Floor)	Table	10
		Chair	2
		Centre table	1
		Television	1
Entrepreneurship Development Cell	14 (III floor)	Plastic chair	17
		Table	8
		Centre Table	1
		Television	1
		Wooden Cupboard	1
		Computer Monitor/CPU/Keyboard/Mouse	1
Library Reading Room	23 (IV floor)	Godrej Cupboard	7
		Computer Monitor	1
		CPU	1
		Keyboard	1
		Mouse	1
		Plastic Chair (Blue)	1
		Wooden Table	3
		Wooden Table with cupboard & draw	1
		Ceiling Fan	3
		CCTV Camera	1
		Godrej Table	1
		Godrej Chair	2
Board Room	18	Steel Cupboard	6

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	(IV floor)	Godrej Cupboard	3
		Godrej Table	2
		Computer Monitor	2
		CPU	2
		Keyboard	2
		Mouse	2
		Cushion chair	11
		Wooden conference table	1
		Ceiling fan	2
		Pedestal Fan	1
		CCTV Camera	1
		Wall Clock	1
Placement Cell	1 (III Floor)	Ceiling Fan	1
		Table	2
		Chair	2
		Steel Cupboard	5
		Plastic chair	4
		Sofa	1
Girls Common Room	10 (III Floor)	Steel Cupboard	1
		Granite Table	2
		Chair	20
		Board	1
		Ceiling Fan	2
Boys Common Room	9 (III Floor)	Table	3
		Steel Cupboard	1
		Board	1
		Chairs	12
First Aid and Sick Room	22 (III Floor)	Wooden Table with Draw	1
		Steel cupboard	1
		Wooden Table	1
		Revolving chair	2
		Cushion chair	1
		Computer Monitor/CPU/Keyboard/Mouse	1
		Speaker set	1
Director Office	1 (IV Floor)	Wooden computer table with cupboard	1
		Wooden Table with draws	1
		Wooden Cupboard	5
		Leather revolving chair	1
		Leather Cushion chairs	8
		Computer monitor	1

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		CPU	1
		Key board	1
		Mouse	1
		Telephone (Intercom / Direct Line)	2
		HP Black & White printer	1
		wall clock	1
		Headset	1
		Collar mike	1
		Hand mike (Cordless)	3
		Pointer with slide changer	1
		i-pen for smart board	2
		Biometric attendance device	4
		Laptop	1
		Ceiling Fan	2
		Dust Bin	1
		Wall clock	1
Principal Office	22 (IV Floor)	Ceiling Fan	1
		Wall clock	1
		Dust Bin	1
		Wooden Cupboard	1
		Notice board	2
		Wooden Table	1
		Wooden computer table with draw & cupboard	1
		Wooden computer table with cupboard	1
		Computer monitor	1
		CPU	1
		Key board	1
		Mouse	1
		Intercom	1
		Leather revolving chair	1
		Leather Cushion chairs	7
Wooden stool with glass top	1		
Faculty Room -1	3 (IV Floor)	Notice board	1
		Wooden computer table with draws	1
		Wooden computer table	1
		Wooden cupboard	1
		Godrej cupboard	2
		Cushion chair	1

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		Computer monitor	1
		CPU	1
		Key board	1
		Mouse	1
		Intercom	1
		Ceiling Fan	1
		Revolving chair	1
		Dust bin	1
Faculty Room -2	4 (IV Floor)	Wall clock	1
		Ceiling Fan	2
		Wooden computer table with draws	2
		Computer monitor	2
		CPU	2
		Key board	2
		Mouse	2
		Intercom	1
		Wooden cupboard	1
		Godrej cupboard	2
		Cushion chair	1
		Plastic Blue chair	4
		Notice Board	4
Revolving chair Black	1		
Faculty Room -3	9 (IV Floor)	Wall clock	1
		Ceiling Fan	4
		Wooden table with draws	4
		Computer monitor	4
		CPU	4
		Key board	4
		Mouse	4
		Intercom	1
		Wooden cupboard	4
		Godrej cupboard	4
		Cushion chair	4
		Plastic Blue chair	8
		Notice Board	5
Dust bin	1		
Faculty Room -4	19 (IV Floor)	Wall clock	1
		Ceiling Fan	1
		Wooden table with draws	2
		Computer monitor	2
		CPU	2

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	Key board	2
	Mouse	2
	Intercom	1
	Wooden cupboard	1
	Godrej cupboard	2
	Cushion chair	2
	Plastic Blue chair	4
	Notice Board	2
	Dust bin	1
	Revolving Chair	2
	Pedestal fan	1
	Plastic Blue chair	2

SRFMS has adequate and well-equipped air-conditioned classrooms with a computer, wall-mounted LCD projector and audio systems. There is a seminar hall for students' activities and presentations. Tutorial classrooms are used to advance students learning in the discipline. The close interaction between the faculty members and students through the scheduled tutorial hours has helped students to acquire active, constructive, deep and experiential learning. Library cum reading hall is open for students till 6.00 pm. There is a computer center with adequate number of computers and software. In addition, there are two common rooms for Girls and Boys each.

8.2 Library (10) - Hard and electronic

A Central Library (4000 sq.m) of SRIHER has a total seating capacity of 650 including self-reading rooms which is open between 8.00 am and 10.00 pm allowing the faculty members and students of the institution to utilize the facility. 70 computers with high-speed internet connectivity which are attached with 3 photocopiers with online printers and 6 Laser Printer and the details are given in Table 8.4

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Table 8.4 Library Infrastructure & Facilities

S.No	Particulars	Numbers/Available
1	Carpet area of library (in sq.m)	4000 sq.m
2	Number of seats in reading space	650
3	Availability of Library Management Software	Available
4	Computerization for Search, Indexing (OPAC)	02
5	Availability of Exclusive Servers	Yes
6	Availability of Intranet / Internet	Yes
7	Computers with Internet Connectivity	70
8	WiFi Connectivity	Available (Band width)
9	40” Touch Screen: Interactive User Interface	Available
10	Photocopier with Online Printer	03 (Photocopying Machine)
11	Laser Printer	06
12	Image Scanner	03
13	Projector cum Computer	Available in library Auditorium
14	SWAYAM Prabha 32 DTH Channels with LED	Available
15	Working Hours	8.00 A.M to 10.00 P.M

Figure 8.1 Library Infrastructure & Facilities



Learning Resources

SRIHER provides an educational ecosystem well appreciated by regulatory bodies which include AICTE and UGC as well as Accreditation bodies namely JCI, NABH, NABL, AERB, NAAC, NBA and NIRF.

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Relevance of available learning resources including e-resources & digital library

The Central Library holds 12862 volumes with 5694 books and is connected to DELNET e-resources and National Digital Library Repository along with a remote access facility. Integrated Library Management Software (ILMS) and the Radio Frequency Identification Device (RFID) facilitate seamless library functions. Also, Ph.D. theses that were submitted in the Institute are uploaded in the INFLIBNET Shodhganga repository. Program-specific electronic gateways to global and national e-journal literature and academic journals such as Taylor and Francis and EBSCO are effectively utilized by students and faculty members. The details are given in Table 8.5.

Table 8.5 Learning Resources Including E-Resources

S.No.	Particulars		Holdings
I. Print Resources			
a	Titles	5694	
	Volumes	12862	
b	Periodicals	International	5
		National	19
c	Projects		452
d	Back Volumes (Bound volumes)		342
II. Non-Print Resources (E-Resources)			
e	E-Books	1. Jaypee & CBS Eduport	
f	E-Journals	2. EBSCO Health Business Elite	
		3. Taylor and Francis (Package)	
		4. Delnet Consortium	
g	AV (CDs & DVDs)		158
h	Inter Library Loan / Memberships	1. British council 2. Delnet membership	
i	Institutional & Associate Memberships	1. Shodhganga (INFLIBNET) 2. Shodhsindhu	
j	Digital Portals	1. https://digicampus.sriramachandra.edu.in/ 2. Library web portal: library.sriher.co	

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Library Sections & Services

The institutional library provides advanced reading material with the help of e-Library and sriher.remotelog.com through the DELNET subscription. Integrated library management software (ILMS) was developed to facilitate operations of the library which provides seamless generation of summary reports of the number of documents circulated, use of features like, member profile, user profile, counter services, journal master entry, member search, admin master facilities like password change, transfer of books to the department library, retransfer, transfer for binding, stock verification and reservation of documents are enabled in the software. Besides the software help to generate reports on counter service usage report, master report, department statistics, transfer report, fine receipt, library collections, random report and students biometric registration . The basic search features helps to trace the document's location. The details of Library Sections and Services are given in Table 8.6.

Table 8.6 Library Sections and Services

S.No.	Section	Services
1	Textbook	Volumes available for circulation Accessioned in the stock register, catalogued and made it available on OPAC
2	Reference	Consists of handbooks, pharmacopeia, encyclopedia, dictionaries, yearbook and atlas, etc...
3	Periodicals	National and international journals, magazines and dailies available in print and online version
4	Back Volumes	Back volumes are bound and available for reference
5	Circulation	Lending services provide access to the Text and general book collections in the main library to the faculty and students on the production of ID cards. The materials lent can be held by the borrowers for 14 days period and can be renewed if required. Materials can also be checked out through an automated machine kiosk using the smart card integrated with RFID technology.
6	Reprography	The importance of photocopying in libraries has become obvious in the areas of inter-library lending and distant consultation of books, journals and other rare or fragile library materials which could easily be damaged during transportation or through direct consultation over time.
7	Virtual Knowledge	Digital library with 70 nodes housed with all the e-resources content in the central library available for use on

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S.No.	Section	Services
	Resource Centre	all the days of a week.
8	e-Knowledge Resource Centre	The center has the facilities to provide electronic access content subscribed by the central library to all the faculty, Research Scholars and students through on-campus and off-campus 24x7x365
9	Research Scholar Carrels	The central library has rich archival collections dating back 18 th centuries are the boons to the research community.
10	New Arrivals	New arrivals are displayed in the separate showcase and screened in the display screen
11	Question Bank	Question bank available at the library portal and in the photocopier's section for ready reference to the students
12	Competitive Examination	Students are made known about the competitive examinations conducted by the different governments through clipping on the library notice board.

Information Services

Central Library of SRIHER provides the following information services:

- Library holdings through OPAC
- Self-check-in/checkout machine provided
- Digital library
- Off-campus facility (24x7)
- Archives (Since 1892)
- RFID technology
- Wi-Fi enabled library premises
- Reprography Service
- Article request service
- Online databases service
- Interlibrary loan
- User orientation
- Question bank
- Reference service
- Books exhibitions at regular intervals

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Accessibility to Students

Central Library of SRIHER- Rules and regulations are as follows:

- Lending services provide access to the general book collections in the main library to the faculty and students
- The materials lent can be held by the borrowers for 14 days period and can be renewed if required.
- Materials can also be checked out/in through an automated machine kiosk using the smart card integrated with RFID technology.
- Library invested heavily in electronic resources such as e-Journals, eBooks and specialty online databases. These facilities are provided central library through on-campus and off-campus
- Library user should register their physical presence through a biometric registry for effective utilization of physical materials
- Book bank facility can be availed
- The Journal section is open for all Faculties and students

Table 8.7 Central Library Accessibility- Lending Services

User Category	No. of Books	Retention Period (in days)	Renewal (in days)
PG	3 (Library) + 3 (Book Bank)	14 (Library) 180(Book Bank)	14 (Library) 180(Book Bank)
Research Scholar	3 (Library) + 3 (Book Bank)	14 (Library) 180(Book Bank)	14 (Library) 180(Book Bank)
Faculty	3	14(Library)	14(Library)

SRFMS- Rules and Regulations are as follows:

General Rules

- An identity Card is compulsory for getting access to library books.
- Issue and return of books are between 3.30 p.m to 4.30 p.m on Fridays of every week.

Circulation

- Books are issued on the presentation of the ID card.
- Students are instructed to sign in the register on issue and return of book(s)
- Students are instructed to check the books while borrowing and they will be responsible for any type of damage noticed at the time of return.

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- Books can be kept in the custody of the Students for 14 days from the date of issue of the book.
- A maximum of 3 books can be kept in the custody of the students.

8.3 IT Infrastructure (15)

Availability of composite hardware, software, network resources and services required for the existence, operation and management of an institution's IT environment. SRFMS has fulfilled the IT requirements of AICTE and the details are given in Table 8.8.

Table 8.8 IT Infrastructure

IT Infrastructure	Details/Remarks
Number of Systems in Computer Lab& Language Lab connected by LAN and WAN	31 Systems (computer lab)+ 8 systems (language lab) connected on LAN. The Wi-Fi is enabled to complete Block (Smt. Kamalam Ramaswamy Health Sciences Block) and can connect Captive Portal with their respective user name and password at any time by using campus Wi-Fi. (Pulse Communication for Wi-Fi)
System Configuration	HP /ACER systems with 4 GB RAM and 500 GB HDD with i3 Processor.
Software installed	Operating System. Windows 10 64 bits and MS –Office 2010 Quest for Backup. E-Governance software is used for academic purposes and also developed a student's App for the same.
Number of PCs to student ratio	31 + 8 PCs Ratio=1:4
Internet Bandwidth	2 Gigabyte Dedicated Line and +1 Gigabyte Shared Line. bandwidth details : 1. 1:1 leased line of 1gbps 2nos,

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IT Infrastructure	Details/Remarks
	Shared Internet NKN teased line of 1gbps 1no.
Major Software Packages are available.	Using E-Governance software for academic purposes and also developed student's App for the same.
Special purpose facilities	Smart board Facility enabled in Classroom. MOODLE using for Learning Management System.
Legal System Software	39
Application Software	16
Number of Desktops in SMART class	1
Number of Laptop	1
Number of WIFI device	5
Number of Wall Mounted Projectors	7
Smart LED TV	1
UPS	2
Printers including Color Printer	1 color heavy-duty printer with scanner and Photocopier 3 black and white printer

- Books borrowed should be returned on or before the due date.
- If books are returned late, a fine will be charged for the delayed period.

From 15 days to 22 days –Rs.5/- per day.

From 23rd day onwards- Rs. 10/- per day.

If the books are lost, then the borrower has to replace the books of the same edition or latest edition or pay double the cost of the book after getting permission from the Principal.

Application Software

SRFMS technology infrastructure can facilitate the requirements of faculty members, students and research scholars. SRIHER has incorporated Moodle-based LMS into its e-

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governance portal to promote a blended learning environment. Integrated Library Management Software (ILMS) and the Radio Frequency Identification Device (RFID) facilitate seamless library functions. All the electronic resources available for discipline-specific learning and subject specialty-related databases subscribed can be accessed by the faculty and students in and out of the campus through EzProxy with a unique Id and password. A unique Id and password are created by the library staff for all the faculty and students. Online software ‘Alum-book’ connects all SRIHER alumni across the globe. Manuscripts for publications are routinely submitted online to the Publications Oversight Committee (POC) which is scanned using Urkund software for plagiarism. The Custom-built E-MIS [COE- MIS] is versatile, purpose-built software, created to seamlessly connect between the user departments and the office of CoE. High-quality, web-compliant audio and video recordings using Audacity and Pinnacle studio software and perform post-recording editing and processing. The application software is licensed where few are developed in-house and the details are given in Table 8.9.

Table 8.9 Application Software and its Usage

S. No.	Software	Purpose	User
1	SPSS (10 users)	For analysis of data	Faculty and Students
2	TABLEAU	Business Analytics	Faculty and Students for research scholars
3	MS-Project	Project Planning	Faculty and Students for research scholars
4	Tally	Accounting	Faculty and Students
5	LMS-Moodle	For Teaching – Learning and Resource Management	Faculty and Students
6	Language Software	English proficiency	Students
7	Office 2007 & office 2010	For Teaching – Learning and Resource Management For day to day activities	Faculty, staff and students
8	Kaspersky	Antivirus	Faculty, staff and students
9	Urkund software for Plagiarism	Publication Oversight Committee approval	CRF, SRIHER (DU), Researchers, and Faculties
10	Sriher.remotlog.com	World eBook collections for users	Faculties and Students for research scholars

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11	Online class82 &83 (lecture capturing solution) Google meet	Recording of online classroom lectures	Students can access these lectures anytime and anywhere
12	Online software ‘Alum-book‘	To connect all SRIHER alumni across the globe	Alumni, Faculties and Current Students
13	Integrated Library Management Software (ILMS) (In house deveveloped software)	to facilitate speedy access of documents, journals and housekeeping operations of the library.	all stakeholders- viz., students, departments, faculty, and Librarian
14	Custom-built E-MIS[COE- MIS] Course Evaluation Software (In house deveveloped software)	to seamlessly connect between the user departments and the office of CoE.	all stakeholders- viz., students, departments, faculty, academic sections, CBCS office and CoE
15	Biometric Attendance software (In house deveveloped software)	For attendance management	By HR administration and Accounts Department
16	HRIS System (In house developed software)	For leave management, online appraisal system management etc.	HR department and Faculty staff

8.4 Learning Management System (10)

Sri Ramachandra Institute of Higher Education and Research (DU) is a frontrunner in leveraging emerging technologies to provide an experiential learning environment. The MOODLE (Modular Object-Oriented Dynamic Learning Environment) Open-source Learning Management System of the university was installed in 2016 with Moodle Version 3.8. SRIHER has customized MOODLE and created a web link for uninterrupted academic activities. The Moodle-based LMS introduced in 2017 has enabled seamless integration of blended learning into the ‘Teaching-Learning process’. The Heads of Departments are provided with complete autonomy for managing online academic activities. Each student and the instructor have their username and password to access MOODLE. Sri Ramachandra Faculty of Management Sciences is using the Moodle-LMS effectively for enhancing teaching and active learning. All faculty members of SRFMS are trained in site administration as well. The details are furnished in Table 8.10.

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Figure 8.2a Learning Management System- SRIHER portal

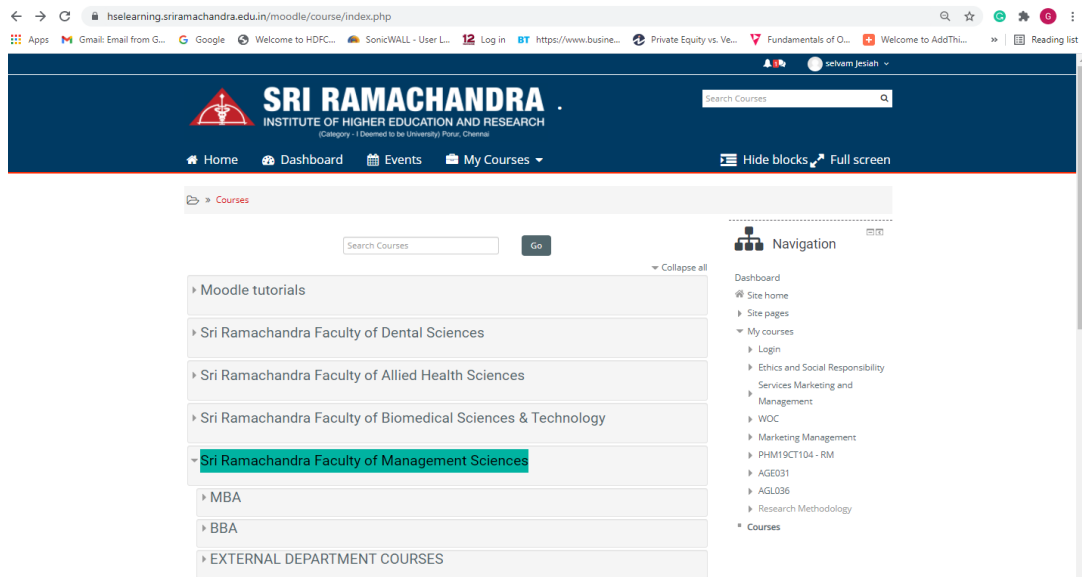
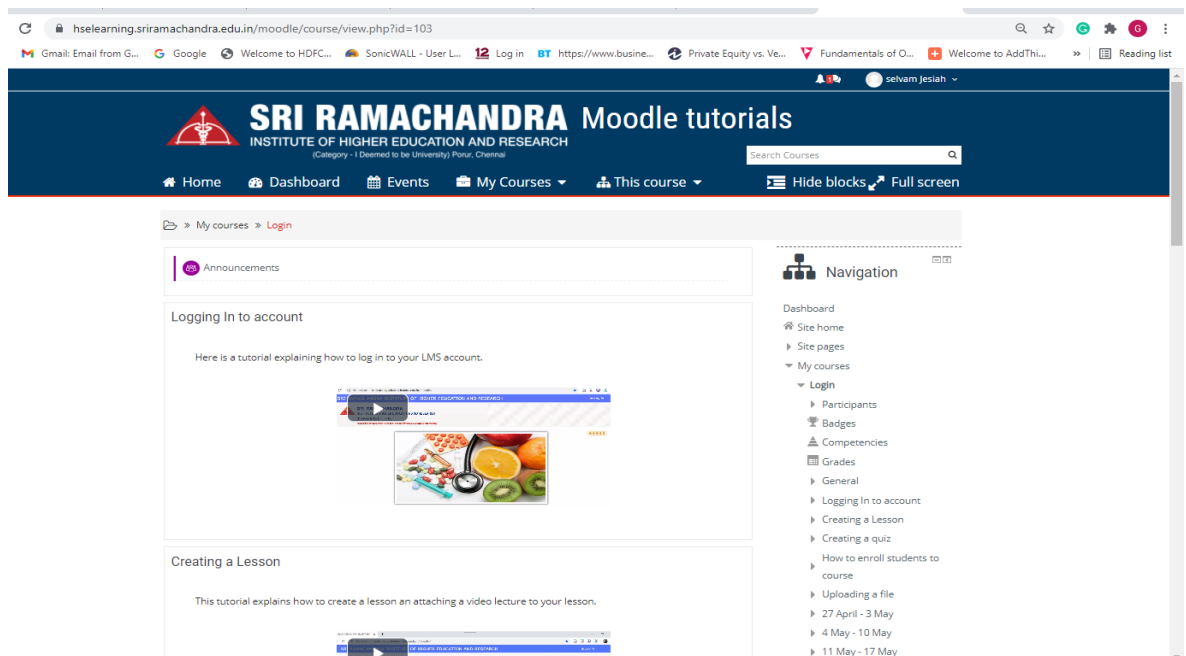


Figure 8.2b Learning Management System- Moodle Tutorial



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Table 8.10 SRFMS-Moodle-Based Learning Management System

S.No.	SRFMS-LMS	Web-Link	
1.	Moodle-LMS web link	https://hselearning.sriramachandra.edu.in/moodle/	
		https://www.sriramachandra.edu.in/university/	
	Student's Portal login link	https://digicampus.sriramachandra.edu.in/	
	Tutorial link for following topics: Logging in to account Creating a Lesson Creating a Quiz How to enroll students to course Uploading a file	https://hselearning.sriramachandra.edu.in/moodle/course/view.php?id=103	
2	LMS-MBA COURSES CURRENT STATUS		
	MBA II year (IV semester) (2019-2021 Batch)	9 courses	MBA (2020-2022 Batch) – 18 courses MBA (2019-2021 Batch) -26 courses
	MBA II year (III semester) (2019-2021 Batch)	11 courses	
	MBA I year (II semester) (2019-2021 Batch)	6 courses	
	MBA I year (I Semester) (2020-2022 Batch)	9 courses	
	MBA I year (II semester) (2020-2022 Batch)	9 courses	
	Number of the students enrolled	2019-20 Academic year	
		2020-21 Academic year	50+59=109 students
3.	LMS-FACILITIES		
	LMS facilities	Usage	Remarks
	LMS Navigations & Administration	Students logs Grader report/user Report Enrolled user details Activity Reports Overview Statistics Course Participation Participants / Cohort	Each course coordinator can access the details and take necessary action
	LMS students access	Assignment Quiz Case study Videos	Students can upload and download the documents as per the instruction of the

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		e-books Journal article Internal Assessment Announcements	course coordinator.
	LMS Query handling process	Step:1 Students will report to the respective course coordinator. Step:2 The course coordinator will report to the LMS coordinator Step:3 The LMS coordinator will send the grievance or query to the University LMS coordinator with the consent of the LMS manager /Principal of SRFMS.	Students are allowed to contact through phone and email.
	Feedback	The program coordinator will take mid-term feedback and end-semester feedback from the students.	Google Forms will be used for collecting feedback

Teachers and Students are increasingly turning to ICT to enhance the teaching-learning process. Most online environments use (i) web facilitated learning, where courses utilize some online content (ii) hybrid or blended learning courses which deliver a substantial amount of course via an online medium (iii) exclusive online courses where the entire academic content is delivered online with no didactic lectures. SRIHER has incorporated MOODLE-based LMS into its e-governance portal to promote a blended learning environment. In 2015, the need for a robust LMS to support the educational activities of the University was identified. In 2016, a dedicated 2 TB IBM server was installed to host the full-fledged MOODLE LMS. Faculty members undertook online training to operate the LMS.

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LMS Audit

SRFMS will conduct an LMS audit twice a semester. Faculty members will provide the details of documents that they uploaded to the Moodle portal in the prescribed form (Table 8.11). The LMS coordinator will conduct a random check and the audit sheet will be verified by the principal.

Table 8.11 LMS Audit Template

Faculty Name:

BATCH	2020-22		2019-21	
Content	Semester:		Semester:	
Name of the Course				
Course Plan latest uploaded	Yes/No		Yes/No	
No. of PPT/study material & Case study in each unit	PPT	Case Study	PPT	Case Study
Unit-1				
Unit-2				
Unit-3				
Unit-4				
Unit-5				
Unit-6				
Unit-7				
No. of Google meet Class link				
No. of Videos/ video links				
No. of eBooks				
No. of Journal Article				
No. of Assignment				
Seminar presentation				
No. of Quiz				
No. of the student attended MCQs –IA-I &II				
No. of student-submitted –IA –I &II answer scripts				

Faculty Signature:

Principal

Hosting of the MOODLE Platform

The MOODLE platform is hosted on a dedicated server which is located within the SRIHER Campus. Maintenance of the server is under the jurisdiction of the IT head and his team. The IT team ensures that maintenance tasks of the server are undertaken regularly and downtime of the server is kept to a minimum period as is required. IT team also ensures that monthly backup of all content on the server is done so that data is not inadvertently lost.

Site Organization

The site has been organized in such a way as to provide maximum autonomy to Heads of Departments and LMS coordinator nominated by the HOD. Every department Head nominates an LMS coordinator. Sub-domains have been created for every faculty and department of SRIHER. The Heads of respective departments are administrators of their sub-domain. They are free to navigate the organization and layout of their respective subdomain as per their preferences. In addition, they are also free to upload academic content in any form, schedule various activities as per their convenience and generate reports of their choice.

Responsibility of Site Administrator

The site administrator can add faculty and students into the MOODLE system. The site administrator is responsible for imparting training in sub-domain administration to Heads of Departments/faculty members nominated by HOD for the purpose. The site administrator is also responsible for the training of faculty members in the use of the Rapid Authoring tool Knowledge presenter Version XII. Additionally, the site administrator performs routine maintenance tasks and troubleshoots minor issues/problems at the sub-domain level.

Responsibility of Heads of Departments/ LMS Coordinators

In order to provide complete autonomy to the departments, the Heads are provided with complete control of all activities at their respective department subdomains. The Heads of Departments will ensure that their nominated faculties undergo sub-domain site administration training and are capable of performing all activities in their subdomain. They will create courses of their choice within their sub-domain and various assign roles to their faculty like course creators, teachers, and non-editing teachers. The Heads will also ensure that their students are enrolled in the various courses present in their sub-domain.

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Access to MOODLE platform:

All the bonafide students of the SRIHER can access the MOODLE platform via the e-governance portal. On logging in to their e-governance portal, the students can access the e-learning site by clicking on the E-learning > auto-login link available in their control panel. No further login to the e-learning site is required.

The Faculty can access the e-learning site by directly going to the URLs <http://elearning.sriramachandra.edu.in> and <https://hselearning.sriramachandra.edu.in/moodle/> using their credentials. The username and password to the e-learning site are provided by the MOODLE site administrator and are different from the e-governance portal username and ID. Over some time, a single entry facility via the e-governance portal and access to the e-learning site via the auto-login feature will also be provided to the faculty.

8.5. Hostel (10)

There are two gents' hostels, six ladies hostels with 3467 rooms accommodating 3740 students. The University provides hostel facilities to those who require hostel. Gymnasias with the latest equipment are available for students in the Gents and Ladies hostels. City Union Bank ATM near Ladies Hostel (5.5 sq.m) and Gents Hostel (10 sq.m). Biometrics and security guards to monitor the movement of students in the girl's hostel are implemented. The E-wastes from the hospitals and hostel buildings are stored in a designated location until it is handed over to the authorized recyclers of Tamil Nadu Pollution Control Board. The SRFMS Hostel students' details are given in Table 8.12.

Table 8.12 SRFMS –Hostel Details

Hostel Details					
Year	No. of students requested		No. of students accommodated		Percentage of accommodation
	Boys Hostel	Girls Hostel	Boys Hostel	Girls Hostel	
2018-19 (I + II year)	1 +0	3+4	1	7	100
2019-20 (I + II year)	2+1	9+3	3	12	100
2020-21(I + II year)	2+2	11+9	4	20	100

Figure 8.3 Hostel Infrastructure



Hostel Administration

The hostel committee is responsible for the hostel administration of the Deemed to be University and the policies framed are executed by Chief Warden, Resident wardens, Deputy resident wardens and Assistant resident wardens. The Wardens are assisted by the support staff of the Deemed to be University in the discharge of their responsibilities. Assistant wardens are available round the clock in the hostel premises. All hostels are to be managed by resident wardens who reside within the Deemed to be University campus. Students may approach any of the above-named officials for help, guidance and any other assistance at any time of the day.

(a) Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) strives hard to provide the best possible hostel environment for studies and all-round personality development. The Students are requested to co-operate with the hostel administration and follow all rules and regulations to facilitate their comfortable, enjoyable

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and safe stay in the hostel. A hostel inmate will continue to enjoy the privileges of being an inmate so long as he/she follows the rules and regulations of the hostel and there is no rent due from him/her.

(b) The Deemed to be University reserves the right to change/amend the rules from time to time. Students are informed of the changes through general circulars displayed on the hostel notice boards.

8.6. Sports Facility (10)

The Department of Physical Education established in the year 1986 is headed by a Director, with two assistant physical directors and three instructors. Two cricket fields, an international standard turf ground with G2 Korean grass outfield and a multi-user ground are available. The overall facilities are as given in Table 8.13

Table 8.13 Indoor and Outdoor Sports Facilities

S.No.	Description	Area in Sq.m	Year of Establishment
OUTDOOR GAMES			
1.	Football Field	29,240	1988 – 2018
2.	Basketball ground (2 nos.)	1,267	1988
3.	Volleyball ground	666	1988 – 2001
4.	Throwball court, Tennikoit, Kho-Kho	666	2000
5.	Tennis court	2,063	1987 – 2015
6.	Turf Cricket ground	14,675	1993
7.	Hockey Field	7,150	2019
INDOOR GAMES			
1.	Multipurpose Hall (Table Tennis, Shuttle court, etc.	1,200	2000
2.	Swimming Pool (Centre for Sports Science Ground floor)	344	2014
3.	Yoga (Centre for Sports Science, Third floor)	333	2018
4.	Gym (Gents Hostel Third floor)	140	1988
5.	Gym (Ladies Hostel Ground floor)	220	2000
6.	Snooker (Gents Hostel II-floor)	140	2000
7.	Shooting Gallery (Centre for Sports Science)	666	2019

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Figure 8.4 Indoor and Outdoor Sports Facilities



Centre for Sports Sciences is an internationally recognized sports/games/athletics facility for staff, students and external sports persons. Its modern infrastructure in 1.6 lakh sq. feet building houses besides sports/games facilities also the Biokinetic and Biomechanic

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laboratories, High Altitude Chamber, Sports Physiology and Sports Physiotherapy laboratories. SRIHER has international quality infrastructure and manpower for sports and games in cricket, football, volleyball, hockey, throw the ball, track events, shooting, water sports and gymnasia. The University of Cape Town mentored Centre for Sports Sciences and Yoga center are recognized by ICC, BCI and Sports Authority of India. It also houses the yoga Centre in addition to the meditation hall in the university on the top of Founder Chancellor Memorial. Gymnasia with the latest equipment's are available for students in the Gents and Ladies hostels and also at the Centre for Sports Sciences. The Centre for Sports Sciences has been awarded the "Khel India" national programme to develop physical fitness and sports training for school children of South India. Similar recognitions for sports outreach services were accorded by the Sports Authority of India (SAI), and the Ministry of Youth Affairs & Sports (MYAS), Govt. of India.

Fit India initiatives are made at SRFMS whereby the students and the faculty members are trained to meditate and perform yoga at regular interval.

Figure 8.5 Fit India Initiatives



8.7. Medical Facilities (10)

Sri Ramachandra Hospital and Sri Ramachandra Medical Centre are available inside the campus 24/7. The most essential clinical units General Medicine/General Surgery with 20 specialty services and 25 super-specialty services are housed in SRIHER (DU). These facilities are accredited by the National Accreditation Board for Hospitals and Healthcare (NABH), National Page 86/159 03-01-2020 10:37:25 Accreditation Board for testing and calibration Laboratories (NABL) and Joint Commission International (JCI). The faculty members, staff, and students are provided with free medical services include first aid facilities, ambulance facilities and emergency care facilities. The Centre for Women's Advancement emphasizes on women's sense of self-worth and their ability to create more

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just social and economic order. Apart from this, regular training programmes on soft skills and healthy living such as work-life balance, yoga, pranayama and meditation have been organized. The institute has also set up an exclusive lactation room for the staff who are nursing mothers and crèche facilities for working mothers.

International Yoga day is celebrated highlighting the benefits of yoga on the campus every year. Experts demonstrate important Yoga asanas to the students and faculty members.

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CRITERION 9	Alumni Performance and Connect	50
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9.1 Alumni Association (10)

Sri Ramachandra Faculty of Management Sciences is pioneer in Hospital and Health Systems Management and its first batch graduated in 2003. Over 600 alumni are working in and contributing to reputed organizations across the world. The Faculty of Management Sciences has nurtured hospital administrators, entrepreneurs, educators, working with NGOs and healthcare IT Professionals.

SRIHER Alumni Association Vision

- To advance Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) by connecting alumni to one another and to the university through meaningful programmes, benefits, services and communication.

SRIHER Alumni Association Mission

- Creating a worldwide community among the alumni body of Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) and facilitating opportunities for lifelong engagement with the university.
- Representing the interests of the alumni body by gathering a voice for alumni and facilitating communication with the university.
- Creating a culture of philanthropy among the alumni body, to ensure to contribute their time, talent and financial resources for the betterment of the university
- To increase alumni participation and involvement in university and fund raising activities
- To promote pride, tradition and loyalty among both current students and former students
- To strengthen bonds and build relationships between alumni, students and university and provide opportunities for them to contribute to its welfare.

Objectives of SRIHER Alumni Association

- To conduct health care camps, donate medical aids, books and to do community development, environmental cleaning, eco-friendly activities.

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- To support poor and needy students in the nearby villages for their education, social upliftment, for their healthy life style.
- To conduct seminars, conferences, workshops and meetings of medical professionals and faculties for the purpose of promotion of medical knowledge and skill.

SRIHER Alumni Association Registration

The association has been duly registered as “Alumni Association of Sri Ramachandra Institute of Higher Education and Research” on 13th November 2018 under the Society Registration Act and valid lifetime.

Figure 9.1 SRIHER Alumni Association- Certificate of Registration

The image shows a certificate of registration from the Tamil Nadu Societies Registration Act, 1975. At the top center is the emblem of the Government of Tamil Nadu. Below it, the text reads: "Form No. II (See Rule 8 Of the TamilNadu Societies Registration Rules,1978) CERTIFICATE OF REGISTRATION UNDER SECTION 10 OF THE TAMIL NADU ACT, 1975 (TAMIL NADU ACT 27 OF 1975) CERTIFICATE OF REGISTRATION OF SOCIETIES". The registration number is "Sl. No. : 511 / 2018". The certificate certifies that the "ALUMNI ASSOCIATION OF SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH" has been registered under the Tamil Nadu Societies Registration Act, 1975. It is given under the hand of the Registrar at "CHENNAI SOUTH" on the "13th day of November 2018". There are two seals: a circular blue seal of the Registrar, Chennai South, and a colorful circular seal of the Alumni Association. A purple signature of the Registrar is present with the date "13-11-18".

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Alumni Office Bearers

During August 2016, nomination of new committee members of SRFMS was formed. The names were proposed and seconded for the various posts of office and the office bearers introduced about their profile and professional background.

Table 9.1 Details of the current office bearers of the Alumni Association

S.No	Designation in Alumni Body	Name	Batch	Organization and Designation	Contact Info
1	President	Mr.Dhinakaran.M	2001-2003	Operations – Head, SRM, Kattankulathur	Dhina.aecs@gmail.com Phone number: 8754593123
2	Vice President	Mr.V.Manikandan	2011 - 2013	Annai Multi Specialty Hospital, Chennai	mvr287@gmail.com Phone number: 9841297257
3	General Secretary	Mr.Karunakaran	2009 - 2011	Manager, K.M.Multi specialty Hospital, Chennai	karna.serviceprovider@gmail.com Phone number: 9944903256
4	Joint Secretary	Ms.T.Bharathi	2010 - 2012	Assistant Professor, SRFMS, SRIHER	bharathi@sriramachandra.edu.in Phone number: 9940282351
5	Treasurer	Ms.K.N.Priya	2002 - 2004	Assistant Professor, SRFMS SRIHER	priya.kn@sriramachandra.edu.in Phone number: 9884928432
6	Executive Member	Dr.Ragini Narendra Mohanty	2004 - 2006	Professor, Welingkar Institute of Management, Mumbai	raginind_2000@yahoo.com 9833985558
7	Executive Member	Mr.E.Nirmal	2003-2005	Project Manager, Madras Diabetes Research Foundation	nirmal.19@gmail.com 98840847095
8	Executive Member	Dr.P.Sharanya	2007 - 2009	Entrepreneur	sharuaaru@gmail.com 9940673174
9	Executive Member	Ms.Vidyamani	2005 - 2007	Vijaya Hospital, Chennai	vidyamani24@gmail.com 9940648142
10	Executive Member	Ms.Krithika.R	2010 - 2012	Bangalore	krithika.rajkumar31@gmail.com 9901137206

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9.2 Involvement of alumni (25)

Purpose of Alumni Meet

SRFMS organizes alumni meet every year and students interacted with alumni. Alumni shared their experience and helped them in upskilling, newer opportunities and provided guidance. Alumni from all the MBA batches join from various countries like United States, United Arab Emirates, Chennai, Mumbai, Bangalore, Coimbatore etc.

Alumni Visit to the Institution

Table 9.2 Alumni Visit to the Institution

S.No	Academic Year	Batch	Name of Alumni	Institute Name	Purpose of the visit	Date of visit
Year 2018 - 2019						
1	2018 – 2019	2002- 2004	Ms.Susan Rajan	Director – Information services, Stanford Children’s Health Sunnyvale, California, US	Career talk	04.08.2018
2	2018 – 2019	2001 -2003	Mr.Dhinakaran.M	DGM – Operations, SRM University, Kattankulathur, Chennai	Interaction with students	04.08.2018
3	2018 - 2019	2003 - 2005	Mr.Nirmal.E	Project Manager, Madras Diabetes Research Foundation	Interaction with students	04.08.2018
4	2018 – 2019	2003 - 2005	Ms.Priya.A	Manager, Aravind Eye care system, Pondicherry	Career guidance	18.09.2018
Year 2019 -2020						
1	2019 – 2020	2015 - 2017	Mr.Srinivasan.N	Dr.Agarwal’s, Chennai	Knowledge transfer session	29.01.2019
2.	2019 – 2020	2014 - 2016	Ms.Radhika Krishna	Entrepreneur, Mediyoga clinic, Chennai	Career talk	07.02.2019
3.	2019 – 2020	2014 - 2016	Mr.Asiff Ali	Junior Administrator, SRH, Chennai	NAAC Preparatory visit	20.06.2019
4.	2019 - 2020	2011- 2013	Mr.Manikandan.V	Administrator, Dr.Rela Institute and Medical Centre, Chennai	NAAC Preparatory visit	20.06.2019
5.	2019 – 2020	2010 - 2012	Mr.Hari Balaji.V.R	National Consultant, Disaster Management and Humanitarian Response	Talk on disaster Management	22.07.2019

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S.No	Academic Year	Batch	Name of Alumni	Institute Name	Purpose of the visit	Date of visit
6.	2019 – 2020	2001 - 2003	Mr.R.J.T.Nirmalraj	Assistant Professor, Hindustan Institute of Technology & Science (Deemed to be University)	Interaction with students during alumni meet	17.08.2019
7.	2019 - 2020	2002 - 2004	Mr.R.Somusundaram	Quality Management Officer, Saudi Arabia	Talk on Strategic Planning	17.08.2019
8.	2019 - 2020	2010 -2012	Ms.Parvathy Venugopal	Project Management Specialist Primary Health care Corporation, Qatar	Interaction with students during alumni meet	17.08.2019
9.	2019 - 2020	2009 - 2011	Ms.Mythili Kripakaran	Noble Hospital, Chennai	Interaction with students during alumni meet	17.08.2019
10.	2019 – 2020	2009-2011	Mr.Karunakaran	K.M.Specialty Hospital, Chennai	Interaction with students	17.08.2019
11.	2019 – 2020	2011 - 2013	Mr.Rufus Shakin	SRM Hospital, Trichy	Interaction with students during alumni meet	17.08.2019
12.	2019 – 2020	2015 - 2017	Ms.Diana George	Executive, SRIHER, Chennai	Interaction with students during alumni meet	17.08.2019
13.	2019 – 2020	2009 - 2011	Mr.Balaji	V.S.Hospital, Chennai	Interaction with students during alumni meet	17.08.2019
14.	2019 – 2020	2008 - 2010	Dr.Sharanya.P	Swathi Group of Companies, Chennai	Talk during MBA orientation	07.08.2019
15.	2019 - 2020	2005 - 2007	Mr.Narasimman	Senior Manager Operations, Apollo Hospitals, Chennai	Talk during MBA orientation	07.08.2019
16.	2019 - 2020	2002 – 2004	Ms.Meenakshi	Neuro Science Technologist, Neuro Physiology Laboratory, Chennai	Interaction with students during alumni meet	17.08.2019
17.	2019 – 2020	2011 - 2013	Mr.Manikandan.V	Administrator, Dr.Rela Institute and Medical Centre, Chennai	Talk during alumni MBA orientation	07.08.2019
18.	2019 – 2020	2001 - 2003	Mr.R.J.T.Nirmalraj	Assistant Professor, Hindustan Institute of Technology & Science (Deemed to be University)	Talk - Emotional Resilience	07.09.2019

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S.No	Academic Year	Batch	Name of Alumni	Institute Name	Purpose of the visit	Date of visit
Year 2020 - 2021						
1.	2020 – 2021	2009 - 2011	Mr.Karunakaran	Manager, K.M.Specialty Hospital, Chennai	Participated in NAAC preparatory visit	12.02.2020
2.	2020 - 2021	2003 - 2005	Mr.Nirmal.E	Project Manager, Madras Diabetes Research Foundation	Talk on perspectives in public healthcare in India	01.02.2020
3	2020 – 2021	2014 - 2016	Dr.Babu Joseph	Entrepreneur, Orange Health, Chennai	Entrepreneur Talk on “Entrepreneurial opportunities in healthcare”	06.03.2020
4.	2020 – 2021	2018 - 2020	Mr.K.G.Sabarish	Aster Medcity, Kerala	Speaker – Best Practices of select healthcare institutions for HACON event	11.01.2020
5.	2020 – 2021	2002 - 2004	Ms.Meenakshi	Neuro Science Technologist, Neuro Physiology Laboratory, Chennai	Participated in NAAC cycle 4 assessment	19.01.2021
6.	2020 - 2021	2010 - 2012	Dr.V.R.Hari Balaji	Head – Information, Education and Communication (IEC) Urbaser Sumeet	Participated in NAAC cycle 4 assessment	19.01.2021
7.	2020 - 2021	2008 - 2010	P.Sharanya	Swathi Group of Companies, Chennai	Participated in NAAC cycle 4 assessment	19.01.2021
8.	2020 - 2021	2011 -2013	Mr.Manikandan.V	Dr.Rela Institute and Medical Centre, Chennai	Participated in NAAC cycle 4 assessment	19.01.2021
9.	2020 - 2021	2014 - 2016	Dr.Babu Joseph	Orange Health, Chennai	Participated in NAAC cycle 4 assessment	19.01.2021

Alumni involvement in curriculum development

The alumni of the institute have been incorporated as members in curriculum development.

Table 9.3 provides details of alumni involvement in curriculum development.

Table 9.3 SRFMS Alumni involvement in curriculum development

S.No	Batch	Name of Alumni	Affiliation
1	2014 - 2016	Dr.Babu Joseph	Entrepreneur, Orange Health, Chennai
2	2018 - 2020	Mr.K.G.Sabarish	Manager, Aster Medcity, Kerala.

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Alumni – Project Guidance

The following alumni helped the students in project guidance.

Table 9.4 SRFMS Alumni - Project Guidance

S.No	Batch	Name of Alumni	Institute Name	Student benefited
1	2001 - 2003	Mr.Dhinakaran.M	Deputy General Manager – Operations in SRM Medical College Hospital, Kattankulathur	Ms.Agnes Anitha (Batch 2016 – 2018) Mr.Dilly Prasanth (Batch 2016 – 2018)
2	2011 - 2013	Mr.Richard	Manager, Dr.Rela Institute & Medical Centre, Multi-specialty hospital, Chennai	Mr.Mogana Rengaraja (Batch 2019 – 2021)
3	2011 - 2013	Dr.Renuka Vidyashankar	Healthcare Management Professional, Dr.Mehta’s Hospitals, Chennai	Mr.Saravanakumar (Batch 2019 – 2021)
4	2017 - 2019	Mr.Butharasan	Administrator, Prime Indian Hospital, Arumbakkam, Chennai.	Ms.Arthi (Batch 2019 – 2021) Ms.Kirthana (Batch 2019 – 2021)

Alumni Assistance in Entrepreneurship

SRFMS alumni actively involves in helping budding healthcare entrepreneurs.

Table 9.5 SRFMS Alumni Assistance in Entrepreneurship

S.No	Batch	Name of Alumni	Name of the Venture	Name of the student
1	2014 - 2016	Dr.Babu Joseph	Entrepreneur, Orange Health, Chennai	Assisted the student M.Prabhu (2019 – 2021) in shaping his idea.
2	2008 - 2010	Dr.P.Sharanya	Entrepreneur, Swathi Group of Companies, Chennai	Assisted the student Ms.Sruthi.B (2017 – 2019) in establishing her idea.

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Alumni mentoring students

SRFMS alumni actively provide assistance in mentoring the students.

Table 9.6 SRFMS Alumni – Mentoring students

S.No	Batch	Name of Alumni	Institute Name	Student benefited
1	2001 - 2003	Mr.Dhinakaran.M	Deputy General Manager – Operations in SRM Medical College Hospital, Kattankulathur	Ms.Dharasanya (2019-2021)
2	2002 - 2004	Ms.Harini.S	Client Initiative, QA Tech Analyst Med impact Healthcare Systems USA	Mr.Prabhu (2019 – 2021) Ms.Martina Maicy (2019 – 2021)
3.	2002 - 2004	Ms.Susan Rajan	Director, Information services, Stanford Children’s Health San Francisco, USA	Mr.Prabhu (2019 – 2021)
4	2005 - 2007	Mr.Ahmed Meera Sahib	LLH & Life care Hospitals, UAE	Ms.Alice Mercyda (2019-2021)
5	2011 - 2013	Mr. Rufus Shakin	SRM Hospital, Trichy	Mr.Aravind (2019-2021)
6.	2010 - 2012	Dr.V.R.Haribalaji	Head – Information, Education and Communication (IEC) Urbaser Sumeet	Ms.Hema Rosy (2018-2020) Ms.Sonali (2017-2019) Ms.Sanghavi (2017-2019) Ms.Nivedha (2017-2019)

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Alumni Assistance in Placement

SRFMS alumni help the students in assisting placement.

Table 9.7 SRFMS Alumni Assistance in Placement

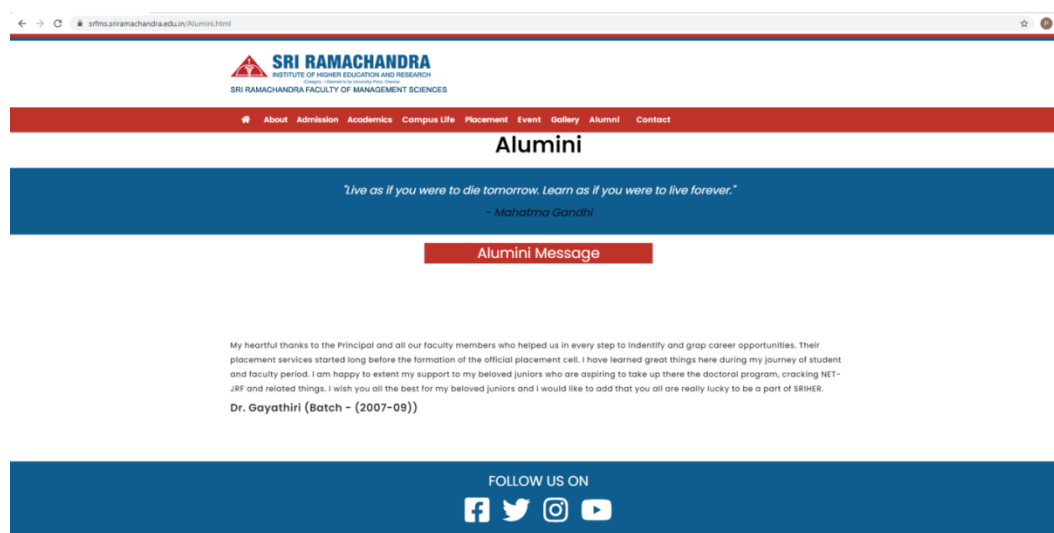
S.No	Batch	Name of Alumni	Institute Name	Students benefited
1	2001 - 2003	Mr.Dhinakaran.M	DGM – Operations, SRM University, Kattankulathur, Chennai	Ms.Agnes Anitha Mr.Dilly Prasanth (2017-2019)
2.	2002 - 2004	Mr.R.Somu sundaram	Quality Management Officer, Saudi Arabia	Mr.Madhan Britto (2018-2020)
3.	2005 - 2007	Mr.Ahmed Meera Sahib	LLH & Lifecare Hospitals, UAE	Ms.Diana (2015 – 2017)
4.	2011 - 2013	Dr.Renuka Vidyashankar	Healthcare Management Professional, Dr.Mehta's Hospitals, Chennai	Ms.Dharsanya (2019 – 2021)
5.	2011 - 2013	Mr. Rufus Shakin	SRM Hospital, Trichy	Mr.Prabhu (2019-2021)

Resources raised through SRFMS Alumni

Our alumni contributed books, financial assistance especially during COVID – 19. Rs.45, 000 was contributed towards purchasing of oxygen concentrator for providing it to the needy patients was donated by Alumna from 2002– 2004 batch. Our alumni contributed Television and stand to the institution.

9.3 Methodology to connect with Alumni and its implementation (15)

Figure 9.2 Alumni portal



SELF ASSESSMENT REPORT

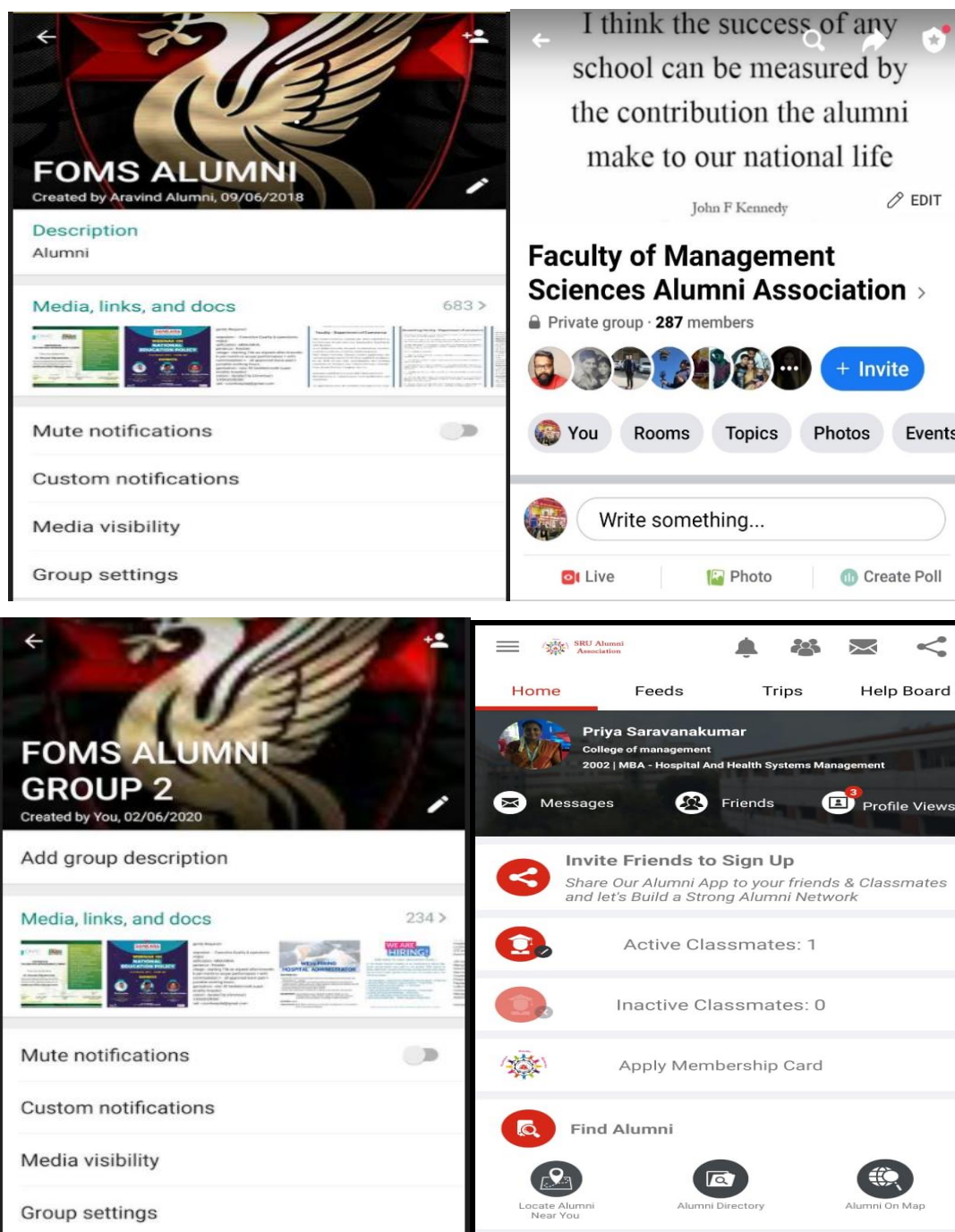
The institute connects with the alumni through the following ways:

- Dedicated Facebook page for Alumni:
 - The institute has created a dedicated Facebook page for alumni connect and updates (Job openings) the activities on daily basis.
- WhatsApp group:
 - WhatsApp common group is created to disseminate message on everyday basis.
- Alumni database is maintained in Microsoft Excel for all the batches and updated regularly.
 - **Email:**srumbaalumni@gmail.com
 - The institute has a separate email id to disseminate information through it.
- **About Alumbook:**
 - Alumbook is an alumni management system which helps the institution & students to connect with their Alumni.
 - Alumbook allows interaction & knowledge sharing between the fellow alumni's as well as within the students & faculty of the institution there by maintaining long term relationships.

Alum book Features:

- Custom Alumni website
- Mobile Application
- Chapters are the backbone of an alumni association. Based on alumni's current location they are mapped to the concerned chapter automatically. We can create event with detailed information's like Agenda, description, event banner, venue and guest allowed.
- Alumni can post the jobs on the job portal which can be utilized by the juniors or other alumni of the college. If an alumnus is in need of job he/she can post the job requirement on the Job seekers portal.
- Each and every alumnus will be given an e-member card based on the details they enter while registering with the portal.
- Alumni's can chat with other fellow alumni's through this application Link:
alumni@sriramachandra.edu.in

Figure 9.3 SRFMS Alumni- Social Media connect



On monthly basis SRFMS organizes alumni talk for the benefit of students. During pandemic, SRFMS organizes virtual webinar series.

Figure 9.4 SRFMS Alumni Webinar Series

SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
Category - 1 (Deemed to be University) Post Graduate

Faculty of Management Sciences
Organises
INTERNATIONAL WEBINAR ON
"MAKE YOUR CAREER IN HEALTHCARE ADMINISTRATION"

BY
MR. AHMED MEERA SAHIB
(ALUMNUS BATCH 2005-2007)
LLHG LIFECARE HOSPITALS, UAE

JULY - 17, 2020 FRIDAY
TIME 3 - 5PM
JOIN WITH GOOGLE MEET
[HTTPS://MEET.GOOGLE.COM/XCJ-PAOG-KOR](https://meet.google.com/xcj-paog-kor)

SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
Category - 1 (Deemed to be University) Post Graduate

FACULTY OF MANAGEMENT SCIENCES
ORGANISES
ALUMNI TALK
WEBINAR SERIES - 2

OPPORTUNITIES IN HEALTHCARE IT AND OPERATIONS

MS. SAJIMA JOSEPH (BATCH 2001 - 2003)
SENIOR HEALTHCARE CONSULTANT-UST
GLOBAL, ERNAKULAM, KERALA

MR. MADHU BABU (BATCH 2003 - 2005) GROUP
HEAD - OPERATIONS, RAINBOW CHILDREN'S
HOSPITAL, HYDERABAD

JULY 31 2020 at 3 PM - 5 PM IST
Join us: meet.google.com/cig-whvr-qaa

SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
Category - 1 (Deemed to be University) Post Graduate

FACULTY OF MANAGEMENT SCIENCES
ORGANIZES
Alumni webinar series - 3
CAREER TALK

Mr. Sooraj Prabhakaran
Alumnus - Batch (2002 - 2004)
Manager - Managing Director's
Office
Ahalia Medical Group
United Arab Emirates

DATE: 28.08.2020
TIME: 4 PM - 5 PM
JOIN US: [MEET.GOOGLE.COM/NIF-EGRD-YTV](https://meet.google.com/nif-egr-d-ytv)


SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
Category - 1 (Deemed to be University) Post Graduate

FACULTY OF MANAGEMENT SCIENCES
ORGANIZES
ALUMNI WEBINAR SERIES - 4
OPPORTUNITIES IN PHARMACY BENEFIT MANAGEMENT (PBM)

MS. HARINI SWAMINATHAN
BATCH (2002 - 2004)
CLIENT INITIATIVE QA TECH ANALYST
MEDIMPACT HEALTHCARE SYSTEMS
UNITED STATES

DATE: 01.03.2021
TIME: 10 AM - 12 NOON IST
REGISTER AT
[MEET.GOOGLE.COM/EEN-KKCP-FCZ](https://meet.google.com/een-kkcp-fcz)


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SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
(Category - I Deemed to be University) Porur, Chennai

Faculty of Management Sciences
Organizes

Alumni Webinar Series - 5
Solid Waste - A Resource



DR. V.R. HARI BALAJI
ALUMNUS 2010 -2012
HEAD - INFORMATION, EDUCATION
AND COMMUNICATION (IEC)
URBASER SUMEET

APRIL 17, 2021
2 PM - 4 PM IST
JOIN US
meet.google.com/rrr-gvoo-jty



SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
(Category - I Deemed to be University) Porur, Chennai

Faculty of Management Sciences
Organizes

ALUMNI TALK - WEBINAR SERIES 6
"ROLE OF ACCREDITATION IN HOSPITALS & CHALLENGES
FACED DURING ACCREDITATION PROCESS"



Ms. Preethi Dharnesh
(Batch 2010 - 2012)
Quality Manager
Adhiparasakthi Hospital, Melmaruvathur
Tamilnadu

Date: 01.06.2021
Time: 7 - 8 PM IST
Google meet: meet.google.com/ksq-gqwx-qgf



SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
(Category - I Deemed to be University) Porur, Chennai

FACULTY OF MANAGEMENT SCIENCES
ORGANIZES

ALUMNI TALK WEBINAR SERIES - 7
**Transitioning from the classroom to the
corporate world**



Ms. Susan Rajan
Batch (2002 - 2004)
Director, Information services
Stanford Children's Health
San Francisco
USA

DATE: 10.06.2021
TIME: 8.30 AM - 10.00 AM IST
Google Meet: meet.google.com/bcc-newn-shi



FACULTY OF MANAGEMENT SCIENCES

ORGANIZES

ALUMNI TALK WEBINAR SERIES - 8

Redefining Healthcare Skills



Ms. LIPIKA SARMAH
BATCH (2010 -2012)

ASSISTANT PROFESSOR
SCHOOL OF BUSINESS
KAZIRANGA UNIVERSITY
ASSAM

DATE: SEPTEMBER 29, 2021
TIME: 2 - 3 PM IST
GOOGLE MEET: [MEET.GOOGLE.COM/ZPF-KOYT-OEN](https://meet.google.com/zpf-koyt-oen)

SRFMS conducted virtual International webinar on "Is Fluency in English an over estimated determinant of smartness" July 1st 2021 led by Ms. Harini.S Batch (2002 – 2004) working as Client Initiative in MedImpact, PBM Company, San Diego, USA. 263 participants joined across the world and benefitted from the session

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Figure 9.5 SRFMS Alumni International Webinar

SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
SRI RAMACHANDRA FACULTY OF MANAGEMENT SCIENCES

International Webinar on
"IS FLUENCY IN ENGLISH AN OVER ESTIMATED DETERMINANT OF SMARTNESS?"

Invited Speakers

Ms. Danna McPherson
Quality Assurance
FSM Company
San Diego, USA

Dr. Allan Gitobu
Quality Assurance
FSM Company
San Diego, USA

Ms. Joann Isley
Quality Assurance
FSM Company
San Diego, USA

Organizing Committee

Dr. K.C. John
Chairman

Dr. Selvam Jesiah
Co-Chairman

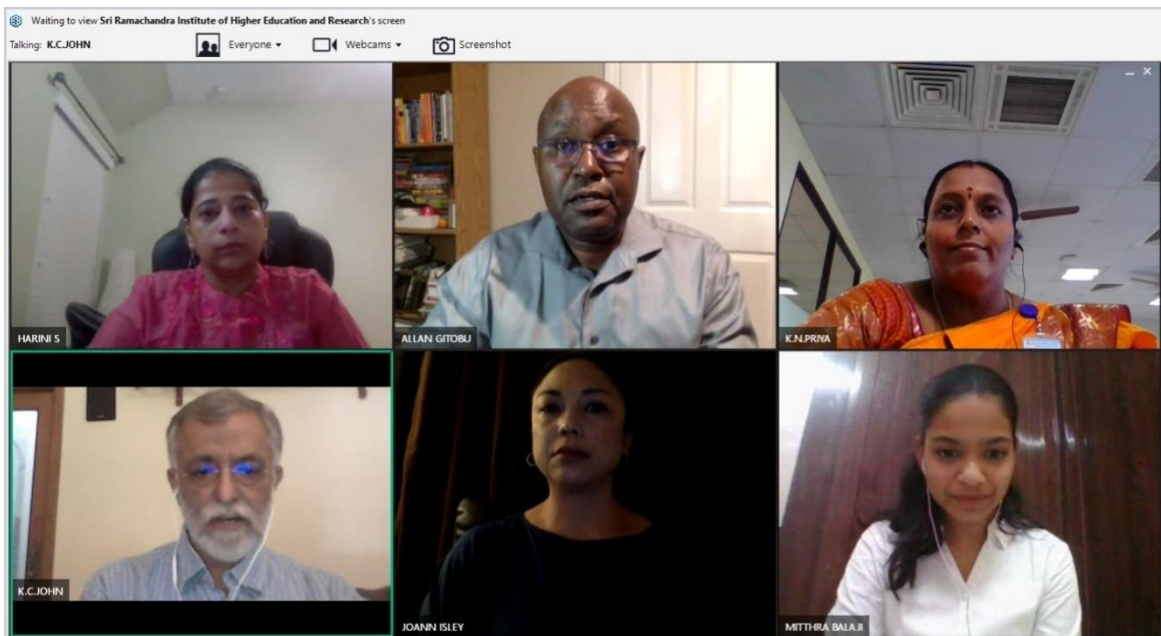
Organizing Secretary

Ms. K.N. Priya
Asst. Professor

Members

Alumna- Ms. Harini.S, PBM Company San Diego, USA
Dr. S. Srinivasan, Asst. Professor
Ms. K. Rohini, Asst. Professor
Ms. T. Bharathi, Asst. Professor

Date: 1st July 2021, Time: 08:30 -10:00 AM (IST)
For free registration
<https://attendee.gotowebinar.com/register/6862504384065153036>
*e -certificate will be provided to all participants



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Table 9.8 Alumni Database

Reg.no	Batch	Name	Occupation
GPHM16001	2016-2017	Agnes Anitha A	HR Executive & Training, SRM Medical College and Research centre, Chennai
GPHM16002	2016-2017	Akula Sindhuja	Preparing for competitive exams
GPHM16003	2016-2017	Ananya C V	Business Analyst, Incarnus Technologies, Chennai
GPHM16004	2016-2017	Dhanya Ann Koshy	Lecturer, Scm Hub International Logistics Business School
GPHM16029	2016-2017	Dilly Prasanth B	Operations, SRM, Kattankulathur
GPHM16005	2016-2017	Ganita Kumari	Manager, Bajaj FINSERV,
GPHM16006	2016-2017	Ishwarya J	Preparing for competitive exams
GPHM16007	2016-2017	Jayakrishnan T	Associate Programmer, IQVIA Chennai
GPHM16008	2016-2017	Joy Princelin A	Quality Executive– SRM, Chennai
GPHM16009	2016-2017	Kanaga lakshmi T	Entrepreneur, JK Studios, Chennai
GPHM16010	2016-2017	Mogana valli S	Junior Business Analyst, CNSI, Chennai
GPHM16011	2016-2017	Mohana Preethi M	Product and project Associate, zMed Healthcare Technologies, Chennai
GPHM16030	2016-2017	Naara Lalithya	Business Development Executive, Apollo Home Healthcare Ltd, Chennai
GPHM16012	2016-2017	Paulin Jeyasingh J	Operations Executive , SRM - Kattankulathur
GPHM16013	2016-2017	Poojitha M	Junior Business Analyst, CNSI
GPHM16014	2016-2017	Preethi S	Administrator, Parasu Dental, Chennai
GPHM16015	2016-2017	Ranjeni S	Teaching Assistant, LIBA, Chennai
GPHM16016	2016-2017	Renuka Devi S	Junior Business Analyst, CNSI, Chennai
GPHM16027	2016-2017	Samson V	ER –Manager, Kauvery Hospital, Chennai

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Reg.no	Batch	Name	Occupation
GPHM16017	2016-2017	Santha Lakshmi B	Preparing for competitive exams
GPHM16018	2016-2017	Saran Raj L	Administrator – SRM, Kattankulathur
GPHM16019	2016-2017	Saranya B	Section Incharge, ANIIMS, Port Blair, Andaman and Nicobar Islands
GPHM16020	2016-2017	Shaliya B	Preparing for competitive exams
GPHM16021	2016-2017	Shally A	Manager – Operations & Quality, RKP Multispecialty Hospital, Chennai
GPHM16028	2016-2017	Sindhu J	Not Working
GPHM16022	2016-2017	Souman Dey	Physiotherapist, Tata Medical Centre, Kolkata, West Bengal
GPHM16023	2016-2017	Subhiksha S	Business Analyst, Attune Technologies
GPHM16024	2016-2017	S Nithyapriya	Assistant Professor, SRIHER, Chennai
GPHM16025	2016-2017	Suvetha M	Operations Executive, Billroth Hospital, Chennai
GPHM16026	2016-2017	DR Tanvi Menon	Dr.Rela Institute & Medical centre, Chennai
G0217002	2017-2018	Akshaya E	Junior Business Analyst, CNSI
G0217027	2017-2018	Aswini Bharathi R	Cleared NET
G0217023	2017-2018	Balalakshmi B	Preparing for competitive exams
G0217011	2017-2018	Barath kumar B	Preparing for competitive exams
G0217017	2017-2018	Bharathi R	Preparing for competitive exams
G0217028	2017-2018	G Bhavana	Junior Business Analyst, CNSI, Chennai
G0217005	2017-2018	Butharasan R	Chief Administrative Officer, Prime Indian Hospital, Chennai
G0217019	2017-2018	DR Chinnu Ajith Vyas	Executive, Aster Med City, Kerala
G0217006	2017-2018	Dhenuvakonda Sri Harini Gayathri	Preparing for competitive exam
G0217009	2017-2018	Indumathi M	Management Consultant, Camomile Healthcare, Chennai

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Reg.no	Batch	Name	Occupation
G0217020	2017-2018	Jayashree K	Preparing for exams
G0217015	2017-2018	Jemimah J	Author, Junior Business Analyst, CNSI, Chennai
G0217012	2017-2018	P Kameshwari Kowmudi	Not Working
G0217014	2017-2018	DR Mailee Mithra P	MS in Health Informatics, George Mason Fairfax, Virginia, US
G0217004	2017-2018	DR Maimoon Hajira Begam S	Affiliated to Crescent College, Chennai (NET)
G0217030	2017-2018	Mamillapalli Jahnvi	Entrepreneur, Consultancy
G0217022	2017-2018	Monica Mercylin A	Cleared NET, Business Analyst, CNSI
G0217010	2017-2018	Nivedha Prakash T	Human Resources Executive, Athulya, Chennai
G0217029	2017-2018	Preethi Singh	Healthcare Expert, Child Health Imprints, New Delhi
G0217026	2017-2018	Ranjith R	Preparing for competitive exams
G0217001	2017-2018	Sabarish K G	Manager, Aster Med City, Kerala
G0217016	2017-2018	Samuel D	Master of Health Informatics, University of Wollongong, Australia
G0217018	2017-2018	Sangavi T	Quality Executive, MGM Healthcare, Chennai
G0217008	2017-2018	DR Shruti Balagopal	Healthcare Manager in Medical Affairs, Dr.Rela Institute & Medical Centre, Chennai
G0217024	2017-2018	Shylaja M	Pursuing Higher studies
G0217003	2017-2018	Sonali K	Junior Business Analyst, CNSI, Chennai
G0217007	2017-2018	Suprajha Iyer S R	Executive – Medical Oncology, Apollo Cancer Centre, Chennai
G0217025	2017-2018	Tharani P	Stones to milestones, Chennai
G0217013	2017-2018	DR Visali K V	Entrepreneur, Salem

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Reg.no	Batch	Name	Occupation
G0218019	2018-2019	Bhurnima U	Preparing for competitive exams
G0218024	2018-2019	Daniel Trinity Mayerson E	Junior Administrator, Sri Ramachandra Hospital, Chennai
G0218030	2018-2019	Divya B	Business Analyst, CNSI, Chennai
G0218015	2018-2019	Divya R	Health Insurance
G0218009	2018-2019	Ezhilarasi K	IT
G0218022	2018-2019	Hema Rosy J	Business Analyst, CNSI, Chennai
G0218016	2018-2019	Herburt Gerson P	DKJ life care hospitals, Chennai
G0218018	2018-2019	Iswarya R	Business Analyst, CNSI
G0218002	2018-2019	Jeyenthiran T	Junior Business Analyst, CNSI, Chennai
G0218029	2018-2019	Kavya S	Business Analyst, CNSI, Chennai
G0218008	2018-2019	Madhan Brito S	Junior Administrator, SRH, Chennai
G0218023	2018-2019	Meera V	Entrepreneur, Chennai
G0218012	2018-2019	Monika S	Operations Associate, Naruvi Hospital, Vellore
G0218011	2018-2019	Nandhini M	Business Analyst, CNSI
G0218010	2018-2019	Nivedha S	Secretary, Vijaya hospital
G0218005	2018-2019	Padma Jothy R	Admin, Aiswaraya fertility, Chennai
G0218020	2018-2019	Paul JebRover	Business Analyst, CNSI, Chennai
G0218006	2018-2019	Poovarasi T	Ward Administrator, Vijaya Hospital, Chennai
G0218025	2018-2019	Praveen J	Hospital Administrator, Arunai Medical College and Hospital
G0218013	2018-2019	Preethi T	Dr.Rela Institute and Medical Centre, Chennai
G0218028	2018-2019	Priyanka V	Business Analyst, CNSI
G0218003	2018-2019	Rajalakshmi R V	Homemaker
G0218017	2018-2019	DR Rao Shailaja Esvanth	Homemaker
G0218021	2018-2019	Reshma Ann Mathen	Business Analyst, CNSI, Chennai

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Reg.no	Batch	Name	Occupation
G0218027	2018-2019	Shankar S	Administrative Officer, Raja Rajeswari Hospital, Bangalore
G0218007	2018-2019	Smilin Viji Vazhuthi I	Quality Executive, Dr.Soundarapanidan
G0218014	2018-2019	Sneha Shajan	Preparing for competitive exams
G0218026	2018-2019	Sofia Roselin A	Kauvery Hospital, Chennai
G0218001	2018-2019	Veda Nagavalli B	Analyst, Thryve Digital Health LLP, Chennai
G0218031	2018-2019	DR Ramkiran R	Preparing for competitive exams

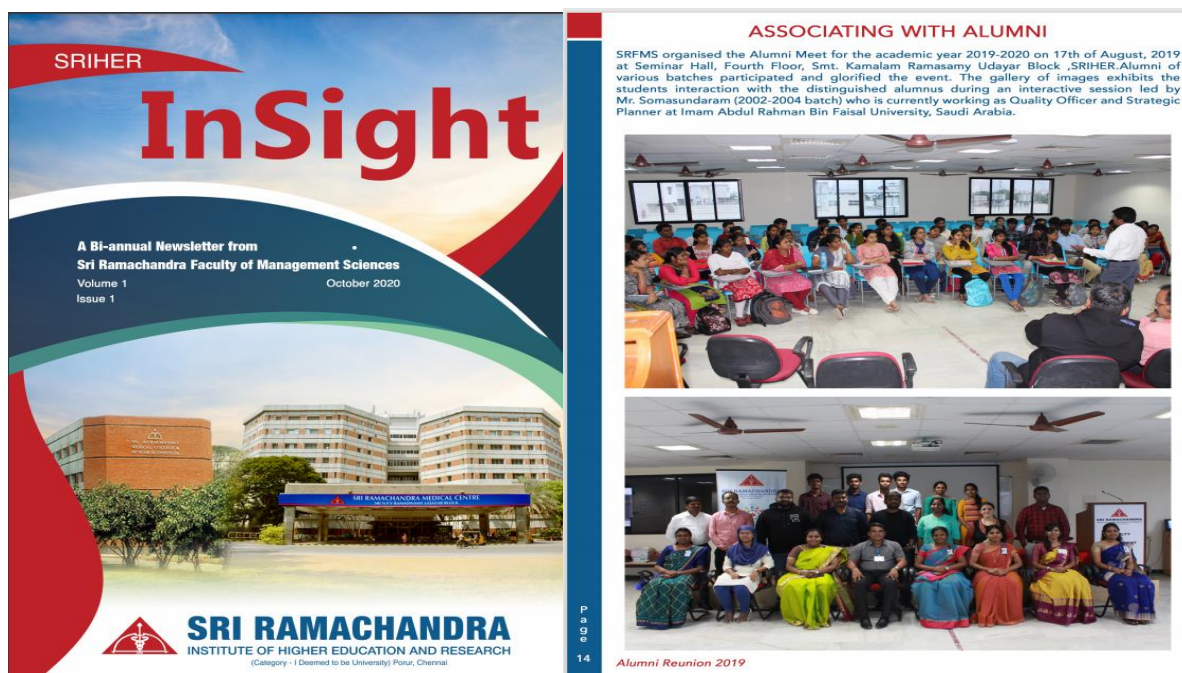
Frequency of Meeting

- Alumni Association: The Office bearers meet once in three months and also on need basis. The meeting is scheduled offline or online.
- Alumni meet is conducted once in six months.

'InSight' – Newsletter of SRFMS

SRFMS has a newsletter and separate pages for alumni is allocated contents such as alumni achievements, success stories as entrepreneurs, alumni visit to institution, alumni webinars, and alumni meet is published in the newsletter. SRFMS organizes alumni talk every month on a regular basis. During this pandemic, the institute has conducted webinars during pandemic through Google meet platform. A half-yearly newsletter is published and sent to all the alumni through an email and updating regularly on website.

Figure 9.6a Glimpses of Newsletter



Alumni knowledge sharing sessions:

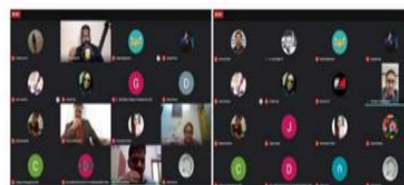
Date	Name of the speaker	Designation	Topic
22.07.2019	Mr.Hari Balaji VR	National Consultant – Disaster Management and Humanitarian Response	Disaster Management
07.09.2019	R.J.T.Nirmalraj	Assistant Professor, Hindustan Institute of Technology & science (Deemed to be University)	Emotional Resilience
01.02.2020	E.Nirmal	Project Manager Madras Diabetes Research Foundation (A Unit of Dr.Mohan's Diabetes Specialties Centre)	Perspectives in Public Healthcare in India

The Faculty of Management Sciences organized an alumni interaction for the Undergraduate students (2020 – 2021) as a part of the Orientation program on 5th November 2020. Mr. Mathew Maurice, Ms. Baby. M, Ms. Catakam Keshika and Ms. Suganya. C 2016-2019 batch Alumni of the department were the resource persons. The session was informative and interactive, allowing the freshers to help come out of the beginner's stigma. The student participants registered their positive feedback about the session



Virtual orientation of BBA Batch 2020-2021

The Faculty of Management Sciences organized an alumni interaction for the Postgraduate students (2020 – 2022) as part of the Orientation program on 21st November 2020. Mr.R.Somu Sundaram.R (2002- 2004), Mr.Sooraj Prabhakaran (2002 – 2004), Dr.Ragini Mohanty (2004- 2006), Mr.Ahamed Meera Sahib (2005- 2007), Mr.Sivabalan.G (2006 -2008), Dr.V.R.Haribalaji (2010 – 2012) batch alumni of the department were the resource persons. The session was informative and interactive, helping the freshers to help come out of the beginner's stigma. The student participants gave positive feedbacks about the session.



Virtual orientation of MBA Batch 2020-2022

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Figure 9.6b Glimpses of Newsletter

ALUMNI WEBINAR SERIES AND ALUMNI CONTRIBUTION

Ms. Harini Swaminathan delivered a talk on "Opportunities in Pharmacy Benefit Management (PBM)" on 1st March, 2021. She pursued her MBA in SRIHER (Batch 2002-2004) is now a "Client initiative QA tech analyst" in MEDIMPACT HEALTHCARE SYSTEMS located in the United States. 200 students including faculty and alumni members participated in the session and benefited. She discussed the opportunities in Pharmacy Benefit Management for nursing, pharmacy, and healthcare professionals.

A webinar on "Role of Accreditation in Hospitals & Challenges Faced during Accreditation Process" was organized on 1st June 2021. The resource person was Ms. Preethi Dharnesh (MBA Alumna 2010-2012 Batch), Quality Manager of Adhiparashakthi Hospital, Melmaruvathur. About 170 attendees were part of the forum.

Faculty of Management Sciences organized Alumni Webinar Series on 10th June, 2021 on the topic "Transitioning from the classroom to the corporate". Ms. Susan Rajan (MBA Batch 2002 -2004) addressed students on the topic. The objective of the session was to introduce the students to learn the skills to face the corporate world. Around 165 students participated in the webinar.

Faculty of Management Sciences - SRIHER organized a webinar on 17th April 2021 on the topic "Solid Waste – A Resource". All the management students were a part of the alumni talk. The resource person was Dr. Hari Balaji, Alumnus (Batch 2010 -2012) Head of Information, Education and Communication department, Urbaser Sumeet. The Corporate Relations Club of Faculty of Management Sciences in association with the Institute of Cost Accountants of India organized a career guidance talk on 22nd April 2021. The session presented "Placement opportunities for students specializing in Health Care Finance" for which more than 100 students from Sri Ramachandra Faculty of Management Sciences participated.

AWARDS AND ACCOLADES OF SRFMS ALUMNI

An alumna of 2002-2004 batch contributed INR 45000 towards the purchase of Oxygen Concentrator for Sri Ramachandra Hospital to help the needy.

Name of the Alumna	Batch	Awards
Ms.Vidhyamani	2006-2008	Selected as CAHO Governing Committee Quality Professional Zonal Representative (Administrative Category)
Mr Narayan Mitra	2008-2010	Awarded for ten years of service with Apollo family
Ms.Mylthi	2009-2011	"COVID WARRIOR 2020" presented by NOBLE HOSPITAL
Dr.A.Devakumar	2009-2011	Selected as State Joint Secretary (East Zone), Tamilnadu Physiotherapy Doctors Association
Ms.Asha	2015-2017	Appreciation for developing website for marketing automation in Apollo Proton Center

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Table 9.9 SRFMS Alumni pursuing higher studies

S.no	Batch	Enrolled Year	Name of Alumni	Institute Name
1	2001 - 2003	2020	R.J.T.Nirmal raj	Pursuing Ph.D, Assistant Professor, Hindustan Institute of Technology & Science (Deemed to be University)
2	2002 - 2004	2016	R.Somusundaram	Pursuing Ph.D, Annamalai University, Chithambaram, Tamilnadu
3	2002 - 2004	2018	K.N.Priya	Pursuing Ph.D, Assistant Professor, Faculty of Management Sciences, Sri Ramachandra Institute of Higher Education and Research, Chennai
4	2003 - 2005	2019	A.Priya	Pursuing Ph.D, Centre for Public Health, Queen's Belfast University, UK
5	2005 - 2007	2016	Mr.Ahmed Meera Sahib	Pursuing Ph.D, Annamalai University, Chithambaram, Tamilnadu
6	2010 - 2012	2020	T.Bharathi	Pursuing PhD, Assistant Professor Central University, Thiruvarur
7	2015 - 2017	2020	Mr.Srinivasan.N	Public Health Analytics, Health Data Scientist, Society of Medical Innovation, Sydney, New South Wales,Australia
8	2016 - 2018	2019	Ms.Nithya Priya.S	Pursuing Ph.D, Assistant Professor, Faculty of Management Sciences Sri Ramachandra Institute of Higher Education and Research, Chennai
9	2017 - 2019	2019	Mr.Samuel Dhanasingh	Master of Health Informatics University of Wollongong, Australia

Figure 9.7 SRFMS Prominent Alumni



Table 9.10 Distinguished Alumni Award – Title winners

S.No	Year	Batch	Name of Alumni	Institute Name
1	2015	2003 - 2005	Mr.Nirmal.E	Project Coordinator, Dr.Mohan’s Diabetes Specialities Centre
2	2018	2003 - 2005	Ms.Priya.A	Manager, Aravind Eye Care System, Pondicherry
3	2019	2001 - 2003	Mr.Dhinakaran.M	Deputy General Manager – Operations in SRM Medical College Hospital, Kattankulathur
4	2020	2010 - 2012	Dr.V.R.Haribalaji	Head – Information, Education and Communication (IEC) Urbaser Sumeet, Chennai

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CRITERION 10	CONTINUOUS IMPROVEMENT	50
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10.1 Actions taken based on the results of evaluation of each of the POs (20)

SRFMS aims to transform students into leaders of tomorrow's businesses. The structure of the MBA Program, stuffed with soft skills the corresponding softskills training and the experience of handling events and responsibility brings out a leader in every student.

Attainment levels for 2018-20 Batch:

Table 10.1 Attainment Levels of POs based on mapping with Course Outcomes 2018-20

S. No.	POs	Target level	Attainm ent level	Attainment %
1	PO1: Apply knowledge of management theories and practices to solve business problems.	2.6	1.9	75
Action taken	Target achieved. For better improvement of PO1, students are provided with case studies pertaining to current management concepts which address the practical situations to business/hospital environment.			
2	PO2: Foster Analytical and critical thinking abilities for data-based decision making.	2.4	1.8	75
Action taken	Target achieved. The students were found lagging in analytical part, to overcome this, workshops are conducted with experts from Industry. The students understand the use of various techniques for solving business problems using data analysis and business decision making with the practical use of SPSS software for the courses like Bio-statistics, Research Methodology and other analytical courses.			
3	PO3: Develop value based Leadership.	1.9	1.6	87
Action taken	Target achieved. More readings and related news articles with specific follow up questions may help increase their understanding. Also use of discussion forums will supplement their understanding. Sessions of practicing HR managers and role play are also conducted			

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S. No.	POs	Target level	Attainment level	Attainment %
	to support the students to improve the leadership skills for the better improvement in the course Business Policy and Strategic Management.			
4	PO4: Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.	2.0	1.7	84
Action taken	Target achieved. Students are enriched with corporate governance and decision making in business. For better improvement in the course Healthcare Laws guest lecturers who are experts in ethical theories and frameworks to analyze ethical dilemmas in business and resolve practical problems are organized			
5	PO5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2.3	1.6	72
Action taken	Target achieved. Reading more newspapers articles and application of operations management tools to solve their problems. In order address this we have collaborated with Business Standards for the improvement in the courses Marketing Management, Human Resource Management, etc.			
6	PO6: Communicate effectively and use information and knowledge effectively.	2.4	1.9	78
Action taken	Target achieved. Ability to effectively communicate one's ideas and thought process is the hallmark of MBA graduates. Recognizing this, Written and Oral communication is introduced in the next Academic year as one of the core courses. After undergoing this course, the students acquire the capability to analyze the situation and audiences and effectively communicate to achieve the organization's objectives.			
7	PO7: Inculcate Entrepreneurship ability.	1.9	1.7	89

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S. No.	POs	Target level	Attainment level	Attainment %
Action taken	<p>Target achieved.</p> <p>More practice sessions and case study based sessions to be delivered to students so that they may learn the application of entrepreneurial concepts. This also helps how to make a business plan and conduct feasibility study for new venture or startup.</p> <p>In order to enhance innovative and entrepreneurial mindset, the Entrepreneurship Club organized activities like - Entrepreneurship creation & Development Cell, Workshop on Technology enabled Business Models, Developing sustainable ecosystem at SRFMS.</p>			
8	PO8: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.	2.4	1.9	81
Action taken	<p>Target achieved.</p> <p>Greater focus needs to be put on explaining the inter-relationships between different concepts of the course so that students can comprehend the linkages between various topics. This will help the students to increase their overall understanding, ultimately enabling the students to develop a global business perspective and hence achieve the desired learning outcome in a much better way.</p>			

Table 10.2 Attainment Levels of POs based on mapping with Course Outcomes 2019-21

S. No.	POs	Target level	Attainment level	Attainment %
1	PO1: Apply knowledge of management theories and practices to solve business problems.	1.4	2.1	100
Action taken	<p>Target achieved.</p> <p>Workshops and guest lectures are organized for the better improvement of courses mapped with this program outcome. The students acquire the capability to analyze the situation and effectively communicate to achieve the organization's objectives.</p>			

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S. No.	POs	Target level	Attainment level	Attainment %
2	PO2: Foster Analytical and critical thinking abilities for data-based decision making.	2.1	2.1	90
Action taken	<p>Target achieved.</p> <p>The course Financial Reporting and Analysis in 2019 curriculum is introduced which helps the students to evaluate the financial statements and reports of the companies which will be helpful in financial decision making. For better improvement we are organizing a bridge course during the induction program.</p> <p>The core course Business Analytics is introduced in the second semester to foster the ability to critically analyze, synthesize and solve complex unstructured business problems and instil a sense of ethical decision-making and a commitment to the long-run welfare of both organizations and the communities they serve. For better improvement of the above courses, a bridge course on basic accounting and statistics is taught during the induction program which lays the foundation for Accounting and Statistics related courses.</p>			
3	PO3: Develop value based Leadership.	1.6	2.1	100
Action taken	<p>Target achieved.</p> <p>The course talent management of HR specialization intends to make students understand the practices used by organizations to attract, engage, develop and retain talent across different cultural settings and enhance leadership ability. For better improvement, the students are asked to visit organization to identify the practices of various talent management strategies.</p> <p>Cross Cultural Management course at the last semester exposes the students to learn and imbibe culture, values and philosophies across countries which helps in creating value based healthcare leaders. The course 'Ethics and Social Responsibility' discusses about various ethical issues in healthcare and other business setup which develops ethical principles among students.</p>			
4	PO4: Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.	1.8	2.1	100

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S. No.	POs	Target level	Attainment level	Attainment %
Action taken	<p>Target achieved.</p> <p>The institution provides equal opportunity for both the gender during admission to get admitted into the courses. The Program curriculum addresses the cross cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics Subjects in MBA curriculum. The following subjects are offered in MBA to achieve this program outcome.</p> <p>The course Legal Aspects of Business enable students understand key legal and regulatory obligations imposed on corporations.</p> <p>The course on Ethics and Social responsibility: Use of ethical theories and frameworks will help the students to analyze ethical dilemmas in business and resolve practical problems.</p> <p>The course Cross Cultural Management is to understand the cross cultural issues and help the learners to work in different cultural, global, legal and ethical settings.</p> <p>For better improvement of the above courses, few events are organized (Refer table 10.2)</p>			
5	PO5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	1.7	2.1	100
Action taken	<p>Target achieved.</p> <p>NSS and various outreach activities such as Blood Donation Camp, Rural engagement activities, etc. are organized by SRFMS to address this program outcome.</p>			
6	PO6: Communicate effectively and use information and knowledge effectively.	1.8	2.1	100
Action taken	<p>Target achieved.</p> <p>The Training and Development course is introduced to assess, develop, carry out and evaluate a training program and its practical importance in an organizational set-up. For better improvement students are asked to organize events through club activities.</p>			

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S. No.	POs	Target level	Attainment level	Attainment %
7	PO7: Inculcate Entrepreneurship ability.	1.6	2.2	100
Action taken	<p>Target achieved.</p> <p>Rapid advancement in technology and unanticipated changes in Business environment requires the managers of tomorrow to have innovative and design thinking skills. Understanding this need, SRFMS offers a discipline specific elective in Innovation and Design thinking in collaboration with QurHealth. The course seeks to enhance innovation capabilities among students and aid in value creation. After undergoing this course, the students will be able to convert broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations.</p> <p>The core course of entrepreneurship is to understand the process and factors affecting the entrepreneurship approach. This helps how to make a business plan and conduct feasibility study for new venture or startup and develop entrepreneurial abilities</p> <p>The course Entrepreneurial Finance is to acquire knowledge about how to manage the different components of business like finance domain and its strategies and promote their own entrepreneurial ventures if need be.</p>			
8	PO8: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.	2.0	2.1	100
Action taken	<p>Target achieved.</p> <p>To foster and supplement the attainment of intended Program Outcomes among the students, the SRFMS has constituted different clubs for organizing various events, wherein the responsibility of managing the entire event was handled by students. The independent and life-long learning happens through organizing such events like</p> <ol style="list-style-type: none"> 1. Debate on current hospital issues - Students need to debate on the current issues in health care (eg. COVID 19) 2. Story writing - Students are given a topic and asked to write stories within given time 			

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S. No.	POs	Target level	Attainment level	Attainment %
	<p>3. Scientific poster - A scientific poster is a communication tool which combines a verbal presentation with a visual aid.</p> <p>4. Build a tower - Materials will be given to students based on the set time limit. Students should build tallest tower</p> <p>5. Optimist/Pessimist - In pairs, students take opposite emotional sides of a case study, statement, or topic. Encourage them to be empathic and truly “live” the case study. You’ll discover some good solution proposals and the students will learn some exceptional social skills.</p> <p>6. Newspaper fashion show - Divide students into teams of six to eight, and supply them with newspaper, tape and scissors. Participants are given a time limit to design and create an item of clothing out of newspaper, which requires group brainstorming and delegation of tasks. One person in the group could ‘model’ the finished product when their time is up.</p> <p>7. Idea generation activity and one dollar activity.</p>			

Though the program attainment was well achieved for 2018-2020 batch, the curriculum was completely revised and modified in 2019 to meet the requirement of the healthcare organizations.

Continuous Improvement Initiatives: Apart from above, the MBA Program at SRFMS launched the following initiatives which are aimed at continuous improvement practices: Special guest lecturers/webinars and workshops are arranged on the topics beyond the curriculum for subsequent batches. Table 10.3 shows the mapping of various events with the respective POs.

For better attainment of the Program Outcomes, SRFMS organizes the following events:

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Table 10.3 Mapping of events with POs

S. No.	Date	Topic	Name of the Resource Person	No. of students	PO(s)
1.	2-Feb-2019	Foreign Exchange Management Act (FEMA)	Mr.CA Adithya, Manager Operations, MMA	180	PO4
2.	8-Feb-2019	Guest Lecture on "General Hospital Administrative Concepts and Industry Expectation"	Sri Kumar, CGM, SRH	130	PO5
3.	20-Jan-2020	Three Box Solution: A Strategy for Leading Innovation	Dr.Vijay Govindarajan, Coxe Distinguished Professor of Strategy and Innovation Tuck School of Business, Dartmouth College, U.S.A	183	PO7
4.	28-May-2021	Guest Lecture on "Sensitive personal data and health - Responsibilities and Liabilities"	Ms.N.S.Nappinnai, Advocate Supreme Court	286	PO4
5.	01-Jun-2021	Role of accreditation in hospitals and challenges faced during the accreditation process	Ms.Preethi Dharnesh, Quality Executive, Melmaruvathur Adhiparasakthi Institute of Medical Sciences and Research, Melmaruvathur	170	PO5
6.	28-Jun-2021	Yoga during pandemics: Self-Management of	Ms. M. Muthumeena, Gyana Asiriyar, Bangalore Centre,	105	PO8

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S. No.	Date	Topic	Name of the Resource Person	No. of students	PO(s)
		excessive tension and enhancing immunity through Yoga	Gyanodhayam Educational trust		
7.	01-Jul-2021	Is Fluency in English an over estimated determinant of smartness?	Ms. Danna McPherson Ms. Joann Isley Dr. Allan Gitobu Quality Assurance - PBM Company San Diego, USA	263	PO6
8.	02-Jul-2021	EMOTIONAL RE-ENGINEERING “Bring awareness to your Emotions, Actions and Intentions during this Pandemic”	Mr. Ganesh Kumar.S Emotional Alchemist Founder-EQ Universe Learning Solutions Pvt. Ltd., Author, EI Trainer & Coach, Master Practitioner in NLP (Neuro Linguistic Programming)	180	PO5
9.	06-Jul-2021	Healthcare 4.0	Mr. Yelchur Dwarakanath, Management Consultant	60	PO6, PO8

Keeping in mind, the varied academic backgrounds of the students admitted to MBA Program, a bridge program is planned during initial week of Induction on Basic Accounting, Numerical abilities, & Communication Fundamentals. ICT was used extensively for effective teaching learning process. LMS is used in the pandemic situation for online classes and assessment. Flipped classroom version of blended learning is adapted wherein students are introduced to all the basic concepts offline while they come to class and raise queries,

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work on cases and problem-solving exercises with support from the teacher on more complex topics. It is common for students to watch pre-recorded videos of learning material at home (asynchronous mode) and then come to institution to learn an advanced topic, debate on an issue and raise queries on the topics.

Improved efficiency

The blended learning leads to improvement in the efficiency and efficacy of the learning process and in a win-win situation for both students and teachers. Teachers stay in touch with students through emails, WhatsApp, or message boards. Additionally, faculty also visualizes and tracks each student's progress in real time.

Flexibility

With advancement in learning apps, students now have more flexibility to access and engage their learning material from the comfort of their home at a comfortable learning pace. Students can also benefit in having a one-to-one interaction with their teachers where they can raise questions and gain deeper understanding of their study material.

10.2. Academic Audit and actions taken thereof during the period of Assessment (10)

Academic and Administrative Readiness Audit is done before the start of each semester. Audit is done in three phases.

Phase I - Preparedness for forthcoming semester

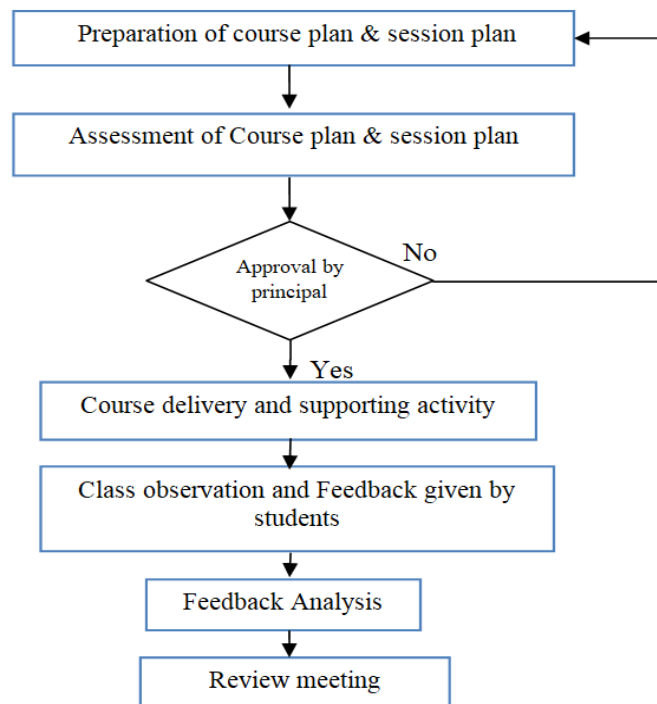
Phase II – Semester-in Progress (during the semester)

Phase III – Semester nearing completion

To fulfill the goal of high integrity and academic rigor, faculty members are asked to prepare the course plan and session plan for each subject they are allotted. Regular review meetings are held and the suggested measures are taken. Regular feedback of the curriculum from the students, industry experts and teachers are taken and accordingly curriculum is designed and amended. Review of teaching pedagogy is done and corrective and preventive measures are taken.

The process of assessment is as follows:

Figure10.1 Process of assessment



Step 1: The initial process before teaching the course the faculty members prepare the course plan with learning objectives, learning outcomes and performance indicator. It also includes course evaluation and references and session plan.

Step 2: After which the course plan is reviewed by the principal. If the course plan is approved by the principal and concern faculty member can teach the course with the prepared course plan, if not the faculty member need to make the necessary changes as per the comments given by the principal.

Step 3: After completion of the course, feedback is given by students. The feedback is analyzed and review meeting is conducted by the principal with the faculty member concerned whereby various training programs are organized based on the feedback.

Academic and administrative audit template is given in Annexure V

The comments / suggestions as a result of periodic academic audits, and action taken are briefed below in tabular form:

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Table 10.4 Academic audit and action taken

Year	Academic Audit Comments / Suggestions	Action Taken
2018-19	General Knowledge and Communication Skills need improvement	Organized Finishing school program in which students are trained in presentation skills and public speaking skills. Later introduced a course on Written and Oral Communication in the curriculum.
	Curriculum needs to be reviewed in context of changing business situation	Refurbishing of the curriculum was done and implemented from the year 2019-20 in line with Outcome Based Education (OBE).
	Introduction of courses like NABH certificate course, Healthcare analytics workshop etc	Value added courses like NABH proficiency certificate course, Healthcare analytics workshop etc are being conducted by industry experts.
2019-20	Encouraging Entrepreneurship	SRFMS has signed an MOU with the National Entrepreneurship Network established by Wadhvani Foundation to carry on entrepreneurial education at SRMC&RI. The Wadhvani Foundation rolled out a series of courses for the benefit of students who aspire to become Entrepreneurs. Institution Innovation Council is being setup at University level to support students with ideas.
	Action taken to encourage top performing students to further hone their skills and capabilities	Top performers are encouraged and supported by faculty to write papers and present papers in conferences/ seminars and publish papers.
	Action taken to improve low performing students	Tutorials and remedial classes are being for weak students
2020-21	Teaching through self-developed	Faculty members started developing cases

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	cases	for some courses, which have invoked greater participation in the class
	Conduct of online classes	Learning Management System (LMS) is used for various purposes like conducting online quizzes, assignment submission, sharing presentations etc

10.3 Improvement in Placement, Higher Studies and Entrepreneurship (10)

Improvement in placement

SRFMS offers a unique programme on MBA (Hospital and Health Systems Management) and facilitates the students in getting placements in healthcare sector. The placement process starts in the month of December every year and witnessed more than 20 companies recruiting for different profiles from on and off campus. The companies included both the regular and first time recruiters.

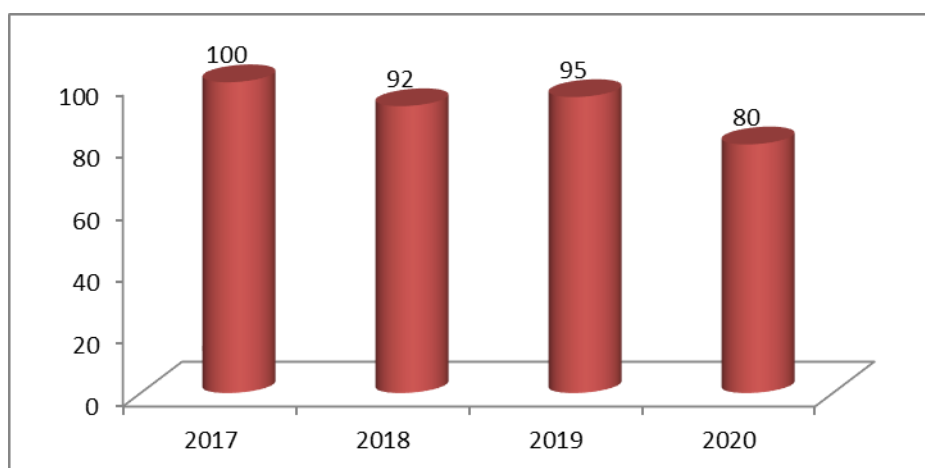
The recruiters are satisfied with the knowledge and skill-set of graduates. The roles given were Consulting, Marketing, hospital operations and also Business Analyst from IT companies. The average CTC stood at 3.00 lakhs per annum (INR) for the MBA batch 2017-19. The list of new recruiters included Dr. Rela Institute & Medical Centre, Aster Medcity, MGM healthcare, Prime Indian Hospital and MIOT hospital. SRFMS also witnessed regular recruiters like CNSI, Camomile healthcare ventures, Front Enders healthcare consultancy, Acme healthcare consultancy, Dr. Agarwal's Eye hospital, SIMS hospital and Incarnus strengthening their existing long-term ties with the college. Overall the placement process received healthy participation from companies across the domains like hospital operations, consulting, insurance, IT, etc., to ensure ample choice for the students to pursue careers in the field of their preference. Our students are from diversified background such as Medical/alternative medicine, dental, physiotherapy, engineering, arts and health sciences programmes like nursing, allied health science, emergency trauma, nutrition, etc.

Students Placement Details

Overall SRFMS achieved 92 percent of placement for the last four years. Year wise split is reflected in the below chart.

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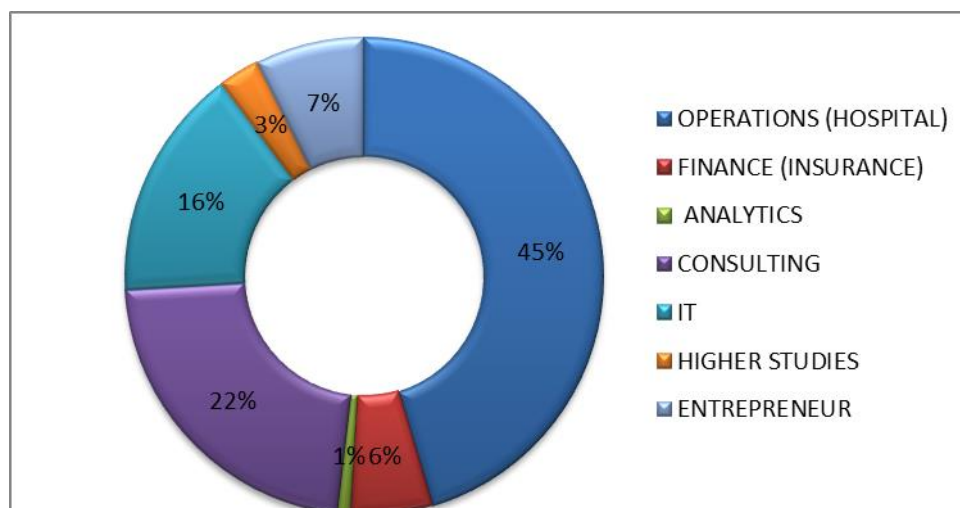
Figure 10.2 Placement percentage



Sector wise Distribution

Recruiters on campus cut across various verticals and sectors. Majority of them belong to the following domains.

Figure 10.3 Sector wise distribution



45% of the companies visited SRFMS were from hospital sector. 22 % of the students got placed in the healthcare consulting firm which included Camomile healthcare ventures and Acme healthcare consulting. 16% of the students received offers from IT firm such CNSI and Incarnus solutions which has the healthcare as their main domain.

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Sector Distribution (in INR Lakh Per annum)

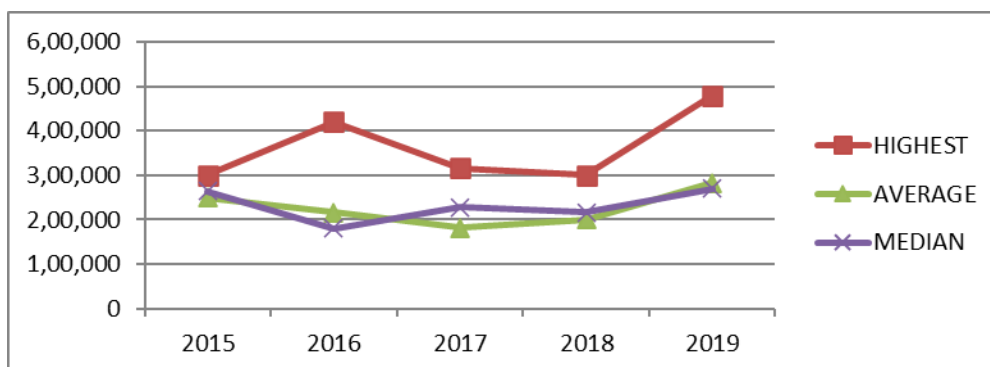
Figure 10.4 Sector wise Distribution



CTC Distribution (in INR per annum) for the last 5 years

The graph below depicts the highest, average and median salary for the last five years. Highest CTC increased from INR 3 LPA to INR 4.8 LPA over the last five years.

Figure 10.5 CTC Distribution (in INR per annum) for the last 5 years



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10.4 Improvement in the quality of students admitted to the program (10)

Table 10.5 Profile of the students admitted for the last three years

	2020-21	2019-20	2018-19
Work Experience (Both)	5	10	7
No. of Male Students	22	15	8
No. of Female Students	37	35	22
Total No. of Students	59	50	30
Qualification (UG)	12	19	5
Management Stream			
Other Stream	47	31	25
Within State (Both)	58	48	28
Outside State (Both)	1	2	2
Outside country (Both)	0	0	0
Diversity			
Engineering	9	11	8
Commerce & Management	12	19	5
BDS, Nursing, Pharm.D	11	7	3
Others (Allied Health Science)	27	13	14

SRFMS believes that the quality of input determines the quality of output. In the year 2018-2019, only 30 students were admitted using SRIHER entrance. In the year 2019 -20, the number of students admitted increased to 50 and in the year 2020-21, it increased to 59. This indicates two fold increase in the intake. Since the year 2020-21, SRFMS has started admitting students from nationally approved tests like MAT and TANCET. Around 20 students were admitted by MAT/TANCET in the year 2020 -2021. There has been a steady increase of students of BDS and other health sciences background preferring MBA (HHSM) in the year 2020-2021, making our course more diverse.

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There has been tremendous improvement in the quality of students admitted in the institute.

The quality of student is measured on the following parameters:

1. Number of students admitted against the sanctioned intake.
2. Number of students admitted through management aptitude test score such as in TANCET, MAT, CAT and other tests.
3. Number of applications received in comparison to the number of students admitted.

Table 10.6 Number of students admitted against the sanctioned intake.

YEAR	2018-2019	2019- 2020	2020-2021
Sanctioned Intake	30	60	60
Admitted Students	30	50	59

Table 10.6 presents the data for last three years admission scenario in terms of number of sanctioned seats and actual admissions. It is evident that the institute has improved in 'Application-to-Selection' ratio.

Table 10.7 Number of applications received

YEAR	2018-2019	2019-2020	2020-2021
No of applications received	45	80	91
No of students admitted	30	50	59

Since 2019, SRFMS has admitted students through MAT/TANCET/ CMAT /CAT and XAT owing to the wider admission process. SRFMS has become a recognized member of MAT, CMAT and XAT for its admission. Table 10.8 vouches for the admission of students through different competitive examinations. In 2020-21, 373 MAT candidates opted for SRFMS indicating a strong visibility in which 18 students were admitted through MAT.

Table 10.8 Number of students admitted through competitive exam

YEAR	MAT	XAT	CMAT	TANCET	CAT	SRIHER MAT	TOTAL
2018 - 2020						30	30
2019 - 2021						50	50
2020 -2022	18					41	59

SELF ASSESSMENT REPORT

PART-C

DECLARATION BY THE INSTITUTION

I undertake that, the institution is well aware about the provisions in the NBA's accreditation manual concerned for this application, rules, regulations, notifications and NBA expert visit guidelines in force as on date and the institute shall fully abide by them.

It is submitted that information provided in this Self-Assessment Report is factually correct. I understand and agree that an appropriate disciplinary action against the Institute will be initiated by the NBA in case any false statement/information is observed during pre-visit, visit, post visit and subsequent to grant of accreditation.

Date: 28/10/2021

Place: Chennai


Signature & Name (SELVAM JESIAH.)

Head of the Institution with seal

PRINCIPAL
SRI RAMACHANDRA
FACULTY OF MANAGEMENT SCIENCES
SRI RAMACHANDRA INSTITUTE OF
HIGHER EDUCATION AND RESEARCH
(Deemed to be University), Porur, Chennai-116.

ANNEXURE

SELF ASSESSMENT REPORT

Annexure I – Program Governing Document (Program Outcome, Competencies, Performance Indicators, Course Outcomes)



Sri Ramachandra Faculty of Management Sciences

MBA

(HOSPITAL & HEALTH SYSTEMS MANAGEMENT)

PEOs & POs

(A Document to Govern the Programme)

INTRODUCTION

This document is a part of governing document defining the institution as well as programme. It depicts the vision and mission of SRIHER & SRFMS along with the Graduate Attributes (GA), Programme Educational Objectives (PEOs), Programme Outcomes (POs), Competency and Performance Indicators (PIs) of MBA Programme. Programme Specific Outcomes (PSOs) are stated in the document to specify the unique specialization of the programme we offer in Hospital and Health Systems Management.

Graduate attributes (GAs) articulate the generic abilities to be looked for in a MBA graduate which form the POs that reflect the skills, knowledge and abilities of graduates we produce. In outcome-based education, a “design down” process is employed which moves from Vision to Graduate attributes and Graduate attribute to PEOs. The design down continues that it moves from PEOs to POs (PSO) and POs to COs ultimately to attain individual learning experiences. COs, which need to be aligned with, and contribute to, the program outcomes, should be developed for each course. Achieving a particular COs vouch for the accomplishment of certain Competencies and PIs leading to attainment one or more POs. While preparing the course plan, the instructor should identify the appropriate Competencies and PIs depending on the content of the course. A big question is: where do these Competencies and PIs come from?. Answer is: They are derived from POs. As POs are generic in nature, they are broken into competencies required for managers and leaders who possess the required knowledge, skills and attitude to operate their business in a competitive

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and complex environment. Each competency is divided into 1 to 4 PIs depending on the intensity of a particular POs.

MBA in SRFMS has 33 courses which are the building blocks to the MBA programme. For each course, teaching strategies, learning activities, assessments and resources should all be designed and organized to help students achieve the learning outcomes at the course level. The instructors are directed to display in their course plan: COs, PIs, and POs and their mapping with each other. The course plan also contains the assessment activities which students demonstrate their level of achievement of the COs and POs. Hence, this document helps various stakeholders, largely instructors and students to understand these components to execute and ensure that the purpose of MBA programme is achieved.

VISION & MISSION (SRIHER)

The Vision

"To offer diverse educational programmes that facilitate the development of competent professionals and valuable citizens, who demonstrate excellence in the respective disciplines, while being locally and globally responsive in areas of education, healthcare delivery and research".

The Mission

Sri Ramachandra Institute of Higher Education and Research (Deemed to be University) will actively promote and preserve the higher values and ethics in education, health care and research and will pursue excellence in all these areas while consciously meeting the expectations of the people it serves without prejudice and in all fairness stay socially meaningful in its propagation of the various arts and sciences to enrich humanity at large.

VISION & MISSION (SRFMS)

Vision:

- To make the Sri Ramachandra Faculty of Management Sciences, a potential, global centre of excellence in education, healthcare and research.

Mission:

- To educate and develop individuals to be professionally, ethical and socially responsible.

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- To provide a culture of care and empathy committed to innovation and adoption of new and cost-effective technology.
- To undertake quality research, consultancy and training programs
- To collaborate with stakeholders for support and participation in its program in education, service, outreach and research.
- To strive for the promotion of health and wholeness in individuals and the community at large, with special concern for the differently-abled and underprivileged.

Quality Policy Statement

SRFMS is committed to imparting quality education, ethical value, social responsibility, research, consultancy and continuous research programs by implementing quality management system in the field of hospital and health systems management. It also aims to meet global standards through continuous improvement of its academic ability that benefits the stakeholders.

Graduate Attributes

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 fulfil their dreams and passion.

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Programme Educational Objectives

MBAPEO 1: Graduates will be exemplary leaders and problem solvers continuing to excel in the career of hospital management.

MBAPEO 2: Graduates will have key management competencies required to act with creative, innovative, and entrepreneurial potentials.

MBAPEO 3: Graduates will accomplish practical acquaintance to conceptual and practical knowledge in hospital management while upholding ethical practices.

MBAPEO 4: Graduates will excel in a competitive environment through extraordinary communication and teamwork

MBAPEO5: Graduates will have a leading role in corporate and life-long learning to contribute to the society.

Programme Outcomes

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.

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Programme Specific Outcomes

PSO1:Demonstrate problem solving skills and decision making abilities across all functional areas of management in hospitals and its allied organizations

PSO2:Acquire knowledge, skills and positive attitude to work individually or as team to contribute effectively and achieve the goals of hospitals and its allied organizations in a dynamic environment.

Competency and Performance Indicators

PO 1 : Apply knowledge of management theories and practices to solve business problems

Competency	Performance Indicators
1.1 Demonstrate Competence in Management Principles	1.1.1* Apply the knowledge of management principles such as Unity of Command, Division of Work, Authority, Responsibility etc., to solve business and managerial problems
1.2 Demonstrate Competence in Management Concepts, Theories and Practices	1.2.1 Apply the knowledge of management concepts, theories and practices to solve business and managerial problems
1.3 Demonstrate Competence in various functional areas of Management (specialized management knowledge)	1.3.1 Apply the knowledge of management principles, concepts, theories and practices of various functional areas such as Finance, Marketing, Human Resources, Operations etc. to solve various functional problems

*Denotes the first PI of PO1

PO 2: Foster Analytical and critical thinking abilities for data-based decision making

Competency	Performance Indicators
2.1 Demonstrate capability in understanding and analyzing numerical data	2.1.1 Design and develop new management tools frameworks, ideas, products, services, standards, and procedures. 2.1.2 Apply statistical tools such as measures of central tendency and dispersion chi square, correlation, regression, etc

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	<p>for health care data</p> <p>2.1.3 Draw inferences from data and analyse conditions of internal and external environments.</p> <p>2.1.4 Understand and apply graphical tools such as Gantt chart, Pareto analysis in health care setting.</p>
2.2 Demonstrate capability in analyzing data through application softwares.	<p>2.2.1 Understand and apply Excel , Tableau, SPSS for data analysis</p> <p>2.2.2 Apply analytical tools and make data driven decisions.</p>
PO3: Develop Value based Leadership	
Competency	Performance Indicators
3.1 Demonstrate honesty, humility, motivate themselves and persuade the team.	<p>3.1.1 Ability to take decisions beyond self-interest;</p> <p>3.1.2 Plan and organize goal based activities.</p>
3.2 Demonstrate the ability to understand the value of Human relationships.	<p>3.2.1 Articulate aspects of Human Behavior to enhance People Management in changing scenario.</p> <p>3.2.2 Listen, Persuade and Influence fellow mates to ensure accomplishment of goals.</p> <p>3.2.3 Understand and evaluate cross-cultural differences and similarities</p>
3.3 Demonstrate the power of decision making	3.3.1 Ability to balance the interest of multiple stakeholders when making decisions
PO 4: Understand, analyze and communicate global, economic, legal, societal, environmental and ethical aspects of business.	
Competency	Performance Indicators

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<p>4.1 Demonstrate an ability to understand the impact of management practices on global, economic, legal, societal, environmental and ethical</p>	<p>4.1.1 Ability to understand, analyse and evaluate different environments of business.</p> <p>4.1.2 Interpret legislation, regulations, codes, rights and standards relevant to the area/subject and explain its contribution to the protection of the public</p> <p>4.1.3 Recognize the difference between legal and ethical compliances</p> <p>4.1.4 Identify, understand and design the conceptual models, methods and techniques associated with the context of business</p>
<p>4.2 Demonstrate an ability to Analyze and communicate the various aspects of business</p>	<p>4.2.1 Analyze the impact or relationship of environmental factors on business strategies</p> <p>4.2.2 Apply appropriate instruments and/or research tools to analyze the factors and its impact on various aspects of business</p> <p>4.2.3 Ability to use deductive reasoning to basic legal and ethical problem in business and effectively communicate through oral and written forms</p>
<p>PO 5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</p>	
<p>Competency</p>	<p>Performance Indicators</p>
<p>5.1 Demonstrate effective individual and team operations, and Leadership skills</p>	<p>5.1.1 Ability to identify the capability of team members, learning synergies and differences in group dynamics</p> <p>5.1.2 Examine their own values and importance of ethical dimension in business and work with a team for taking effective decisions</p> <p>5.1.3 Understand causes of organizational conflicts and resolving them through negotiations, motivation and leadership</p> <p>5.1.4 Articulate the importance of communication, empowerment, risk assessment in clinical governance</p>

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5.2 Demonstrate the ability to create collaborative goals and contributing effectively to a team environment	<p>5.2.1 Recognize and get familiar about leadership in cross cultural environment</p> <p>5.2.2 Ability to acknowledge, support the team to create collaborative goals and for effective contribution</p> <p>5.2.3 Exhibit and nurture the attributes that facilitate effective teamwork to create cross functionality, innovation and design thinking.</p>
PO 6: Communicate effectively and use information and knowledge effectively	
Competency	Performance Indicators
6.1 Demonstrate communication skill	<p>6.1.1 Ability to persuade and motivate people through use of appropriate medium and body language</p> <p>6.1.2 Ability to analyze situations and audience to make choices of writing and delivering efficiently</p> <p>6.1.3 ability to comprehend information to write business document, prepare formal reports very accurately</p> <p>6.1.4 Capability of providing, accepting and using feedbacks to improve written and oral communication continuously.</p>
6.2 Demonstrate knowledge on Latest Technology	<p>6.2.1 Examine and interpret the data and information effectively</p> <p>6.2.2 Ability to use a variety of technology and media effectively in acquiring and disseminating information</p>
PO 7: Inculcate entrepreneurship ability.	
Competency	Performance Indicators
7.1 Demonstrate an ability to Innovate & Create ideas	<p>7.1.4 Apply formal Idea generation tools</p> <p>7.1.5 Identify the criteria for evaluating the idea</p> <p>7.1.6 Develop business plan</p>
7.2 Demonstrate an ability of critical thinking & Problem solving	<p>7.2.4 Recognizing the need for problem definition</p> <p>7.2.5 Identify the wide range of alternatives for problem solving</p> <p>7.2.6 Compare and contrast the alternatives and to judge the best solution</p>

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7.3 Demonstrate an ability to negotiate, network and manage the resources	7.3.4 Exhibit effective communication skills 7.3.5 Apply listening skills to negotiate 7.3.6 Analyze the effective utilization of available resources.
PO 8: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning	
Competency	Performance Indicators
8.1 Demonstrate effective leadership skills	8.1.4 Exhibit effective communication and conflict resolution skills 8.1.5 Understand the team members and treat them respectfully. 8.1.6 Recognize the need to maintain composure in difficulty situation.
8.2 Demonstrate an ability to identify gaps in business process and a strategy to close this gap	8.2.4 Identify deficiencies or gaps in knowledge and business process 8.2.5 Develop strategy to close the gaps in knowledge and business process 8.2.6 Portray the foundation for continuing professional development
8.3 Demonstrate an ability to identify and access the sources for new information	8.3.4 Identify and comprehend credible sources of information 8.3.5 Analyze sourced information for feasibility, viability and sustainability. 8.3.6 Apply feasible sources of information for effective decision making.

PROGRAMME SPECIFIC OUTCOMES

PSO 1: Demonstrate problem solving skills and decision making abilities across all functional areas of management in hospitals and its allied organizations	
Competency	Performance Indicators
9.1 Demonstrate Competence in various	9.1.1 Apply the knowledge of management principles, concepts, theories and practices of various functional areas

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functional areas of Hospitals	<p>such as Finance, Marketing, Human Resources, and Operations etc. to solve various functional problems in hospitals.</p> <p>9.1.2 Apply analytical tools and make data driven decisions in hospitals.</p> <p>9.1.3 Apply feasible sources of information for effective decision making in hospitals.</p>
PSO 2: Acquire knowledge, skills and positive attitude to work individually or as team to contribute effectively and achieve the goals of hospitals and its allied organizations in a dynamic environment.	
Competency	Performance Indicators
10.1 Demonstrate effective individual and team operations in hospitals	<p>10.1.1. Articulate aspects of Human Behavior to enhance People Management in changing scenario in hospitals.</p> <p>10.1.3 Ability to acknowledge, support the team to create collaborative goals and for effective contribution in hospitals.</p>

COURSE OUTCOME STATEMENTS

Course Outcome Statements for Batch 2018-20

Course Title	Course Code	CO statement
Management Principles in Healthcare Organizations	CO101.1	The students will be able to Understanding the Managerial skills and functions
	CO101.2	Integrate management principles into management practices
	CO101.3	Evaluate and Determine the most effective action to take in specific situations.
Financial & Management Accounting	CO103.1	Students will be able to understand, apply and critically evaluate financial and management accounting theories and techniques.

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Course Title	Course Code	CO statement
	CO103.2	Assess the results of the business by applying the different tools of analysis like ratio analysis, fund and cash flow situation of a business organization for taking decisions
	CO103.3	Analyze and make presentation and communicate his/ her views clearly in choosing a worthy project to the investors based on the capital budgeting techniques in the real life situation.
Managerial & Health Economics	CO105.1	Understand the principles of Managerial Economics in real business scenario
	CO105.2	Understand the nature and function of demand/supply and design Price and Output Strategies accordingly under varied market structure
	CO105.3	Apply the tools of Production function, Cost Analysis to make optimum allocation of resources of business.
	CO105.4	Internalize the applications of major macro-economic parameters and take business decisions accordingly
	CO105.5	Apply Economic Principles to design suitable Healthcare Delivery models
Bio-Statistics & Operations Research	CO107.1	Students will gain broader understanding of statistical concepts and techniques
	CO107.2	Students will understand scientific methods available in operations Research
	CO107.3	Students will apply and analyze research problems using statistical techniques
Hospital Planning, Architecture & Project Management	CO109.1	Students will gain knowledge in Project Management and planning of Hospital facilities.
	CO109.2	Understand the statutory compliance and implement in Project management
	CO109.3	Develop the project feasibility report
Organization &	CO111.1	Understand the process, functions and structure of clinical

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Course Title	Course Code	CO statement
Management Of Hospitals		& non-clinical departments of hospitals
	CO111.2	Understand the process, functions and structure of support services, diagnostic services and utility services
	CO111.3	Apply the knowledge gained and analyze in various healthcare settings.
	CO111.4	Analyze and evaluate the processes and functions of various departments in different healthcare setting.
Basics In Medical Science	CO113.1	Students will gain knowledge about structure and functions of different systems of human body.
	CO113.2	Students will also acquire knowledge on determinants of health and basic concepts of epidemiology.
	CO113.3	Apply practically the theoretical knowledge gained from concept of medical science
	CO113.4	Evaluate the functions of various determinants of health
Human Resource Management	CO102.1	Students will be equipped with the knowledge and skills to manage humanresources in an organization
	CO102.2	Students will be able to understand the Recruitment and selection function and training needs of individuals
	CO102.3	Students will be able to justify the importance of performance appraisals leading to employee motivation and a rewards program
Marketing Management	CO104.1	Students will be equipped with knowledge about the basic concepts ofMarketing
	CO104.2	Students will be familiarized about the environment of market and consumer behavior
	CO104.3	Demonstrate the right mix of marketing and take decisions in complex market environment and analyze customer markets
Organizational Behaviour	CO106.1	Understand the concepts of Organizational Behavior and determine the implications of personality and individual

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Course Title	Course Code	CO statement
		differences in organization.
	CO106.2	Justify the importance of attitude, perception, learning, synergies and differences in group dynamics and team work
	CO106.3	Understand causes of organizational conflicts and resolving them through negotiation, motivation and leadership
Financial Management In Healthcare	CO108.1	Student can 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.
	CO108.2	Analyze the different finance functions – Investment, financing, Liquidity and Dividend policy - for the effective utilization of long term and short term funds of large size organizations of any sector.
	CO108.3	Assess the issues related to the financial management of cost of capital and Exhibit his/her perspectives and ideas to the audience clearly and confidently in any critical financial situations of corporate.
Public Health Systems & Health Insurance	CO110.1	Students will understand the various functions of Public Health and the role of various International Organizations in Healthcare.
	CO110.2	Students will gain knowledge about Risk Management and Health Insurance.
	CO110.3	Analyze the application of health system research
Total Quality Management In Hospitals	CO112.1	Understand the Total Quality Management (TQM) philosophies and frameworks in healthcare sector
	CO112.2	Apply the knowledge on various tools and techniques of Total Quality Management (TQM) in hospitals.
	CO112.3	Understand the principles of quality management system and its application in hospitals.

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Course Title	Course Code	CO statement
	CO112.4	Analyze the tools and techniques for controlling, improving and evaluating the performance of healthcare organizations.
Healthcare Laws	CO114.1	Understand the legal procedures related to hospitals
	CO114.2	Demonstrate administrative activities pertaining to medical law, health related laws and pharmacy law
	CO114.3	Assess the rights and responsibilities of patients and providers framed in any healthcare organization
	CO114.4	Analyze the process of clinical trials followed by any pharmaceutical company before procuring any medicines
Hospital Hands-On Posting I	CO152.1	The students will be able to acquire knowledge from various clinical departments and their practice.
	CO152.2	Gain insights in administration and functional aspects
	CO152.3	Understand the process flow in clinical departments
Research Methodology In Management Sciences	CO201.1	Student will be able to comprehend the research process including theory and provide an overview of methodologies and methods associated with carrying out independent research
	CO201.2	Ability to create, develop and Demonstrate the research design and sampling design in the context of health care industry
	CO201.3	Design, process, analyse and interpret the data, write the report and ability to carrying out independent research
Logistics And Supply Chain Management	CO203.1	Understand of role of supply chain management in today's business environment
	CO203.2	Apply supply chain drivers to improve the performance
	CO203.3	Adopt & implement best supply chain strategies
	CO203.4	Familiarize with current supply chain management trends and apply the current supply chain theories, practices and concepts.

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Course Title	Course Code	CO statement
Business Policy And Strategic Management	CO205.1	Student will be able to understand the strategy formulation, implementation and evaluation
	CO205.2	Student will able to understand the impact of environmental factors on analyzing strategy
	CO205.3	Students will be able to appraise different models in strategy analysis, formulation and implementation
Safety And Disaster Management	CO207.1	Understand the basics of occupational safety like hospital acquired infection, fire safety, radiation hazards in hospital
	CO207.2	Apply the knowledge of disaster management and preparedness in the challenging situation in hospitals
	CO207.3	Analyze the current knowledge and apply feasible sources of information in the hospital security services
Hospital Information System	CO209:1	Students will have a general idea about the utilization of Information technology in healthcare setting.
	CO209.2	To understand the concept clinical information system
	CO209.3	To apply the knowledge of information system in clinical decision making
	CO209.4	To evaluate the use of data base management in hospital information system
Services Marketing	CO211.1	Students will be equipped with the knowledge to apply the concepts of services marketing in promoting healthcare services & identifying the service quality gap.
	CO211:2	To understand the service quality concepts
	CO211:3	To study various service marketing strategies
	CO211:4	Apply principles and behaviors underlying effective performance in teams
Internship	CO251:	Students will have the ability to expose to and practice the acquired knowledge
International Health Management	CO202:1	Understand various health care systems followed in various countries

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Course Title	Course Code	CO statement
	CO202:2	Understand and apply the knowledge of health insurance in National and International (managed care) perspective
	CO202:3	Apply the knowledge of IPR in National and International perspective
	CO202:4	Analyze the future of healthcare systems and challenges in Medical tourism.
ELECTIVES: 1. Health care Technology	GDE026.1	Students will gain the overview of recent trends and developments in Healthcare
	GDE026.2	Students will gain the overview of recent trends and developments in Healthcare
	GDE026.3	Students will have complete knowledge of HMS/EMR
	GDE026.4	Students will be able to identify the difficulties of the users and convert them into requirements for computerization
	GDE026.5	Students will be able to validate if the application is right for their use and report them appropriately
2. NGO Management	GDE027.1	The students will be able to know the role played by NGO and the related Socio-Economic Projects offered by government and non-government agencies
	GDE027.2	They will be able to understand the legal procedure and registration process to establish NGO
	GDE027.3	They will apply the knowledge and understanding of NGOs in the practical life situation.
3. Business Analysts and Requirement Management	GDE028.1	Identify opportunities for improvement in business operations and processes
	GDE028.2	Gather, document, and analyze business needs and requirements
	GDE028.3	Assess the need for change in management process and procedures
	GDE028.4	Demonstrate the abilities to plan a team with the resources available

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Course Title	Course Code	CO statement
Hands on posting – II	CO252.1	The students will be able to associate learning with non-clinical and administrative departments in the hospital
	CO252.2	Identify good practices in hospitals
Dissertations	CO254	The students will be able to perform statistical analysis and understand the significance of a problem and able to give suggestions.

Course Outcome Statements for Batch 2019 – 21

Course Title	Course Code	CO Statements
Human Resource Management	PHM19CT101.1	Interpret the importance of managing people and functions of human resource management
	PHM19CT101.2	Conduct Job analysis and evaluate the recruitment function and training needs as part of talent management.
	PHM19CT101.3	Justify the methods of performance appraisals leading to employee motivation and a rewards program
	PHM19CT101.4	Analyze the modes of collective bargaining & industrial relations in a global-era and the importance of diversity in contemporary organizations
Managerial Economics	PHM19CT103.1	Understand and apply the principles of Managerial Economics in real business scenario
	PHM19CT103.2	Understand the nature and function of demand/supply and design Price and Output Strategies accordingly under varied market structure
	PHM19CT103.3	Apply the tools of Production function, Cost Analysis to make optimum allocation of resources of business.
	PHM19CT103.4	Internalize the applications of major macro-

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Course Title	Course Code	CO Statements
		economic parameters and take business decisions accordingly
	PHM19CT103.5	Apply Economic Principles to design suitable Healthcare Delivery models
Marketing Management	PHM19CT105.1	Apply marketing concepts and understand customer needs and build and create customer value, engagement and relationship
	PHM19CT105.2	Access and Analyze the market information to gain customer behavior & insights
	PHM19CT105.3	Demonstrate the right mix of marketing and take decisions in complex market environment and analyse customer markets
	PHM19CT105.4	Understand and capturing customer value through developing right products and devising pricing strategies
	PHM19CT105.5	Analyze and make presentations and communicate his/her perspective and ideas clearly and confidently to the audience in the market and with marketing channels
Financial Analysis and Reporting	PHM19CT107.1	Apply the rules of double entry system in the process of preparation of Financial statements and other related accounting statements based on the national and international accounting standards.
	PHM19CT107.2	Assess the results of the business by applying the different tools of analysis like comparative and common size statement, trend analysis and ratio analysis for taking decisions by stake holders.
	PHM19CT107.3	Analyze the fund and cash flow situation of a business organization and the different methods of depreciation in the changing scenario.
	PHM19CT107.4	Demonstrate the legal requirements & presentation

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Course Title	Course Code	CO Statements
		of authenticated and certified annual financial reports and the recent scandals in financial reporting.
	PHM19CT107.5	Analyze and make presentation and communicate his/ her views clearly in choosing a worthy project to the investors based on the capital budgeting techniques in the real life situation.
Legal aspects of Business	PHM19CT109.1	Understand and appreciate concepts related to law and how it aids decision making in business
	PHM19CT109.2	Develop the basic idea of how to approach any disparity in business dealings
	PHM19CT109.3	Develop and apply negotiation and finalizing a contract in win-win situations
	PHM19CT109.4	Effectively realize the importance of law in business decisions and make presentations to communicate the perspective ideas confidently to the management.
	PHM19CT109.5	Approaching business proceedings of the organizations in a legal manner
Service Quality Management	PHM19CT111.1	Apply the basic concepts, theories and dimensions of quality in various sectors including healthcare.
	PHM19CT111.2	Identify and manage customer satisfaction and focus to retain them in the business
	PHM19CT111.3	Apply and analyze the business through processes and evaluate based on the set of guidelines for business decisions
	PHM19CT111.4	Evaluate the service quality through application of statistical process control and analyze the cost of quality
Written and oral Communication	PHM19CT113.1.	Effectively realise the required knowledge of different forms of written and oral communication

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Course Title	Course Code	CO Statements
		and practicing it in daily routine
	PHM19CT113.2	Analyse situations and audience to make choices of writing and delivering efficiently
	PHM19CT113.3	Write business document, prepare formal reports very accurately
	PHM19CT113.4	Effectively write letters, memos and emails to reach the customers
	PHM19CT113.5	Approaching feedbacks to improve written and oral communication continuously
Operations Management	PHM19CT115.1.	Use operations concepts to answer healthcare operations related problems.
	PHM19CT115.2	Employ various operations techniques to a given data.
	PHM19CT115.3	Understand the data needs of a problem and map a technique to a given data
	HM19CT115.4	Analyze operations problem from a multidisciplinary, multi-stakeholder view point.
Hospital Management	PHM19CT117.1	Interpret theoretical ideas and materials from this course to resolve problems and develop opportunities in healthcare organizations;
	PHM19CT117.2	Develop their leadership and teambuilding abilities
	PHM19CT117.3	Apply modern change and innovation management concepts to optimize healthcare structures, processes and outcomes;
	PHM19CT117.4	Foster critical thinking in order to improve patient safety and the quality of care
Management and Organizational Behaviour	PHM19CT102.1	Describe the importance of implementing general management principles to people and human behavior in an organization
	PHM19CT102.2	Determine the implications of individual differences in an organization and its culture for organizational

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Course Title	Course Code	CO Statements
		efficiency and effectiveness
	PHM19CT102.3	Infer the importance of perception, learning, synergies and differences in group dynamics and team work
	PHM19CT102.4	Analyze the organizational power, politics and the causes of organizational conflicts and resolving them through negotiation, motivation and leadership
Research Methodology	PHM19CT104.1	Acquire a thorough knowledge on research methodology in the context of business and able to differentiate theoretical research form empirical research
	PHM19CT104.2	Ability to create, develop and demonstrate the research design and sampling design in the context of business
	PHM1CT104.3	Design and demonstrate various methods of data collection by using research tools with appropriate measurement techniques
	PHM19CT104.4	Design, process, analyze and interpret the data, write the report and ability to carrying out independent research
Business Analytics	PHM19CT106.1	Create value to Organizations by using business analytics in formulating and solving business problems
	PHM19CT106.2	Identify opportunities to create value by developing , reporting , and analyzing business data.
	PHM19CT106.3	Develop insights and predictive capabilities by using and applying Excel add-ins.
	PHM19CT106.4	Able to create powerful visualizations using BI Tools such as Tableau.
Managerial Accounting	PHM19CT108.1	Understand the basic concepts of cost in general, its determination, analysis and applications to various

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Course Title	Course Code	CO Statements
		process/industry
	PHM19CT108.2	Differentiate Traditional Costing from Activity Based Costing and apply the same wherever applicable
	PHM19CT108.3	Apply the principles of Standard Costing and analyze the deviations of actual cost from standard cost
	PHM19CT108.4	Analyze the relationship between cost, volume and profit in different business situations and take decisions accordingly.
	PHM19CT108.5	Prepare and Use Budgets for evaluating the performance of business.
Quantitative Techniques	PHM19CT110.1	To familiarize with the statistical terms
	PHM19CT110.2	To give a broader understanding of the statistical concept and techniques
	PHM19CT110.3	To facilitate the students in understanding the scientific methods available in Operations Research
	PHM19CT110.4	To employ appropriate mathematical tools to solve problems
	PHM19CT110.5	Apply and analyze research problems using statistical techniques
Hospital Hands-on Postings – I	PHM19CR152.1	Gain insights into the administrative and functional aspects in a hospital.
	PHM19CR152.2	To have exposure in a hospital and cover various departments.
	PHM19CR152.3	Interact with employees working in various departments and understand the process flow
	PHM19CR152.4	identify good practices in hospitals
Elective Stream: I HEALTH CARE FINANCE [HF]	PHF19DE112.1	Demonstrate an understanding of financial management and the overall role and significance of finance for the business.

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Course Title	Course Code	CO Statements
Financial Management in Healthcare	PHF19DE112.2	Analyze the different finance functions – Investment, financing, Liquidity and Dividend policy - for the effective utilization of long term and short term funds of large size organizations of any sector.
	PHF19DE112.3	Assess the issues related to the management of cost of capital in maintaining the optimum capital structure of corporate.
	PHF19DE112.4	Apply the importance of working capital management for the smooth functioning of any business organizations.
	PHF19DE112.5	Exhibit his/her perspectives and ideas of standard finance terminology to the audience clearly and confidently in any critical financial situations of corporate.
Elective Stream: II HEALTH CARE QUALITY [HQ] Total Quality Management in hospitals	PHQ19DE112.1	Understand the Total Quality Management (TQM) philosophies and frameworks in healthcare sector.
	PHQ19DE112.2	Apply the knowledge on various tools and techniques of Total Quality Management (TQM) in hospitals.
	PHQ19DE112.3	Understand the principles of quality management system and its application in hospitals.
	PHQ19DE112.4	Analyze the tools and techniques for controlling, improving and evaluating the performance of healthcare organizations.
Elective Stream: III HEALTH CARE HR (HR) Talent Management in Healthcare	PHR19DE112.1	Equipped with knowledge of talent management framework
	PHR19DE112.2	Able to know the ways to acquire, develop and retain talent in an organization and analyze and assess the Competency and measure the performance.

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Course Title	Course Code	CO Statements
		Able to assess and analyze the challenges and best practices of talent management in organization
	PHR19DE112.3	Equipped to use information system in talent management system
Business Environment and Strategic Management	PHM19CT201.1	Understand the importance of the need for strategy in organization
	PHM19CT201.2	Understand and analyze the impact of environmental factors on analyzing strategy
	PHM19CT201.3	appraise different models in strategy analysis, formulation and implementation
	PHM19CT201.4	determine the need for evaluation of various strategies using appropriate evaluation tools
Entrepreneurship	PHM19CT203.1	Interpret the importance of entrepreneurship and its process
	PHM19CT203.2	Foster critical thinking in preparing business models and viable business plans
	PHM19CT203.3	Assess opportunities and constraints for new business ideas
	PHM19CT203.4	Analyze the resources to be pooled from various governmental organizations
Services Marketing and Management	PHM19CT205.1	Understand services, services marketing and technology and their roles in healthcare organizations
	PHM19CT205.2	Apply Gaps model of service quality and focus on the customer and their requirements
	PHM19CT205.3	Foster critical thinking in order to align service design and standards
	PHM19CT205.4	Understanding employees, customers intermediaries and market role in service delivery
	PHM19CT205.5	Ability to manage service promises, pricing and customer satisfaction

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Course Title	Course Code	CO Statements
Supply Chain and Logistics Management	PHM19CT207.1	Understand of role of supply chain management in today's business environment
	PHM19CT207.2	Perform basic cost calculations for efficient supply chain management
	PHM19CT207.3	Apply supply chain drivers to improve the performance
	PHM19CT207.4	Adopt & implement best supply chain strategies
	PHM19CT207.5	Familiarize with current supply chain management trends and apply the current supply chain theories, practices and concepts.
Medical Tourism and Management	PHM19CT209.1	Understand the significance of travel agency and tour operation business
	PHM19CT209.2	Predict the current trends and practices in the tourism and travel trade sector
	PHM19CT209.3	Interpret the knowledge and skills applicable to medical travel industry
	PHM19CT209.4	Analyze challenges, issues and the factors affecting medical tourism and its costs
Hospital Hands-on Postings–II	PHM19CR252.1	Gain insights into the administrative and functional aspects of a hospital.
	PHM19CR252.2	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,
	PHM19CR252.3	Identify good practices in hospitals.
Summer Internship	PHM19CR254.1	Apply their existing knowledge in the area of internship
	PHM19CR254.2	Bridge the gap between theory and practice
	PHM19CR254.3	Expand their familiarity in the chosen area of work
	PHM19CR254.4	Enhance their Skill, Knowledge, Ability (SKA) in

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Course Title	Course Code	CO Statements
		their domain
	PHM 19CR 254.5	Develop intellectual ability professional judgment and decision-making ability, inter- disciplinary approach, skills for data handling, and sense of responsibility.
Elective Stream: HEALTH CARE FINANCE [HF] Security Analysis and Portfolio Management	PHF19DE211.1	Understand the different types of investors and their investment behavior in the different segments of financial market.
	PHF19DE211.2	Assess the risk and return of investments in the context of optimal portfolio and make asset allocation decisions.
	PHF19DE211.3	Analyze and evaluate the trading behavior of retail investor, mutual funds, Investment companies and the application of capital asset pricing model.
	PHF19DE211.4	Characterize the implications of the market efficiency evidence on active portfolio management.
	PHF19DE211.5	Analyze and make presentation and communicate his/ her perspectives and ideas clearly in the financial market as an investment analyst.
Elective Stream: HEALTH CARE FINANCE [HF] Financial System and Markets in healthcare	PHF19DE213.1	Understand and apply the knowledge of financial system with reference to the micro and macro economy in business
	PHF19DE213.2	Analyze the awareness of the current structure and regulation of the Indian financial institutions and financial markets.
	PHF19DE213.3	Create and demonstrate strategies to promote financial products and services.
	PHF19DE213.4	Ability to understand, analyze and evaluate the practices, procedures and issues relating to financial services industry

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Course Title	Course Code	CO Statements
Elective Stream: HEALTH CARE QUALITY [HQ] Healthcare Accreditation and Laws	PHQ19DE211.1	Apply the basic concepts of state, national and international healthcare accreditation in hospitals
	PHQ19DE211.2	Identify the ways to choose accreditation policy for an organization
	PHQ19DE211.3	Justify the importance of Standard Operating Protocols for their respective departments
	PHQ19DE211.4	Evaluate the importance of recent updated standards in the accreditations
	PHQ19DE211.5	Analyze the Accreditation problems faced by the hospitals
Elective Stream: HEALTH CARE QUALITY [HQ] Innovation and Design Thinking	PHQ19DE213.1	To think and enhance innovation activities in terms of market impact, value creation and speed.
	PHQ19DE213.2	To think about design and innovation beyond the design and development of new Products.
	PHQ19DE213.3	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.
	PHQ19DE213.4	To translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations.
Elective Stream: HEALTH CARE HR [HR] HR Analytics	PHR19DE211.1	Able to understand the Importance of HR analytics in solving business problems
	PHR19DE211.2	Understand Hr data generated in the organization and use bell curve for taking decisions appropriately
	PHR19DE211.3	Equipped to create effective surveys and develop, report, and analyze HR data.
	PHR19DE211.4	Use predictive analytics techniques, build qualitative information into the model and take data driven decisions.
Elective Stream:	PHR19DE213.1	Understand Training – learning process.

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Course Title	Course Code	CO Statements
HEALTH CARE HR [HR] Training and Development	PHR19DE213.2	Analyze the training needs of an organization.
	PHR19DE213.3	Assess, design and implement various methods of training.
	PHR19DE213.4	Evaluate the value of the training once completed from the individual employee and the organization's viewpoint
Cross Cultural Management	PHM19CT202.1	Acquire a global perspective on management in terms of cross-cultural understanding and adaptation.
	PHM19CT202.2	Develop a broad awareness regarding management in cross-cultural settings and contexts and of what it takes to achieve success in managing those tasks and functioning effectively as managers
	PHM19CT202.3	Understand the cross cultural behavior and to work effectively as a team
	PHM19CT202.4	Adapt the different strategies of doing business across different cultures and learn about the effective strategies for addressing cross-cultural communication
Ethics and Social Responsibility	PHM19CT204.1	Understand the evolution, importance, practices and regulations of Corporate Governance, Social responsibility, and Ethics.
	PHM19CT204.2	Recognize and resolve ethical issues in business and understand the difference between legal and ethical compliance
	PHM19CT204.3	Apply governance practices and ethics to business.
	PHM19CT204.4	Evaluate the own values and the importance of the ethical dimension in business and workplace decision making
	PHM19CT204.5	Apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and

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Course Title	Course Code	CO Statements
		written forms these, using the concepts, logic and rhetorical conventions of business ethics.
Dissertation	PHF19RP256.1	Identify and refine an appropriate research question, analyze the principles of research design to the question and select an appropriate methodology.
	PHF19RP256.2	Assess and select from different methodologies, methods and forms of analysis to produce a suitable research design and justify this design.
	PHF19RP256.3	Synthesis knowledge and skills previously gained and design as well as manage a piece of original project work.
	PHF19RP256.4	Discuss the ethical dimensions of the study and obtain the appropriate ethical approval if needed.
	PHF19RP256.5	Establish links between the theory and the methods in the related field of study and present the results in an appropriate written format.
Elective Stream: HEALTH CARE FINANCE [HF] Entrepreneurial Finance	PHF19DE206.1	Prepare business plan and feasibility report
	PHF19DE206.2	Exhibit the knowledge of important laws which have financial implication of the business
	PHF19DE206.3	Able to appraise projects based on financial implications
	PHF19DE206.4	Able to develop a financial plan and analyze and Have knowledge on financing of different ventures
Risk Management and Insurance	PHF19DE208.1	Understand the different types of risks and its sources and identify the different risk aversion and Management techniques for the mitigation of those risks.
	PHF19DE208.2	Assess the Process of risk aversion and Management techniques like risk avoidance, risk retention etc. in order to pool and diversify such risks.

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Course Title	Course Code	CO Statements
	PHF19DE208.3	Analyze and evaluate the different risk management tools like options, Future and Forward contracts, swaps and hedging to reduce the risks in the real life situation.
	PHF19DE208.4	Demonstrate the application of contractual provisions of policies and practices of Insurance as a Risk Management tool.
	PHF19DE208.5	Analyze as well as communicate his/ her perspectives and ideas clearly on the application of information technology in the Insurance sector and the role of Insurance companies in insurance security.
Elective Stream: HEALTH CARE QUALITY [HQ] Quality Assurance Framework in Hospitals	PHQ19DE206.1	Understand the quality assurance program in various departments (like patient care and diagnostic Services)in hospitals
	PHQ19DE206.2	Identify patient safety in clinical processes
	PHQ19DE206.3	Determine the importance of communication, empowerment, risk assessment in clinical governance
	PHQ19DE206.4	Classify the importance of patient centric hospital and develop road map for implementing quality in hospitals
Healthcare Governance and Technology	PHQ19DE208.1	Interpret the different clinical set up in various types of hospitals
	PHQ19DE208.2	Examine the records and registers in a hospital
	PHQ19DE208.3	Assess the audit meeting organized and the audit reports generated after audit rounds
	PHQ19DE208.4	Analyze the technology required for the hospital and methods to adopt it
	PHQ19DE208.5	Identify the key result areas of the hospital
Elective Stream:	PHR19DE206.1	Understand the compensation concepts

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Course Title	Course Code	CO Statements
HEALTH CARE HR [HR] Compensation and Benefits Management	PHR19DE206.2	Relate knowledge on Job Analysis, Job Description and Job Evaluation
	PHR19DE206.3	Analyze the basics of pay structure
	PHR19DE206.4	Create and demonstrate the ways to strengthen pay-performance link.
Performance Management	PHR19DE208.1	Describe the structuring of performance management systems. Ability to systematically decide and communicate strategic performance aims, objectives, priorities and targets
	PHR19DE208.2	Apply effective performance management policies and practices and use performance analysis to develop individuals and organization development.
	PHR19DE208.3	Analyze and make decisions based on performance management system data by using appropriate performance management techniques, tools, methodologies and ratings to improve performance.
	PHR19DE208.4	Infer the effectiveness of performance management systems through the best practices and automation. Demonstrate communication skills required when managing achievements.

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Annexure II–Faculty Details

Academic Year 2020-2021

Table 6.1.a: List of faculty members for the academic year 2020-2021

S. No	Name of the Faculty Member	Qualification			Association with the institution	Designation	Date on which designated as Professor/ Associate Professor	Date of joining the institution	Department	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving (In case currently associated is (“No”))	Nature of Association (Regular / Contract)
		Degree (Highest Degree)	University	Year of attaining higher qualification							Research Paper Publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. K. C. John	Ph. D	IIM-A	02/12/1987	12/10/2020	Professor	12/10/2020	12/10/2020	HH SM	Entrepreneurship, Innovation and Design Thinking	-	-	-	Yes	Regular
2	Dr. Selvam Jesiah	Ph. D	Manonmaniam Sundaranar	10/04/2001	03/01/2019	Professor	03/01/2019	03/01/2019	HH SM	Marketing and International Business	1	1	-	Yes	Regular

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3	Dr. P. Amalanathan	Ph. D	Manonmaniam Sundaranar	30/03/2009	16/12/2019	Associate Professor	16/12/2009	16/12/2019	HH SM	Corporate Finance, Accounting and Income Tax Law, Practice	3	-	-	Yes	Regular
4	Dr. A. Bhooma Devi	Ph. D	Sri Ramachandra Institute of Higher Education and Research (DU)	01/03/2014	11/06/2007	Associate Professor	30/08/2018	11/06/2007	HH SM	Hospital Management and Service Quality Management	5	5	-	Yes	Regular
5	Dr. G. Jabarethina	Ph. D	University of Madras	06/08/2018	13/06/2007	Assistant Professor	-	13/06/2007	HH SM	Finance and Human Resource Management	1	-	August 2018	Yes	Regular
6	Dr. S. Srinivasan	Ph. D	Bharathidasan University	07/12/2017	26/08/2019	Assistant Professor	-	26/08/2019	HH SM	Financial Derivatives and Risk Management	1	-	-	Yes	Regular
7	Dr. A. S. Poornima	Ph. D	University of Madras	25/06/2018	02/12/2019	Assistant Professor	-	02/12/2019	HH SM	Digital Marketing	-	-	-	Yes	Regular

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8	Dr. A. Subashree	Ph. D	SRM University	24/07/2018	09/12/2019	Assistant Professor	-	09/12/2019	HH SM	Cyber Security and Information Technology	1	-	-	Yes	Regular
9	Dr. V. Krithika	Ph. D	IIT- Madras	29/01/2021	21/11/2020	Assistant Professor	-	01/06/2021	HH SM	Health Operations and Strategy	1	-	-	Yes	Regular
10	Ms. K. Rohini	MBA	University of Madras	30/04/2007	03/02/2015	Assistant Professor	-	03/02/2015	HH SM	Human Resources and Systems	1	-	Pursuing	Yes	Regular
11	Ms. K. N. Priya	MBA	Sri Ramachandra Institute of Higher Education and Research (DU)	30/04/2004	July 2002	Assistant Professor	-	17/08/2017	HH SM	Hospital and Health Systems Management	1	-	Pursuing	Yes	Regular
12	Ms. T. Bharathi	M. Phil	BITS, Pilani	21/12/2016	July 2010	Assistant Professor	-	23/10/2017	HH SM	Hospital and Health Systems Management	1	-	Pursuing	Yes	Regular

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13	Ms. S. Nithya Priya	MBA	Sri Ramachandra Institute of Higher Education and Research	30/04/2018	July 2016	Assistant Professor	-	12/09/2019	HH SM	Hospital and Health Systems Management	2	-	Pursuing	Yes	Regular
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Academic Year 2019-2020:

Table 6.1.b: List of faculty members for the academic year 2019-2020

S. No	Name of the Faculty Member	Qualification			Association with the institution	Designation	Date on which designated as Professor/ Associate Professor	Date of joining the institution	Department	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving (In case currently associated is ("No"))	Nature of Association (Regular / Contract)
		Degree (Highest Degree)	University	Year of attaining higher qualification							Research Paper Publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. Selvam Jesiah	Ph. D	Manonmaniam Sundaranar	10/04/2001	03/01/2019	Professor	03/01/2019	03/01/2019	HHS M	Marketing and International Business	4	1	-	Yes	Regular
3	Dr. A. Bhooma Devi	Ph. D	Sri Ramachandra Institute of Higher Education and Research (DU)	01/03/2014	11/06/2007	Associate Professor	30/08/2018	11/06/2007	HHS M	Hospital Management and Service Quality Management	3	4	-	Yes	Regular

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4	Dr. G. Jabarethina	Ph. D	University of Madras	06/08/2018	13/06/2007	Assistant Professor	-	13/06/2007	HHS M	Finance and Human Resource Management	1	-	August 2018	Yes	Regular
5	Dr. S. Srinivasan	Ph. D	Bharathidasan University	07/12/2017	26/08/2019	Assistant Professor	-	26/08/2019	HHS M	Financial Derivatives and Risk Management	-	-	-	Yes	Regular
6	Ms. K. Rohini	MBA	University of Madras	30/04/2007	03/02/2015	Assistant Professor	-	03/02/2015	HHS M	Human Resources and Systems	-	-	Pursuing	Yes	Regular
7	Ms. K. N. Priya	MBA	Sri Ramachandra Institute of Higher Education and Research (DU)	30/04/2004	July 2002	Assistant Professor	-	17/08/2017	HHS M	Hospital and Health Systems Management	2	-	Pursuing	Yes	Regular
8	Ms. T. Bharathi	M. Phil	BITS, Pilani	21/12/2016	July 2010	Assistant Professor	-	23/10/2017	HHS M	Hospital and Health Systems Management	1	-	-	Yes	Regular

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9	Ms. S. Nithya Priya	MBA	Sri Ramachandra Institute of Higher Education and Research (DU)	30/04/2018	July 2016	Assistant Professor	-	12/09/2019	HHS M	Hospital and Health Systems Management	1	-	Pursuing	Yes	Regular
10	Dr.P. Amalanathan	Ph. D	Manonmaniam Sundaranar	30/03/2009	16/12/2019	Associate Professor	16/12/2009	16/12/2019	HHS M	Corporate Finance, Accounting and Income Tax Law, Practice	-	-	-	Yes	Regular
11	Dr. A. S. Poornima	Ph. D	University of Madras	25/06/2018	02/12/2019	Assistant Professor	-	02/12/2019	HHS M	Digital Marketing	1	-	-	Yes	Regular
12	Dr. A. Subashree	Ph. D	SRM University	24/07/2018	09/12/2019	Assistant Professor	-	09/12/2019	HHS M	Cyber Security and Information Technology	-	-	-	Yes	Regular
13	Dr. A. R. Rajagopalan	Ph. D	Bharathidasan University	30/08/2016	15/07/2020	Professor	07/01/2019	07/01/2019	HHS M	Organizational Behaviour	-	-	-	No	Regular

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14	Ms. Jakulin Divya Mary	MBA	Anna University	30/04/2010	21/04/2014	Assistant Professor	-	21/04/2014	HHS M	Human Resource Management and Marketing	1	-	Pursuing	No	Regular
15	Dr. Salamah Ansari	Ph. D	IIM-C	31/12/2018	25/03/2019	Assistant Professor	-	25/03/2019	HHS M	Public Policy and Management	-	-	-	No	Regular

Academic Year 2018-2019:

Table 6.1.c: List of faculty members for the academic year 2018-2019

S. No	Name of the Faculty Member	Qualification			Association with the institution	Designation	Date on which designated as Professor/ Associate Professor	Date of joining the institution	Department	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving (In case currently associated is ("No"))	Nature of Association (Regular / Contract)
		Degree (Highest Degree)	University	Year of attaining higher qualification							Research Paper Publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		

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1	Dr. A. Bhooma Devi	Ph. D	Sri Ramachandra Institute of Higher Education and Research (DU)	01/03/2014	11/06/2007	Associate Professor	30/08/2018	11/06/2007	HHS M	Hospital Management and Service Quality Management	5	5	-	Yes	Regular
2	Dr. G. Jabarethina	Ph. D	University of Madras	06/08/2018	13/06/2007	Assistant Professor	-	13/06/2007	HHS M	Finance and Human Resource Management	1	-	August 2018	Yes	Regular
3	Ms. K. Rohini	MBA	University of Madras	30/04/2007	03/02/2015	Assistant Professor	-	03/02/2015	HHS M	Human Resources and Systems	1	-	Pursuing	Yes	Regular
4	Ms. K. N. Priya	MBA	Sri Ramachandra Institute of Higher Education and Research (DU)	30/04/2004	July 2002	Assistant Professor	-	17/08/2017	HHS M	Hospital and Health Systems Management	1	-	Pursuing	Yes	Regular
5	Ms. T. Bharathi	M. Phil	BITS, Pilani	21/12/2016	July 2010	Assistant Professor	-	23/10/2017	HHS M	Hospital and Health Systems Management	1	-	Pursuing	Yes	Regular

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6	Ms. S. Nithya Priya	MBA	Sri Ramachandra Institute of Higher Education and Research	30/04/2018	July 2016	Assistant Professor	-	12/09/2019	HHS M	Hospital and Health Systems Management	2	-	Pursuing	Yes	Regular
7	Ms. P. Jakulin Divya Mary	MBA	Anna University	30/04/2010	21/04/2014	Assistant Professor	-	21/04/2014	HHS M	Human Resource Management and Marketing	1	-	Pursuing	No	Regular
8	Dr. Anantharajan	Ph. D	Alagappa University	30/03/2013	31/01/2005	Associate Professor	31/12/2014	31/01/2005	HHS M	Hospital Infrastructure Management	-	-	-	No	Regular

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Annexure III – Sample Course Plan

**SRI RAMACHANDRA
INSTITUTE OF HIGHER EDUCATION AND RESEARCH
(Deemed to be University)
FACULTY OF MANAGEMENT SCIENCES**

Course Plan

Programme : MBA

Semester : I

Academic Year: 2019-20

Course : Marketing Management (PHM 19CT 107)

Duration: Aug-Nov.2019

Faculty Member : Selvam Jesiah

Course Credits: 3

Introduction

The course focuses on providing students with an understanding of the principles of marketing and marketing management. It is designed to develop analytical and decision making skills in marketing. Students will learn the marketing concept and be introduced to frameworks with which to understand customers, analyse marketing mix, develop rights products, devising pricing strategies and setting right communication channels and communications.

Learning Objectives

1. Demonstrate knowledge of the fundamental principles, concepts, theories and frameworks of marketing.
2. Demonstrate the ability to comprehensively analyse marketing phenomena and formulate an opinion, decision or conclusion.
3. Identify a marketing opportunity or problem, and generate creative solutions.
4. Articulate ideas and decisions related to marketing mix.
5. Develop new products, design pricing strategies and setting right marketing channels and communication.

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

CO Index	COURSE OUTCOMES	RELATED PIs
CO107.1	Apply marketing concepts and understand customer needs and build and create customer value, engagement and relationship	PI 1.2.2, 1.3.3, 2.1.1, 2.2.1, 2.2.2, 7.1.1, 7.1.2, 7.2.2, 7.2.3
CO107.2	Assess and Analyse the market information to gain customer behaviour & insights	PI 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 6.2.2
CO107.3	Demonstrate the right mix of marketing and take decisions in complex market environment and analyse customer markets	PI 1.3.3, 2.1.3, 2.2.1, 2.2.2, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.2.2, 4.2.3, 6.2.2, 6.2.2,
CO107.4	Understand and capturing customer value through developing right products and devising pricing strategies	PI 2.1.1, 4.1.1, 4.1.3, 7.1.1, 7.1.2, 7.1.3, 7.2.1, 7.2.2, 7.2.3
CO107.5	Analyze and make presentations and communicate his/her perspective and ideas clearly and confidently to the audience in the market and with marketing channels	PI 2.1.1, 2.1.2, 2.2.2, 3.2.1, 3.2.2, 3.3.1, 5.1.1, 5.2.2, 5.2.3, 6.1.1, 6.1.2, 6.1.3, 6.2.1, 6.2.2

Mapping COs with POSs through relevant PIs (POs-COs Relationship)

CO Index	RELATED PIs	PO1	PO2	PO3	P04	PO5	PO6	PO7	PO8
CO107.1	PI 1.2.2, 1.3.3, 2.1.1, 2.2.1, 2.2.2, 7.1.1, 7.1.2, 7.2.2, 7.2.3, 8.3.1, 8.3.2, 8.3.3	L	M					M	M
COP107.2	PI 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, & 6.2.2		H				L		
COP107.3	PI 1.3.3, 2.1.3,	L	M		H				

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	2.2.1,2.2.2, 4.1.1, 4.1.2, 4.1.3, 4.1.4								
COP107.4	PI 2.1.1, 4.1.1, 4.1.3, 7.1.1, 7.1.2,7.1.3, 7.2.1, 7.2.2, 7.2.3		L		L			H	
COP107.5	PI 2.1.1, 2.1.2, 2.2.2, 2.1.1, 2.1.2, 2.1.3, 3.2.1, 3.2.2, 3.3.1, 5.1.1, 5.2.2, 5.2.3 6.1.1, 6.1.2, 6.1.3, 6.2.1, 6.2.2		H	M		M	H		

Note: 1-2 PIs=Low Relationship (Level of Relationship 1), 3-4PLs = Moderate Relationship, 5& Above PLs=High/Substantial relationship

Mapping the Course with POs (POs and Course Relationship)

Course Code	RELATED PIs	PO1	PO2	PO3	P04	PO5	PO6	PO7	PO8
CO107		M	H	M	H	M	H	H	M

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Pedagogical Approach

Pedagogy involves three parts:

- (i) Learning through a combination of lectures, class exercises and discussions
- (ii) Case studies will be initiated by student groups (each group would have 4-5 students) by making a presentation of the marketing issues facing the hospital and then taken up for discussions
- (iii) Take home assignments.

Course Evaluation

Students will be evaluated on the following components:

Assessment Tool	% of Marks
Assignments, Periodic quizzes	10
Seminars & Case Study	10
Class Participation	10
Internal Exams	20
Final Exam	50

Setting Expectations

Expectations of students in several crucial areas like the following to make this course successful:

- Good preparation for each class
- Prompt arrival before each session begins
- Complete attendance throughout the course
- Regular participation in class discussions
- Attentiveness to other students' comments
- Constructive comments to facilitate other students' learning

Text Book

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

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Reference Books

- i) Principles of Marketing-2016-Paul Baines et al., Oxford
- ii) Marketing Management 15/e – By Philip Kotler and Keven Lane Keller (Pearson)
- iii) Marketing – By Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha (Oxford Higher Education, Asian Edition)
- iv) Marketing, 5e – By Grewal and Levy (McGraw Hill Education, Indian Edition)
- v) Principles of Marketing – By Lamb, Hair, Sharma and McDaniel (Cengage, A South-Asian Perspective)

Course Design

Unit I	Introduction to Marketing Management
Unit II	Marketing Research (Managing marketing information to gain customer insights)
Unit III	Consumer Markets and Buying Behaviour
Unit IV	Market Segmentation and Dealing with Competition
Unit V	Product, Services and Brands
Unit VI	Pricing
Unit VII	Marketing Channels and Communication

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Session plan:

Unit	Session	Topic	Pre-Class Reading (Text Book)	Assignment/ Case/Quiz/Class Tests	Focus (Knowledge/ Skills/ Attitude)
	1-4	Introduction to Marketing: Creating Customer Value and Engagement: <ul style="list-style-type: none"> • What is Marketing in a medical care organizations? • Understanding Needs, wants, demands, products, value, satisfaction and quality, Exchange Transactions and Relationships 	Chapter 1	Lecture, Activity & Discussion	Knowledge
	5	Evolution of Marketing: Relationship Marketing, Strategic Planning & Setting Marketing Objectives	Chapter 1	Lecture, Activity & Discussion	Knowledge/
	6-8	Marketing Process: Creating Customer Value and Engagement: <ul style="list-style-type: none"> • Designing a Customer Value-Driven Marketing Strategy and Plan • Managing Customer Relationships and Capturing Customer Value • The Changing Marketing Landscape • Class Exercises and Assignments Case 1: Chick-Fil-A: Getting Better before Getting Better	Chapter 1 Pg. 33-35	Lecture, Discussion / Class Exercises and Assignments Class Activity: Winning Marketing Strategy for Hospitals: What customers? How can we serve?	Knowledge/

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	9 - 10	Hospitals and marketing Strategy: Partnering to Build Customer Engagement, Value and Relationship: <ul style="list-style-type: none"> • Company-Wide Strategic Planning: Defining Marketing's Role • Designing the Business Portfolio • Planning Marketing: Partnering to Build Customer Relationships • Marketing Strategy and the Marketing Mix 	Chapter 2	Lecture, Activity & Discussion	Knowledge/Skill/Attitude
	11	Case 2: Starbucks-HB Case		Presentation and Discussion	Knowledge/Skill/Attitude
	12	Marketing Environment: <ul style="list-style-type: none"> • The Microenvironment and Macroenvironment • The Natural and Technological Environment • The Political-Social and Cultural Environment • Resounding to Market Environment 	Chapter 3	Lecture, Activity & Discussion	Knowledge/Skill/Attitude
II	13	Market Research (Managing Marketing Information to Gain Customer Insights): <ul style="list-style-type: none"> • Marketing Information and Customer Insights <p>Assessing Information needs and Developing Data</p>	Chapter 4	Lecture, Activity & Discussion	Knowledge/Skill/Aptitude /Aptitude
	14-15	Marketing Research (Managing	Chapter 4	Lecture,	Knowledge/

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		Marketing Information to Gain Customer Insights): <ul style="list-style-type: none"> Marketing Research Analysing and Using Marketing Information Other Marketing Information Considerations		Activity & Discussion	Skill/Attitude/Aptitude
	16	<ul style="list-style-type: none"> Case Study – Campbell Soup Company: Watching What You Eat Class Exercises and Assignments		Presentations and Discussions	Knowledge/Skill/Attitude/Aptitude
III	17	Consumer Markets and Buyer Behaviour: <ul style="list-style-type: none"> Model of Consumer Behaviour Characteristics Affecting Consumer Behaviour 	Chapter 5	Lecture, Activity & Discussion	Knowledge/Skill/Attitude
	18	Consumer Markets and Buyer Behaviour: <ul style="list-style-type: none"> Buying Decision Behaviour and the Buyer Decision Process Buyer Decision Process for New Products 	Chapter 5	Lecture, Activity & Discussion	Knowledge/Skill/Attitude
	19	Case 3: GoldieBlox: Swimming Upstream against Consumer Perceptions	Chapter 5 Pg 158-160	Presentations and Discussions	Knowledge/Skill/Attitude
	20	Market Segmentation and Dealing with Competition: <ul style="list-style-type: none"> Bases for Segmentation 	Chapter 7	Lecture, Activity & Discussion	Knowledge/Skill/Attitude
	21-23	Market Segmentation and Dealing with Competition: <ul style="list-style-type: none"> Market Targeting 	Chapter 7	Lecture, Class Exercises and Assignments	Knowledge/Skill/Attitude

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IV		<ul style="list-style-type: none"> Differentiation and Positioning 			
	24-26	Market Segmentation and Dealing with Competition: <ul style="list-style-type: none"> Dealing with the Competition Identifying and Analysing Competition Designing competitive intelligence system Designing competitive strategies 	Chapter 7	Presentations and Discussions	Knowledge/Skill/Attitude
	27	Presentation on the Competitive strategies of other Hospitals vis-a-vis SRMC	Chapter 7	Live Projects and Discussion	Knowledge/Skill
V	28	Products, Services and Brands: <ul style="list-style-type: none"> What is a Product? Products and Service Decisions 	Chapter 8	Lecture, Class Exercises and Assignments	Knowledge/Skill
	29	Products, Services and Brands: Building Customer Value <ul style="list-style-type: none"> Services Marketing Branding Strategy: Building Strong Brands 	Chapter 8	Lecture, Class Exercises and Assignments	Knowledge/Skill
	30-33	Developing New Products and Managing the Product Life Cycle: <ul style="list-style-type: none"> New Product Development Strategy The New Product Development Process Presentation on New Products/Services Offered in Health care organizations 	Chapter 9	Lecture, Class Exercises and Assignments	Knowledge/Skill/Attitude
VI	34	Pricing: <ul style="list-style-type: none"> What is Price? Major Pricing Strategies 	Chapter 10-11	Lecture, Class Exercises and Assignments	Knowledge/Skill

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		<ul style="list-style-type: none"> Other Internal and External Considerations Affecting Price Decisions 			
	35 - 37	Pricing Strategies: Understanding and Capturing Customer Value: <ul style="list-style-type: none"> Additional Considerations Affecting Price Decisions 	Chapter 10-11	Lecture, Class Exercises and Assignments	Knowledge/Skill
VII	38 - 40	Marketing Channels and Communication <ul style="list-style-type: none"> Marketing Channel Retailing and Wholesaling Market Logistics 	Chapter 12-13	Lecture, Class Exercises and Assignments	Knowledge/Skill
	40 - 44	Marketing Channels and Communication <ul style="list-style-type: none"> Sales Promotion Advertising Public Relations Personal Selling Designing & Managing Sales Force Case 4: SunGard: Building Sustained Growth by selling the SunGard Way	Chapter 15-16 Chapter 16 pp.487	Lecture, Class Exercises and Assignments	Knowledge/Skill/Attitude
	45	Revision			

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Details of Cases, Class Exercises and Assignments:

1. **Title of the case study with the publisher's details:**The text book includes relevant and interesting case studies at the end of each chapter. Details of all the cases to be covered in this course have been clearly mentioned in the table above, along with chapter references.
2. **Details of Class Exercises:** Class exercises and assignments will be based on the exercises given at the end of each chapter and the references are mentioned in the table above.
3. **Note:**As the course progresses, based on the student and class requirements, we will be covering additional cases, exercises and assignments, beyond the text book.

Prepared on: 10/06/2019

Revised on: 01/08/2019

Prepared by: Selvam Jesiah

Approved by: Principal

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Annexure IV- Template of Academic Performance Indicators (Common to all Constituent Colleges/Faculties of SRIHER)

Category – I: Teaching, Learning and Evaluation Related Activities

S. No.	Nature of Activity	Method	Unit of assessment	Maximum Score
I – 1	Classroom teaching (Lectures/ Seminars/ Journal clubs/ demonstration classes/ Bridge/remedial courses)	As per allocation	Hours/ academic year	50
I – 2	Classroom teaching (Lectures/Seminars/Demonstration) in excess of UGC/ MCI Norms	As per allocation	Hours/ academic year	10
I – 3	Tutorials, Real time case studies, Role plays, Management Practice Sessions	As per allocation	Hours/academic year	20
I – 4	Hospital Management Services, Internship training; SRU-Events Management Services; HR related documentation/SoPs/QA & QC	As per allocation	Hours/ academic year	25
I – 5	Research Supervision for MBA/Ph.D candidates	As per allocation	Number of candidates allotted (3/candidate/ year)	20
I – 6	Participation in curriculum Planning & Development (Updating subject content/course improvement) & Faculty Development Programmes	As per allocation	Hours/academic year	10
I – 7	Preparation of additional	As per	Number of	10

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	teaching resources (Multimedia CDs/PPT, Video presentations, Museum models, Charts, Exhibits)	turnover	resources (5/Resource)	
I – 8	Conduct of Participatory/ innovative teaching-learning methods (Small group discussion, Case studies, PRODEV, PBL, PIL FOR UGs, Subject Quiz/debates)	As per academic Plan of department	Number of Programs (5/Program)	15
I – 9	Use of Students feedback on the quality of classroom/Laboratory teaching and student teacher interaction	Proforma based analysis	2 points/course	10
I – 10	Question Paper setting for internal/ External Exams; Preparation for Practical Exams	Actual allocation	Number of Papers/Courses (2/Paper or course)	10
I – 10	Invigilation/ Supervision duties of Examinations including Entrance of the tests/ Exams;	Actual allocation	Number of Exams/Tests (2/Exam)	10
I – 10	Assessment of assignments/answer papers for internal assessment & maintenance of Records; Evaluation of answer scripts of External/University Exams & reevaluation	Max.20 min. per answer script/ assignment	Number of answer scripts (0.2/answer script)	10
Maximum API Score available				200/year
Minimum API Score required				130/year

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- For the score claimed, each faculty member need to provide evidences/justification documents along with the API Score form/Performance Based Appraisal System (PBAS) proforma.
- Faculty Credential Committee (FCC) with the assistance of IQAC will finalise the Validated API Score of individual faculty member and submit it to Faculty Promotion Committee of the University.

Category – II: Co-Curricular, Extension and Professional Development Related Activities

S. No.	Nature of Activity	Method	Unit of assessment	Maximum Score
II – A	Discipline/Student related co-curricular activities (Field work, Study tour, Students Refresher Programmes, Students’ talent events, career counseling, Placement activities, Entrepreneurship development programs)	Organizing/ conducting schedules with evidences	Outstanding : 10 Very good : 7 Good : 5 Average : 3 Only in one : 1 (To be scored by FCC)	10
II – B	Other Extra-curricular activities of Students (Cultural, Sports, LION/ROTARY activities and Health camps)	Organizing/ conducting schedules with evidences	Outstanding : 10 Very good : 7 Good : 5 Average : 3 Only in one : 1 (To be scored by FCC)	10
II – C	Extension and dissemination activities (Health awareness Programmes, Public lectures/Radio/TV talks, Popular writings in Media not covered in Category – III)	Evidence based Scoring	Outstanding : 10 Very good : 7 Good : 5 Average : 3 Only in one : 1 (To be scored by FCC)	10
II – D	Administrative Responsibility (Dean,	Actual Hours of	0.2/hour	15

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	Principal, Vice Principal, Director; Committee Convener/ Member; Medical Superintendent/Medical Director; Deputy Superintendent; COO.	Meeting		
II – E	Academic administration (HOD, Course Chairperson, BOS/BORS/Academic Council Chairman/ Member; Member of BOM, RAC, Planning Board, Finance Committees, and other academic committee of host University/other Universities	Actual Hours of Meeting	0.2/hour	15
II – F	Overall contribution to the collective/corporate life/strature of the institution	A, B, C, D, E and any other to be collectively assessed	Outstanding : 10 Very good : 7 Good : 5 Average : 3 Only in one : 1 (To be scored by FCC)	10
Maximum API Score available				70/year
Minimum API Score required				50/year

- For the score claimed, each faculty member need to provide evidences/justification documents along with the API Score form/Performance Based Appraisal System (PBAS) proforma.
- Faculty Credential Committee (FCC) with the assistance of IQAC will finalise the Validated API Score of individual faculty member and submit it to Faculty Promotion Committee of the University.

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Category – III: Research and Academic Contribution

Brief Explanation: Based on the teacher's self-assessment, API scores are proposed for research and academic contributions. The minimum API score required by teachers from this category is different for different levels of promotion and between university and colleges. The self-assessment score will be based on verifiable criteria and will be finalized by the screening/selection committee.

S No.	APIs	All faculties of Sri Ramachandra University	Max. points for University and college teacher position
III A	Research Papers published in:	Refereed Journals *	15/ publication
		Non-refereed but recognized and reputable journals and periodicals, having ISBN/ISSN numbers.	10/ Publication
		Conference proceedings as full papers, etc. (Abstracts not to be included)	10/ publication
III (B)	Research Publications (books, chapters in books, other than refereed journal articles)	Text or Reference Books Published by International Publishers with an established peer review system	50/sole author; 10/chapter in an edited book
		Subjects Books by National level publishers/State and Central Govt. Publications with ISBN/ISSN numbers.	25/sole author, and 5/ chapter in edited books
		Subject Books by Other local publishers with	15/ sole author, and 3/

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		ISBN/ISSN numbers.	chapter in edited books
		Chapters contributed to edited knowledge based volumes published by International Publishers	10/Chapter
		Chapters in knowledge based volumes by Indian/National level publishers with ISBN/ISSN numbers and with numbers of national and international directories	5 /Chapter
III (C).	RESEARCH PROJECTS		
III(C) (i)	Sponsored Projects carried out/ ongoing	(a) Major Projects amount mobilized with grants above 30.0 lakhs	20 / each Project
		(b) Major Projects amount mobilized with grants above 5.0 lakhs up to 30.00 lakhs	15 / each Project
		(c) Minor' Projects (Amount mobilized with grants above Rs. 50,000 up to Rs. 5 lakh/including GATE Projects)	10/each Project
III (C) (ii)	Consultancy Projects carried out I ongoing	Amount mobilized with minimum of RS.10.00 lakh	10 per every RS.1 0.0 lakhs and RS.2.0 lakhs, respectively
III (C) (iii)	Completed projects: Quality Evaluation	Completed project Report (Acceptance from funding agency)	20 / each major project and 10 /each minor project

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III (C) (iv)	Projects Outcome I Outputs	Patent/Technology Transfer/Product/Process	30/ each national level output or patent ISO /each for International level,
III (D) (i)	M.Phil. /M.D/M.Pharm/M.Sc	Degree awarded only	3 / each candidate
III (D) (ii)	Ph.D.	Degree awarded only	10/each candidate
		Thesis submitted	7/each candidate
III (E)	TRAINING COURSES AND CONFERENCES/SEMINAR/WORKSHOP PAPERS		
III(E) (i)	Refresher courses, Methodology workshops, Training, Teaching- Learning-Evaluation Technology Programmes, Soft Skills development Programmes, Faculty Development Programmes (Max: 30 points)	(a) Not less than two weeks duration	20/each
		(b) One week duration	10/each
III(E) (ii)	Papers in Conferences/ Seminars/ workshops etc. **	Participation and Presentation of research papers (oral/poster) in	
		a) International conference	10 each
		b) National	7.5 / each
		c) Regional/State level	5 /each
		d) Local University/ College level	3/ each
III(E)	Invited lectures or	(a) International level	10/ each

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(iv)	presentations for conferences/ symposia	(b) National level	5
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*Wherever relevant to any specific discipline, the API score for paper in refereed journal would be augmented as follows: (i) indexed journals - by 5 points; (ii) papers with impact factor between 1 and 2 by 10 points; (iii) papers with impact factor between 2 and 5 by 15 points; (iv) papers with impact factor between 5 and 10 by 25 points.

** If a paper presented in Conference/Seminar is published in the form of Proceedings, the points would accrue for the publication (III (a)) and not under presentation (III (e) (ii)).

Note:

The API for joint publications will have to be calculated in the following manner:

Of the total score for the relevant category of publication by the concerned teacher, the first/Principal author and the corresponding author/ supervisor/ mentor of the teacher would share equally 60% of the total points and the remaining 40% would be shared equally by all other authors.

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Annexure V–Template for Academic and Administrative Audit template

Phase I (Preparedness)

Sri Ramachandra Faculty of Management Sciences

Academic and Administrative Audit

Submitted to: Principal & DoF

Internal

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Effectiveness of FDP- Feedback Report and Interaction with teachers, Coordinators & Principals						
		Dissemination of Hand Books- Interaction with students.						
		Fee Collection (Admn)- Records of Accounts & Finance of the Institution						
		Course Plan & Files: Teacher's File that includes syllabus copy, course plan and other annexures.						
		Progress towards the completion of Syllabus: Record of Class work						
		Progress towards laboratory class: computer Lab Manuals, Lab Record Note, Log Register, Lab Attendance						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Register.						
		Administration of LMS: Course Plan & Materials Availability & Utilization						
		Preparation & Distribution of Teacher Material -Copies of Teaching Materials kept at the Dept./Library.						
		Preparatory Measures for Performance in tests & university exams: Question Banks Conduct of Class Test: Mark Sheet of Class Tests						
		Record of Coaching Classes/Tutorial Classes: A separate record to be maintained for the Coaching/Tutorial classes(Maintained at the dept.)						
		Adherence to Quality Circle: Class Committee Meeting's Minutes; Course Committee Meeting's Minutes						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Regularity & Punctuality of Students: Attendance Register kept at the dept(Class Coordinator is normally the custodian of the record) Late comers' Report-Copy of the report which is sent to the Principal on daily basis						
		Teacher's Performance: Teacher's Performance Report to be kept at the dept duly updated and signed by both the HoD & Principal Teachers Regularity: Teachers' Attendance Register						
		Research: Research Proposals, Research-in Progress, Published Papers, Research Projects Sanctioned and Work-in Progress & Consultancies						
		Stock Register: Stock of Consumables and Non-consumables at the Dept.						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		level and Central Register at the Institutional Level						
		Estate & Class Room Hygiene: Work Report displayed on every rest room & Observations						
		Intact of Governance: Formation & Existence of Various Committees Minutes of the Curriculum Committee and Board of Studies, Faculty Members Meeting, Minutes of RPC Meetings; Minutes of the CQC Meeting, Minutes of the Mentors Meeting & Minutes of other committee meetings						
		Strength of Placement & Training: Frequency of Placement Director's presence in the HoD's Meeting; List of Placement Committee(dept. level); Conduct of Pre-placement Training Programmes (Records and Interaction						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		with Placement Executive and students)						

NB: To be conducted just after the commencement of semester

A detailed report is submitted within a week from the date of Inspection

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Phase II (Semester-in Progress)

Sri Ramachandra Faculty of Management Sciences

Academic and Administrative Audit

Submitted to: Principal & DoF

Internal

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Performance of students in IATs						
		Coaching Class Schedules and Coaching Class Records						
		Course Plan & Files: Teacher's File that includes syllabus copy, course plan and other annexures.						
		Progress towards the completion of Syllabus: Record of Class work						
		Progress towards laboratory class: Lab Manuals, Lab Record Note, Log Register, Lab Attendance Register						
		Administration of LMS, Materials Availability & Utilization						
		Preparation & Distribution of Teacher Material-Copies of						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Teaching Materials kept at the Dept./Library; Questions and Answers Bank						
		Preparatory Measures for Performance in tests & university exams: Quality of Question Paper, Scheme of Evaluation, Performance of Students in IAT, List of Slow Learners and List of Students with more arrears; Corrective actions.						
		Record of Coaching Classes/Tutorial Classes: A separate record to be maintained for the Coaching/Tutorial classes(Maintained at the dept.)						
		Adherence to Quality Circle: Class Committee Meeting's Minutes; Course Committee Meeting's Minutes						
		Record of Coaching Classes/Tutorial Classes:						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		A separate record to be maintained for the Coaching/Tutorial classes(Maintained at the dept.)						
		Regularity & Punctuality of Students: Attendance Register kept at the department (Class Coordinator is normally the custodian of the record) Late comers' Report-Copy of the report which is sent to the Principal on daily basis						
		Teacher's Performance: Teacher's Performance Report to be kept at the dept duly updated and signed by both the HoD & Principal Teachers Regularity: Teachers' Attendance Register						
		Research: Research Proposals, Research-in Progress, Published Papers, Research Projects						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Sanctioned and Work-in Progress & Consultancies						
		Stock Register: Stock of Consumables and Non-consumables at the Dept. level and Central Register at the Institutional Level						
		Estate, Drinking water, Class Room Hygiene: Work Report displayed on every rest room & Observations						
		Intact of Governance: Formation & Existence of Various Committees Minutes of the Curriculum Committee and Board of Studies, Faculty Members Meeting, Minutes of RPC Meetings; Minutes of the CQC Meeting, Minutes of the Mentors Meeting & Minutes of other committee meetings						
		Adherence to standard procedures: Administration of semester, work load and						

SELF ASSESSMENT REPORT

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		IATs						
		Strength of Placement & Training: Frequency of Placement Director's presence in the HoD's Meeting; List of Placement Committee(dept. level); Conduct of Pre-placement Training Programmes (Records and Interaction with Placement Executive and students)						

NB: NB: To be conducted after the IAT-1

A detailed report is submitted within a week from the date of Inspection

SELF ASSESSMENT REPORT

Phase III (Semester Nearing Completion)

Sri Ramachandra Faculty of Management Sciences

Academic and Administrative Audit, AY 2018-19

Submitted to: Principal & DoF

Internal

Date	Period	Academic components for Evaluation	Comments (Based on the Inspection Committee's impression)					Report submitted / Not Submitted. Comments from the Principal
			VG	G	S	P	VP	
		Performance of students in IATs						
		Coaching Class Schedules and Coaching Class Records						
		Course Plan & Files: Teacher's File that includes syllabus copy, course plan and other annexure						
		Progress towards the completion of Syllabus: Record of Class work						
		Progress towards laboratory class: Lab Manuals, Lab Record Note, Log Register, Lab Attendance Register.						
		Administration of LMS, Materials Availability & Utilization						
		Preparation & Distribution of Teacher Material- Copies of Teaching Materials kept at the Dept./Library; Questions						

SELF ASSESSMENT REPORT

		and Answers Bank						
		<p>Preparatory Measures for Performance in tests & university exams: Quality of Question Paper, Scheme of Evaluation, Performance of Students in IAT, List of Slow Learners and List of Students with more arrears; Corrective actions.</p>						
		<p>Record of Coaching Classes/Tutorial Classes: A separate record to be maintained for the Coaching/Tutorial classes(Maintained at the dept.)</p>						
		<p>Adherence to Quality Circle: Class Committee Meeting's Minutes; Course Committee Meeting's Minutes</p>						
		<p>Regularity & Punctuality of Students: Attendance Register kept at the department(Class Coordinator is normally the custodian of the record)</p> <p>Late comers' Report-Copy of the report which is sent to the Principal on daily basis</p>						
		<p>Teacher's Performance: Teacher's Performance Report</p>						

SELF ASSESSMENT REPORT

	to be kept at the dept duly updated and signed by Principal; Teachers Evaluation by students- Corrective Actions Report Teachers Regularity: Teachers' Attendance Register						
	Research: Research Proposals, Research-in Progress, Published Papers, Research Projects Sanctioned and Work-in Progress & Consultancies						
	Fee Collection (Admn)- Records of Accounts & Finance of the Institution						
	Stock Register: Stock of Consumables and Non-consumables at the Dept. level and Central Register at the Institutional Level						
	Estate, Drinking water, Class Room Hygiene: Work Report displayed on every rest room & Observations						

SELF ASSESSMENT REPORT

	<p>Intact of Governance: Formation & Existence of Various Committees Minutes of the Curriculum Committee and Board of Studies, Faculty Members Meeting, Minutes of RPC Meetings; Minutes of the CQC Meeting, Minutes of the Mentors Meeting & Minutes of other committee meetings</p>						
	<p>Adherence to standard procedures: Administration of semester, work load and IATs</p>						
	<p>Strength of Placement & Training: Frequency of Placement Director's presence in the HoD's Meeting; List of Placement Committee(dept. level); Conduct of Pre-placement Training Programmes(Records and Interaction with Placement Executive and students)</p>						

NB: To be conducted after the IAT-2 and just before the University End Examination

A detailed report is submitted within a week from the date of Inspection