



SRI RAMACHANDRA

INSTITUTE OF HIGHER EDUCATION AND RESEARCH

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

SRI RAMACHANDRA FACULTY OF MANAGEMENT SCIENCES

Professionalism and Beyond

REGULATIONS AND SYLLABUS

FOR

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

(Under Choice Based Credit System, 2015)

1. Introduction

B.B.A.(Hospital and Health Systems Management) is a three year full-time programme which was introduced in the year 2015. The programme has been systematically structured to allow students to gain insight into the diverse aspects and challenges with regard to healthcare management.

The objective of the program is to build knowledge, develop skills and expose the students to real work situation in hospitals and health care organizations. Students only focus on the health science sector, but also in other industries like manufacturing units, pharmaceutical companies, educational institutions, food & consumer industries, IT & ITES , human resource, marketing, finance, public relation , operations and in the other fields of hospital administration.

Students undergo Hands-on-Posting in the Sri Ramachandra Medical Centre for 25 working days during the second semester, 45 days of summer internship during the fifth semester and two months project work during the sixth semester, so as to develop their research competence and analytical skills. The infrastructure at Sri Ramachandra Institute of Higher Education and Research (SRIHER) has been created to provide its students the best undergraduate educational environment in the country.

1.1 Rationale

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

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

Management professionals in hospital and health systems domain receive specialized training to improve the service delivery to patients in hospitals and health care organizations

2. Graduate Attributes of Faculty of Management

i. Academic and Cognitive

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

ii. Social attributes

Communication and Team Orientation

iii. Values

Ethics, Leadership, Commitment and focus

iv. Academic Excellence

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

v. 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.

vi. 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.

vii. Critical Thinking

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

viii. 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.

ix. 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.

x. 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.

xi. 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.

xii. Ethics

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

xiii. 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.

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

3. Program Educational Objectives

BBAPEO 1: To apply concepts of management principles, financial aspects, quality standards, statistical implications, human resource management, marketing management and healthcare laws to hospital and health systems management.

BBAPEO 2: To design and develop interdisciplinary and innovative practices.

BBAPEO 3: To inculcate effective communication skills, analytical and critical thinking abilities, leadership qualities, entrepreneurial skills for a successful career in any industry and Research and Development organisations.

4. Program Outcomes (POs)

At the end of the programme, the students will be able to:

PO1: adopt the principles and practices of management in business.

PO2: apply analytical and critical thinking abilities for problem solving and information based decision making.

PO3: lead themselves and others in achievement of project and organizational goals.

PO4: conform business affairs with respect to economic, societal, environmental, legal and ethical issues.

PO5: communicate across teams effectively.

PO6: engage in independent entrepreneurial and life-long learning.

5. PROGRAM SUMMARY

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

- i. B.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT) is a 3-years undergraduate degree programme
 - a. programme including clinical postings offering total of 130 credit units.
- ii. The program is offered under the Choice Based Credit System (CBCS) as per University Grants Commission (UGC) norms. The program is offered in three years for 6 semesters.
- iii. Graduates seek placement in pharmaceutical companies, educational institutions, food & consumer industries, IT & ITES, human resource, marketing, finance, public relation, operations and administration.

6. STRUCTURE OF THE PROGRAMME

The Bachelors Program consists of

- All the core subjects listed in the curriculum are compulsory for all students.
- Elective courses viz., Discipline Specific Electives (DSE), Generic Electives (GE), Ability Enhancement (AE) Course & Skill Enhancement Course (SE) will be offered as choices.

- Hands-on-posting training will be offered in all the major departments of Sri Ramachandra Medical Centre (SRMC) during second semester.
- UG Summer internship and project work are to be carried out in a reputed organization in sectors like hospitals (Minimum 100 bedded), pharmaceuticals (private/public limited), NGOs, Government, IT Industry and public enterprise.
- Other activities guest lectures, seminar, case study, role play, debate, group discussion, quiz, periodicals, journal and book review, management games, Industrial & Hospital visits, National Entrepreneurship Network (NEN), Madras Management Association (MMA), Association of Hospital Administration (AHA), National/International level Management Meet, Practical training, Outreach program, Finishing School Program, Computer Lab, Cultural, Sports and extracurricular activities, are also part of the program.

SUMMARY SCHEME FOR CHOICE BASED CREDIT SYSTEM

Category of Courses

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

SEMESTER	CORE COURSE (22)	DISCIPLINE SPECIFIC ELECTIVE (2)	CORE LAB (CL)	CLINICAL POSTINGS (CR) (2)	PROJECT (RP) (1)	ABILITY ENHANCEMENT COURSE / SKILL ENHANCEMENT (AE/SE)(6)	GENERIC ELECTIVE (GE) [1]	CREDITS
I	CT-1					AE1		
	CT-2					AE2		
	CT-3							
	CT-4							
	16					4		20
II	CT-5					AE3		
	CT-6			CR1				
	CT-7							
	CT-8							
	16			4		2		22
III	CT-9	DE -1				AE - 4	GE - 1	
	CT-10							
	CT-11							
	12	3				2	3	20
IV	CT-12	DE- 2				SE- 1		
	CT-13							
	CT-14							
	CT-15							
	CT-16							
	20	3				2		25
V	CT-17			CR - 2				
	CT-18							
	CT-19							
	CT-20							
	16			7				23
VI	CT-21				RP-1			
	CT-22							
	8				12			20
Distribution of Total Credit Units								
	88	6		11	12	10	3	130
% of Course types								
	72			28				100

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

(Choice Based Credit System - 2019)

In exercise of the powers conferred by Rule 12.1(iv) of Memorandum of Association & Rules and clause 21 of Bye-laws of Sri Ramachandra Institute of Higher Education and Research [Deemed to be University], Porur, Chennai-600116, the Academic Council of the Deemed University hereby makes the following regulations.

1. SHORT TITLE AND COMMENCEMENT

These regulations may be called “THE REGULATIONS AND SYLLABUS FOR BACHELOR OF BUSINESS ADMINISTRATION B.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT) DEGREE PROGRAMME OF SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH [DEEMED TO BE UNIVERSITY], PORUR, CHENNAI-600116”.

These regulations shall be deemed to have come in to force from the academic year 2019-2020. These regulations are subject to such modifications as may be approved by the Academic Council from time to time.

The revisions in the Regulations and syllabus will be made applicable to students to be admitted to the first year of the BBA (Hospital and Health Systems Management) degree program during 2019-20 and thereafter.

2. ELIGIBILITY FOR ADMISSION

- a. A candidate desiring to join the three year program leading to the B.B.A in Hospital and Health Systems Management Degree course should pass in the HSC/CBSE/ISC or equivalent examination
- b. A candidate shall, at the time of admission, submit to the Head of the Institution, a Certificate of Medical Fitness from an authorized Medical Officer certifying that the candidate is physically fit to undergo the academic course.

3. ELIGIBILITY CERTIFICATE

Candidates who have passed qualifying examination other than H.S.C. (+2) (Academic Stream) Examination of Tamil Nadu, Board of Higher Secondary Education should obtain Eligibility Certificate from Sri Ramachandra Institute of Higher Education and Research (Deemed To Be University), Chennai and produce it at the time of admission.

4. REGISTRATION

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

5. DURATION OF THE PROGRAMME

The B.B.A. (Hospital & Health Systems Management) programme is conducted for three academic years comprising of six semesters.

6. COMMENCEMENT OF THE PROGRAMME

The first year of the program will commence from the 1st July of every year.

B.B.A. (HOSPITAL AND HEALTH SYSTEMS MANAGEMENT) DEGREE PROGRAMME	
Semester	Month
Odd semester - 1 st semester	July – November / December
Odd semester - 3 rd ,5 th semesters	June – October / November
Even semester - 2 nd ,4 th ,6 th semesters	December-May

7. COMMENCEMENT OF EXAMINATIONS

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

8. CUT - OFF DATES FOR ADMISSION TO THE EXAMINATION

The candidates admitted from 1st June to 31st July of the year shall be registered to take their first semester examination, after fulfilment of the regulations concerned, in the month of December of that academic year.

9. MEDIUM OF INSTRUCTION

English shall be the medium of instruction for all subjects of study and examinations will be conducted only in English.

10. WORKING DAYS IN A SEMESTER

Each semester shall consist of not less than 100 working days and each academic year shall have a total of 200 working days.

11. ATTENDANCE REQUIRED FOR ADMISSION TO EXAMINATIONS

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

CONDONATION OF LACK OF ATTENDANCE

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

12. CURRICULUM

The curriculum and the syllabus for the **FULL TIME** program of Study shall be as prescribed by the Academic Council of this University, on the recommendations of Board of Studies and as may be modified from time to time.

13. CREDITS

The term credit is used to describe the quantum of syllabus for various programs based on hours of study. It indicates differential weights given according to the contents and duration of the courses in the curriculum design. The minimum credits requirement for this three year BBA (Hospital and Health Systems Management) program shall be 130.

Program level *	Duration (years)	Minimum Credits for Programs at this DU
UG- BBA	3 YEARS	130

Credits will be assigned on the basis of the lectures (L) / tutorials (T) /Clinical Training, Rotation & Internship- (CR) /Practical (P) / Research Project (RP) and other form 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 every **three hours** of Clinical training/Clinical rotation/posting (1 credit unit = 45 hours)
- RP - **One credit unit** for every **two hours** of Research Project per week Max Credit 20-25 (1 credit unit = 30 hours)

	Lecture-L	Tutorial –T	Practical – P	Research Project - (RP)	Clinical Training/ Rotation / posting/ Summer Internship - (CR)
1 Credit unit	1 Hour	2 Hours	2 Hours	2 Hours	3 Hours
15 weeks	15 Hours	30 Hours	30 Hours	30 Hours	45 Hours

13.1 CREDIT VALUE PER COURSE & STRUCTURE OF SYLLABUS

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

Category	Credit units	UG Syllabus units
Core (CT)	3 – 4	6
Core Lab (CL)	2 – 4	10- 15 experiments/ cases/ spotters/competencies
Discipline Specific elective (DE)	3	5
Discipline Specific elective with Lab (DL)	3 with 1 credit for practicals	5 with 1 lab unit
Generic Elective (GE)	3	4
Generic Elective Lab (GL)	3	7- 8 exercises
Ability enhancement (AE)	2	4
Skills enhancement (SE)/ (SL)- theory or practicals	2	4
Clinical rotation/ Posting (CR)	3-5	Structured monitoring and assessment
Core Projects (RP)	8-25	8 credits (group) Structured monitoring and assessment of CIA and inter - departmental assessments of Viva examinations
Summer Internship / in - plant training (SI/CR)	2-7	Is provided during the program but outside their contact hours e.g., 30-45 days of vacation training. Posted within this (DU) or outside. It may be used to gain additional credits in mark sheets

14. TYPES OF COURSES

Courses in a programme may be of four kinds:

- Core Course
- Elective Courses
- Ability Enhancement Course (Foundation course)
- Skill Enhancement Course

Every student must register for all courses prescribed for the said semester including choice of Generic Elective/ Ability Enhancement Courses/Skill Enhancement Courses semester-wise (in consultation with his/her Student advisor). Registration for a semester is by applying online to the CBCS office including **for repeating the semester or even if there are no elective in their curriculum**. Registration for the courses will be done by students on or before a specified date, about 15- 20 days prior to the start of a semester.

14.1 COURSE AND NUMBERING PATTERN:

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

BBA Hospital and Health Systems Management Degree Program											
First Year Semester I											
S. No.	Course Code	Category	Course Title	CREDIT UNITS/ WEEK				HOURS/ SEMESTER			
				Lecture	Tutorial (T) Clinical Training (CT)	Practical (P) Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours
				L	T	P	C				
1.	UHS19CT101	CT-1	Principles of Management	3	1	-	4	45	30	-	75
2.	UHS19CT103	CT-2	Basics of Hospital Administration	3	1	-	4	45	30	-	75
3.	UHS19CT105	CT-3	Health Economics	3	1	-	4	45	30	-	75
4.	UHS19CT107	CT-4	Basics of Medical Sciences	3	1	-	4	45	30	-	75
5.	UHS19AE109 (AAE001)	AE - 1	English	2	-	-	2	30	-	-	30
6.	UHS19AE111	(AAE 004)	Environmental Science	2	-	-	2	30	-	-	30
TOTAL				16	4	-	20	240	120	-	360

14.2 The above mentioned ten digit course code defines the following details:

S. No.	Code	Details
1.	C. No. 1,2,3,4 Denotes	Course Number for BBA (Hospital and Health Systems Management)
2.	U /P/I/D Denote	Undergraduate , Postgraduate, Integrated and Diploma programme
3.	HS Denotes	Unique Two Digit Code program specific - BBA (Hospital and Health Systems Management)
4.	19	Syllabus Updated Year
5.	CT, CL/ DE, GE/AE, SE; CR/CP/RP	Core Theory[CT], Core Lab[CL], Discipline Specific Elective [DE]; Discipline Specific Elective Lab [DL]; Generic Elective [GE] & Ability Enhancement Courses [AE]; Skill enhancement Courses[SE]; Clinical rotation/ Training/ Posting/Summer Internship[CR] / Research Project [RP]
6.	101 denotes	The first digit 1- for the first year, the remaining two digits –“01” indicate that is a course in the odd semester theory (and thus odd number). A number less than 50 indicates theory courses.
7.	151 denotes	The first digit 1-for the first year, the remaining two digits –“51” indicate that is a course in the odd semester Practical (and thus odd number). A number greater than 50 indicates Practical courses.
8.	Principles of Management	Course / Subject title
9.	L-T-P-C denotes	Lecture, Tutorial, Practical and Total Credits
10.	3-0-1-4 denotes	The first number indicates it has 3 lecture credits (1hour of lecture = 1 credit unit), 0 tutorial credits, [practical, P- 2 hours = 1 credit] credit and the last number indicate the total credit/week (4).

15. GRADING SYSTEM

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

15.1. Letter Grades and Grade Points:

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

15.2. CBCS Grading System - Marks equivalence table of Grades and Grade Points

Letter Grade	Grade Point	Range of Marks
O (Outstanding)	10	86-100
A+ (Excellent)	9	70-85
A (Very Good)	8	60 -69
B+ (Good)	7	55 -59
B (Above Average)	6	50- 54
C (Average)	5	45 - 49
D (Pass)	4	40 - 44
F (Fail) / RA (Reappear)	0	Below 40
Ab (Absent)	0	Reappear
Not Eligible (NC): detained	0	Detained

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

15.3 Computation of SGPA and CGPA

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

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

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

$$\text{SGPA (Si)} = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where, C_i is the number of credit units of the i th course and G_i is the grade point scored by the student in the i th course as shown in the table given below.

- ii. The CGPA is also calculated in the same manner considering all the courses undergone by a student over all the semesters of a program, *i.e.*,

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and C_i is the total number of credit units in that semester.

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

Illustration of SGPA

S. No	Course Code	Category	Course Title	Lecture	GRADE LETTER	GRADE POINTS	Credit Point (Credit unit x Grade)
1.	UHS19CT101	CT-1	Principles of Management	4	A	8	4X 8=32
2.	UHS19CT103	CT-2	Basics of Hospital Administration	4	O	10	4X10=40
3.	UHS19CT105	CT-3	Health Economics	4	B+	7	4X7=28
4.	UHS19CT107	CT-4	Basics of Medical Sciences	4	A+	9	4X9=36
5.	UHS19AE109 (AAE001)	AE - 1	English	2	D	4	2X4=8
6.	UHS19AE111	(AAE 004)	Environmental Science	2	A+	9	2X9=18
Year I Semester - I			TOTAL	20		47	162
SGPA= 162/20=8.1							

Illustration of computation of SGPA and CGPA and format for transcripts

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

Semester 1	Semester 2	Semester 3
Credit: 30 SGPA: 8.13	Credit: 30 SGPA: 7.25	Credit: 31 SGPA: 8.21
Semester 4	Semester 5	Semester 6
Credit: 31 SGPA: 8.05	Credit: 30 SGPA: 7.1	Credit: 20 SGPA: 8.2
CGPA =		
$\frac{30 \times 8.13 + 30 \times 7.25 + 31 \times 8.21 + 31 \times 8.05 + 30 \times 7.1 + 20 \times 8.2}{172} = 7.8$		
172		

16. EXAMINATIONS AND ASSESSMENT:

i) Evaluation of a course shall be done on a continuous basis. The uniform procedures to be adopted under the CBCS are to conduct three continuous internal assessments (CIA) followed by one end semester University examination (ES) for each Course.

ii) For all category of courses offered (Core theory, Core Lab, Discipline Specific Elective, Generic Elective, Ability Enhancement Course, Skill Enhancement Course & Research project) the assessment will comprise of Continuous Internal Assessments (CIA) and the End Semester University examination (ES). For each course the total of 100% per course is determined from the CIA evaluation weighted at 50% and the ES weighted at 50%.

iii) Courses in programs wherein Theory and Lab are assessed jointly (results in group, RG), the passing minimum ('D' grade / 40% for UG programs) for the theory exams and lab exams have to be obtained separately, in order to be declared passed in the individual courses and thereby earning the credits for both theory and lab courses. Reappearance in any one of the components is treated as reappear in both these components (*vide*, 7.4).

v) Courses in programmes wherein Theory and Lab credits are 1 or 2, the examinations shall be conducted within the department as a final CIA and provided to the CoE as consolidated IA (*vide*, 7.4, CBCS REGULATIONS, 2019).

v) Evaluation for a course with clinical rotation or clinical training or Industrial visit will be done on a continuous basis.

16.1 Continuous Internal Assessments (CIA):

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

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

16.2 Schema for type of Continuous Internal Assessment					
Core Theory / Discipline Specific Elective / GE, AE & SE Courses					
Sessional Test (W:30)		Group Seminar with Assignment (W: 20)		Attendance	Total
Sessional Test I (15)	Sessional Test II (15)	One group seminar per Course (10)	Assignment (10)	80 %	W: 50
		or			
		Practical (20) (Assignment/reports/records/ presentation)			
Clinical Training / Hands on posting					
Posting Record / Report W: 50)		Presentation and Viva-Voce (W: 50)		80 %	W: 100
Summer Training					
Summer Training Record/ Report - (W: 50)		Presentation and Viva-Voce - (W: 50)		80 %	W: 100
Project work					
Project: Data collection/ Observation/ Project Report/Record (W: 50)		Presentation and Viva – Voce – (W: 50)		80 %	W: 100

- (a) Continuous internal assessment will be a combination of a variety of assessment tools such as class test, assignment, seminars, paper presentation etc. that would be suitable to the course. This requires an element of openness.
- (b) The students are to be informed in advance about the nature of assessment and the procedures.
- (c) No repeat, reschedule and postponement of the assessment date will be permitted. Student shall compulsorily attend any three continuous assessments, failing which they shall not be allowed to appear for the end of semester examination.
- (d) Student failing to attend any of the continuous assessments of a course should reappear for these assessments in order to pass the course. Candidates reappearing (RA) for such courses in subsequent semesters shall be permitted to improve the scores in the continuous assessments, including in the elective departments, providing an opportunity to complete the grade requirements for that program.
- (e) Laboratory record books/ Log Books shall be considered for the award of grades in lab courses.
- (f) In case of students who could not attend any of the continuous assessment tests due to medical reasons or any other genuine reasons, a separate test shall be conducted by the course teacher with approval of the Head of the Department.
- (g) Any paper bearing Practical credit Unit will be administered in such a way that the evaluation for practical to the tune of 1 credit unit will be done internally (1 credit unit = 30 hours) which carries 20 marks.
- (h) In general, at the beginning of each semester, curriculum plan will be drawn in which the schedule for conduct of exams is announced and circulated to students by way of a timetable with dates, timings and format of exams.

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

- i. Minimum Attendance (80%) and 30% of CIA component (15 marks) for courses under UG programs. For CR/ IN and RP category courses, attendance (min. 80%); CIA (50%; i.e., 20 marks) and submission of a copy of the project is essential for Course Completion.
- ii. Candidate not meeting these criteria for eligibility shall be detained (NC) from the ES examination **only for such course(s)**.
- iii. Candidates shall attend and re-do the said courses to gain the minimum CIA requirements for the course(s) category: CT/CL; DE/ DL; CR/ IN and RP and is a **Pre Requisite for advancing** to the next semester (*vide*, 9.5 CBCS Guidelines and this Deemed University regulations). Scheduling and conduct of the courses for such candidates is the responsibility of the HoD and CBCS student advisor in the department. Registrations for repeating a course/ semester shall be made by the candidate at the beginning of a semester through HoD to students Affairs section with intimation to CoE or Overall Monitoring Committee.
- iv. Students with '**NC**' grades in a course (s) shall not be permitted to continue the 3rd or the 6th semester of the UG Program until they complete the requirements for eligibility to appear for the end semester examinations for such courses.
- v. The continuous internal assessments shall be submitted to the University by the HoD/ Principal 15 days prior to the commencement of the University examinations.

17. END SEMESTER EXAMINATIONS:

There shall be End Semester Examinations for 3 hours duration carrying 100 marks for each CT/DE/GE course covering the entire syllabus. It may be in the form of written exams (EST) or laboratory based examination (ESP) for CL and shall cover all the syllabi of the course for 100 marks.

UG pattern – Type B2		
BBA Hospital and Health Systems Management		
THEORY QUESTION PAPER PATTERN FOR UNIVERSITY EXAMINATIONS UNDER CBCS (Theory Exam Assessment Pattern)		
End of Semester Examination (ESE) Theory for CT/DE		
Pattern & Choices	Marks	Total Marks
Answer all the questions (very short answer) – 10 (Define/give reason/classify/list any two(differences; advantages; functions; applications;....)	10 x 3 marks	30
Short essay questions 5 out of 7	5 x 8 marks	40
Essay question 2 out of 3	2 X 15 marks	30
	Total	100

18. PROJECT

All candidates registered to undergo the B.B.A.(Hospital and Health Systems Management) program shall submit a project report during the 6th semester. The project, which is a group based consisting of three candidates, will be assigned an internal faculty guide.

18.1 EVALUATION OF PROJECT AND VIVA-VOCE

The assessment of the Project shall comprise of Continuous Internal Assessment (CIA) and the end semester (ES) Presentation. A total of 100% for this course is determined from the CIA evaluation weighted at 50% and the presentation weighted at 50%.

- (a) The performance in the continuous internal assessment of the student (maximum of 50 marks) is evaluated by the concerned internal faculty guide(s). This assessment includes a series of presentations and reviews.
- (b) The group project report should be submitted in the standard format and shall be in a bound volume not exceeding 75 pages (double line spacing and on one side of A4 size paper only) excluding references.

The presentation and viva voce is evaluated for 50 marks by the examiners identified by the Principal/ HoD. This evaluation would reflect the quality of work undertaken for the project and should be completed 15 days before end of the semester.

PROJECT ASSESSMENT PATTERN	
Pattern	Marks
Final Assessment for group Project work	
Project report evaluation by the respective inter faculty guide(s) and external examiner / Inter-departmental examiner	50
Presentation and Viva	50
Total (a)	100/2
Continuous Internal Assessment for Project work	
Reviews-I, II & III (by the respective Inter faculty guide(s))	45
Attendance	5
Total (b)	50
Grand Total (a + b)	100

19. GRADE QUALIFYING FOR A PASS

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

- (a) Grade D (40% of marks) in the University End Semester Examination Theory, Practical, and Project.
- (b) Grade D (40%) aggregate in each course which includes both Continuous Internal Assessment and End Semester Examinations.

20. REAPPEARANCE FOR ARREAR SUBJECTS:

Students reappearing in the end semester examinations shall do so along with the subsequent regular end-of semester examinations.

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

'NC' Grade in a course

- a) Candidate with NC grading indicates detained (*vide*, 9.4; 9.5) in a course (s) and are not eligible to appear for the end Semester examinations. The candidate should attend classes, register for and repeat the course with NC grade as scheduled and monitored by the departments (HoD and Student Advisor; *vide*, 9.1.iv; 9.5 Regulations of CBCS, 2019- 2020).
- b) Students with 'NC' grades (*vide* 9.4 & 9.5 Regulations of CBCS 2019- 2020) in a course (s) shall not be permitted to continue the 3rd or the 6th semester of the UG program until, they complete the requirements for eligibility to appear for the end semester examinations for such courses (*vide*, 17; Regulations of CBCS, 2019- 2020).

'RA' Grade in a course:

- a) Students are permitted to carry-over the 'RA' Grade course(s) from first to second semester only. Should there be credits pending [RA grade Course], he/she will take a break of study and reappear for the assessments / attendance for the course (s) [CT/CL; DE/ DL; CR/CT; RP] before advancing to the 3rd semester. Candidates with 'RA' grade in electives (GE, AE, & SE) shall be permitted to register and continue to 3rd semester.
- b) Students are permitted to continue the course of study from 3rd semester upto 5th semester. At the end of this semester, he/ she shall have earned all the credits offered thus far.
- c) Student will be permitted to enter 6th semester (final) only after passing all the courses (CT, DE, GE, AE, SE and labs) from I to V semesters of the UG program (refer Table 17, Regulations for CBCS, 2019 – 2020).
- d) However such a student is permitted to continue the course work of the 6th semester for UG Program. During the end semester examinations the student can appear only for the arrears. The 6th semester course(s) can be attempted during the next End Semester exams if the student has no other arrears.

The maximum period of study permissible to complete the program is six years and is governed by the general regulations 18 (Regulations of CBCS, 2019- 2020).

22. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

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

Cumulative Grades and Grade Point Average

Letter Grade	CGPA
O (Outstanding)	9.01 - 10.00
A+ (Excellent)	8.01- 9.00
A (Very Good)	7.01 - 8.00
B+ (Good)	6.01 - 7.00
B (Above Average)	5.01 - 6.00
C (Average)	4.51 5.00
D (Pass)	4.00 - 4.50

A successful candidate

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

23. MIGRATION / TRANSFER OF CANDIDATES

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

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

24. RE-ADMISSION AFTER BREAK

As per university regulations

25. DISCHARGE OF STUDENTS FROM PROGRAM

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

26. VACATION

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

**SCHEME OF CURRICULUM AND EVALUATION OF THE PROGRAM
BBA HOSPITAL AND HEALTH SYSTEMS MANAGEMENT [G01] DEGREE PROGRAM**

B.B.A Hospital & Health Systems Management 2019 -20																
First Year - Semester I																
S. No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER				Attendance (Min. %)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSEMENT		
				Lecture (L)	Tutorial (T)	Practical (P) / Clinical Training (CT)/ Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks	Min: 40 marks	
1.	UHS19CT101	CT1	Principles of Management	3	1	-	4	45	30	-	75	80	50	100	-	100
2.	UHS19CT103	CT2	Basics of Hospital Administration	3	1	-	4	45	30	-	75	80	50	100	-	100
3.	UHS19CT105	CT3	Health Economics	3	1	-	4	45	30	-	75	80	50	100	-	100
4.	UHS19CT107	CT4	Basics of Medical Sciences	3	1	-	4	45	30	-	75	80	50	100	-	100
5.	UHS19AE109	AE1	English (AAE001) \$	2	-	-	2	30	-	-	30	80	100	-	-	100
6.	UHS19AE111	AE2	Environmental Science (AAE 004) \$	2	-	-	2	30	-	-	30	80	100	-	-	100
TOTAL				16	4	-	20	240	120	-	360	-	400	400	0	600

B.B.A Hospital & Health Systems Management [G01] 2019 -20																
First Year - Semester II																
S. No	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min. %)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSEMENT		
				Lecture (L)	Tutorial (T)	Practical (P) / Clinical Training (CT) / Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks	Min: 40 marks	
7.	UHS19CT102	CT5	Organization & Management of Hospital Services – I	3	1	-	4	45	30	-	75	80	50	100	-	100
8.	UHS19CT104	CT6	Financial Accounting in Healthcare	3	1	-	4	45	30	-	75	80	50	100	-	100
9.	UHS19CT106	CT7	Organisational Behaviour	3	1	-	4	45	30	-	75	80	50	100	--	100
10.	UHS19CT108	CT8	Marketing Management	3	1	-	4	45	30	-	75	80	50	100	-	100
11.	UHS19AE110	AE3	English for Clinical Communication (AAE002)\$	2	-	-	2	30	-	-	30	80	100	-	-	100
12.	UHS19CR152	CR1	Hospital Hands on Posting \$	-	-	4	4	-	-	180	180	80	100	-	-	100
TOTAL				14	4	4	22	210	120	180	510	-	400	400	0	600

B.B.A Hospital & Health Systems Management [G01] 2019-20																
Second Year - Semester III																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min. %)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSEMENT		
				Lecture (L)	Tutorial (T)	Practical (P) / Clinical Training (CT) / Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks	Min: 40 marks	
13.	UHS19CT201	CT9	Fundamentals of Financial Management	3	1	-	4	45	30	-	75	80	50	100	-	100
14.	UHS19CT203	CT10	Basic Statistics and Operations Research	3	-	1	4	45	-	30	75	80	50	100	-	100
15.	UHS19CT205	CT11	Organization and Management of Hospital Services-II	3	1	-	4	45	30	-	75	80	50	100	-	100
16.	UHS19DE207	DE1	Discipline Specific Elective (To be chosen by student / Dept)	2	1	-	3	30	30	-	60	80	50	100	-	100
17.	UHS19GE209	GE1	Generic Elective Open (To be chosen by Student)	3	-	-	3	45	-	-	45	80	50	100	-	100
18.	UHS19AE211	AE4	Communication and Soft Skills (AAE003) \$	2	-	-	2	30	-	-	30	80	100	-	-	100
TOTAL				16	3	1	20	240	90	30	360	-	350	500	0	600

B.B.A Hospital & Health Systems Management [G01] 2019 -20																
Second Year - Semester IV																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min. %)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSEMENT		
				Lecture (L)	Tutorial (T)	Practical (P) / Clinical Training (CT) / Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks		Min: 40 marks
19.	UHS19CT202	CT12	Quality Assurance in Hospitals	3	1	-	4	45	30	-	75	80	50	100	-	100
20.	UHS19CT204	CT13	Hospital Infrastructure Management	3	1	-	4	45	30	-	75	80	50	100	-	100
21.	UHS19CT206	CT14	Fundamentals of Business Analytics	3	-	1	4	45	-	30	75	80	50	100	-	100
22.	UHS19CT208	CT15	Disaster Management	3	1	-	4	45	30	-	75	80	50	100	-	100
23.	UHS19CT210	CT16	Legal Framework for Hospital Management	3	1	-	4	45	30	-	75	80	50	100	-	100
24.	UHS19DE212	DE2	Discipline Specific Elective (To be chosen by student/ dept)	2	1	-	3	30	30	-	60	80	50	100	-	100
25.	UHS19SE214	SE1	Skill Enhancement Course (To be chosen by Student) \$	2	-	-	2	30	-	-	30	80	100	-	-	100
TOTAL				19	5	1	25	285	150	30	465	-	400	600	0	700

B.B.A Hospital & Health Systems Management [G01] 2019 -20																
Third Year - Semester V																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min. %)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSMENT		
				Lecture (L)	Tutorial (T)	Practical (P) Research Project/ Clinical Training (CT) / (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks	Min: 40 marks	
26.	UHS19CT301	CT17	Human Resource Management	3	1	-	4	45	30	-	75	80	50	100	-	100
27.	UHS19CT303	CT18	Basics of Research Methodology in Management	3	-	1	4	45	-	30	75	80	50	100	-	100
28.	UHS19CT305	CT19	Hospital Information System	3	1	-	4	45	30	-	75	80	50	100	-	100
29.	UHS19CT307	CT20	Materials Management for Hospitals	3	1	-	4	45	30	-	75	80	50	100	-	100
30.	UHS19CR351	CR2	Summer Training \$	-	-	7	7	-		315	315	80	100	-	-	100
TOTAL				12	3	8	23	180	90	345	615	-	300	400	0	500

B.B.A Hospital & Health Systems Management [G01] 2019 -20																
Third Year - Semester VI																
S. No.	Course Code	Category	Course Title	CREDITS/ WEEK				HOURS/ SEMESTER (Credits x 15 weeks)				Attendance (Min.%)	Continuous Internal assessment CIA - Theory / Practical (a)	END SEMESTER ASSESSEMENT		
				Lecture (L)	Tutorial (T)	Practical (P) / Clinical Training (CT) / Research Project (RP)	Credits (C)	Lecture	Tutorial	Practical	Total Hours			Theory (b)	Practical Viva (c)	Grand Total Theory: a+(b/2)=100
				L	T	P	C						EST	ESP		
												Min: 15 marks	Min: 40 marks	Min: 40 marks	Min: 40 marks	
31.	UHS19CT302	CT21	Services Marketing	3	1	-	4	45	30	-	75	80	50	100	-	100
32.	UHS19CT304	CT22	Managerial Effectiveness	3	1	-	4	45	30	-	75	80	50	100	-	100
33.	UHS19RP352	RP1	Project work \$	-	-	12	12	-	-	360	360	80	100	-	-	100
TOTAL				6	2	12	20	90	60	360	514	-	200	200	-	300
Grand Total				83	21	26	130	1245	630	945	2820	-	2050	2500	0	3300
a: CIA Theory & Practical (Eligibility for appearance in ES - Min 30 % marks and 80 % attendance)																
\$: CIA Passing Minimum 50% marks or 20 marks																
b: EST (Pass Min 40%, CIA & ESE Aggregate 40%)																
c: ESP (Pass Min 40%, CIA & ESE Aggregate 40%)																

LIST OF DISCIPLINE SPECIFIC ELECTIVE COURSES OFFERED BY COLLEGE OF MANAGEMENT
FOR UG (BBA) CBCS PROGRAMS FROM 2016 ONWARDS

UG PROGRAMS COURSE CODES (GDE001 - 25)						
S. No	DE Code	Credit	Course Title	Batch applicable		
				Semester	2016-19	2019-2020
					Course Code	
1	GDE001	3	Business Communication	III	UHS 15DE 207	UHS 19DE 207
2	GDE002	3	Public Relations	III	UHS 15DE 207	UHS 19DE 207
3	GDE003	3	E-Business	nil	nil	nil
4	GDE004	3	Industrial Relation & Labor Law	nil	nil	nil
5	GDE005	3	Project Management	V	UHS 15DE 307	nil
6	GDE006	3	Strategic Management	V	UHS 15DE 307	nil
7	GDE007	3	Health Insurance & Claims Management	IV	UHS 15DE 212	UHS 19DE 212
8	GDE008	3	Medical Tourism	IV	UHS 15DE 212	UHS 19DE 212
9	GDE009	3	Career Management	VI	UHS 15DE 304	nil
10	GDE010	3	Computer Skills	VI	UHS 15DE 304	nil

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
1	UHS 19CT 101	Principles of Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To introduce the Management Concepts & Principles To provide the practical orientations of Management Principles To familiarize about the various functions of management 	Students will have an idea of the overall Managerial Functions which can be applied in any organizational set up

Unit I	Introduction Introduction to Management – Definitions – Management as Art and Science – Management Vs. Administration - Principles of Management – Levels of Management – Functions of Management - Roles and Responsibilities of a Manager
Unit II	Evolution of Management Evolution of Management thoughts – Contribution of Various Management Personalities (Taylor, Mayo, Drucker, Fayol, Gilberth etc.) - Theories and Models of Management
Unit III	Fundamentals of Planning , Organizing and Staffing Management Functions: Planning – process, types and limitations, Process of Organizing, Staffing – sources of recruitment and selection of employees
Unit IV	Fundamentals of Directing and Controlling Management Functions: Directing – Motivation – Leadership Controlling – Reporting – Budgeting
Unit V	Managerial skills Decision Making – Time Management –Communication –Delegation and Decentralization
Unit VI	Recent trends in Management Importance of Social Media to managers -Bench Marking – Business ethics and management – Business process reengineering – Social responsibility of Business

Text Books

- Stephen P. Robbins & Mary Coulter, "Management", 14th Edition, Prentice Hall (India) Pvt. Ltd., 2019
- Harold Koontz & Heinz Wehrich, Essentials of Management, 7th Edition, The McGraw-Hill Companies.

Reference Books

1. Sakhivel Murugan,, Principles of Management
2. L.M. PRASAD, Principles of Management
3. Paula Caproni,, Management Skills for everyday life

Web Resources

1. http://www.mindtools.com/pages/main/newMN_TMM.htm
2. http://www.managementstudyguide.com/management_principles.htm

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
2	UHS 19CT 103	Basics of Hospital Administration	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To introduce the Hospital Administration concepts and principles • To teach them various types of hospitals and types of care offered • To familiarize students about the functions of hospital management 	Students will have a general idea about the fundamentals of hospital administration

Unit I	Introduction – Qualities of effective hospital administrator – Role of hospital administrator - Elements of Hospital Administration – Evolution of Hospitals-
Unit II	Hospitals: Meaning – Types – Role of Hospital in Health Care-Role of community health- Challenges of the Hospital- Comparative assessment of Management process between Hospitals and Production Industry – Hospital Statistics
Unit III	Care: Preventive-Curative-Promotion – Rehabilitative. Meaning: Acute care- Special Care-extended Care-Long term care-Geriatric care-Psycho-geriatric care- Psychiatric care-Psychosomatic care- Health as a Holistic concept
Unit IV	Levels and Roles in Hospital Management: Governing Board – Executive Board – Advisory Board – Central Supervisory Board - Role of CEO – Medical Administration –Nursing Administration – Hospital Administration – Organization Chart of a Hospital
Unit V	Recent Advances in Hospital Administration – Role of Health Insurance - Artificial Intelligence.
Unit VI	Effective Media Communication – Telemedicine – Medical Tourism- WHO and its functions.

Text Book

1. B.M. Sakharkar, "Principles of Hospital Administration and Planning", Jaypee Brothers Medical Publishers Private Limited; 2nd Edition
2. DC Joshi, Mamta Joshi, "Hospital Administration", Jaypee Brothers Medical Publishers Pvt Limited; 1st Edition (2009)

Reference Books

1. Managing a Modern Hospital, A.V. Srinivasan, Response Books, I Ed.
2. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed.
3. Hospital Administration And Management: A Comprehensive Guide (English) 1st Edition (Paperback) By Dasgupta - Jaypee Brothers
4. Management Process in Health Care – Elsin La Monica
5. Hospital Management: An Evaluation – A.K.Malhotra

Web Resources

1. http://www.library.armstrong.edu/eres/docs/eres/MHSA76201_CROSBY/762001croWk1Lecture.pdf
2. <http://www.sciedu.ca/journal/index.php/jha>

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
3	UHS 19CT 105	Health Economics	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To introduce the concepts in economics • To impart knowledge on the demand and supply • To make them understand about the implementation of economic concepts in healthcare settings 	Students will have the complete understanding about micro and macroeconomics

Unit I	Introduction to Health Economics, The anatomy of health care in India, Principles of Microeconomics, Microeconomic Tools for Health Economics, Consumer Choice and Demand, Supply, Demand and Equilibrium, Price System
Unit II	Goals of Economic Systems: Efficiency and Equity, Economic Efficiency and Cost-Benefit Analysis, Production, Cost, and Technology of Health Care
Unit III	Functions of Health Insurance and its Demand and Supply, Demand and Supply of Health Insurance (includes moral hazard), Organization of Health Insurance Markets in India
Unit IV	Economics of Healthcare Payment Models, Economics of the Demand for and Production of Health, Health Care Labor Markets, Medical Education and Professional Training
Unit V	Role of Government in Healthcare: Market Failures and Economic Theory of Regulation, Government Intervention in Health Care Markets, Indian Health Policy and Health Status, HRD Index, Universal Health Coverage (UHC).
Unit VI	Innovations in Healthcare and Healthcare Reforms, AI, IoT and Machine Learning in Healthcare

Text Book

1. William F. Samuelson & Stephen G. Marks , Wiley-Managerial Economics ,
2. Michael Drummond and et al , Oxford- Methods for Economic Evaluation Of Health Care Programme
3. Frank A. Sloan, Chee-Ruey Hsieh, Health Economics, 2nd Edition, The MIT press, Cambridge

Reference Books

1. The Economics of health and health care , Sherman folland, Allen C. Goodman and MironStano, Pearson Prentice Hall Press
2. Health Economics and Policy , James Henderson , 5th Edition , Cengage Learning
3. Getting health economics into practice - Kernick – Radcliffe Publishing.

Web Resources

1. http://www.cartercenter.org/resources/pdfs/health/ephti/library/lecture_notes/health_scienc_e_students/LN_Intro_to_Health_Economics_final.pdf
2. https://www3.nd.edu/~wevans1/health_econ/lecturenotes.htm

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
4	UHS 19CT 107	Basics of Medical Sciences	3	1	-	4	75

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

Learning Objectives:	Learning Outcome
<ul style="list-style-type: none"> To familiarize students on human body systems To understand communicable and non communicable diseases 	<p>Students will have a basic understanding of structure & functions of various organ system of a human body.</p> <p>Students will have basic knowledge on various aspects of community medicine</p>

SECTION –A	
Unit I (6 hours)	ORGANIZATION OF THE HUMAN BODY: Introduction to the Human Body – Anatomical Position – Terminologies related to Anatomy – Levels of Organization of the body
Unit II (6 hours)	Structure of different systems of human body –Musculoskeletal system, Endocrine system, Nervous system, Cardio-vascular system, Digestive system, Excretory system, Respiratory system and Reproductive system
Unit III (18 hours)	HUMAN BODY SYSTEMS Physiology of different systems of human body:— Musculoskeletal system, Endocrine Systems, Nervous Systems, Cardiovascular System, Respiratory System ,Digestive System, Reproductive System, and Excretory System
SECTION –B	
Unit IV (30 hours)	CONCEPTS OF HEALTH : Concepts of Health - Definition and Dimensions of Health, Spectrum of Health, Determinants of Health, Indicators of Health.
Unit V	CONCEPTS OF DISEASES Concept of disease, Concept of disease causation, Natural history of disease, Concept of disease control, Levels of prevention, Modes of disease intervention, Internal Classification of disease.
Unit VI	COMMUNICABLE AND NON-COMMUNICABLE DISEASES Communicable and Non-communicable disease burden, Community Acquired Infections, Nosocomial Infections. Hospital Waste Management, Common Non Communicable Diseases – Coronary Heart Disease, Hypertension, Diabetes, Cancer.
UNIT VII	Maternal and Child Health/ Family planning methods Antenatal, Intranatal and Postnatal care, New born care, Breastfeeding, Family Planning Methods.

Text Books:

1. Anatomy & Physiology: Ross & Wilson Anatomy & Physiology in Health & Illness – 12th Edition
2. Community medicine : Essentials of Community Health Nursing – J.E.Park&K.Park

Reference Books

1. Park's Textbook of Preventive & Social Medicine – K.Park
2. Handbook of Anatomy for Nurses – Latest edition – P.Saraswathi – Jaypee Brothers
3. Essentials of Medical Physiology – K.Sembulingam & PremaSembulingam

Web Resources

1. http://academic.pgcc.edu/~aimholtz/AandP/LectureNotes/ANP1_Lec/205Lec.html
2. http://rmoskowitz.tripod.com/m6_content.htm

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
5	UHS 19AE 109 (AAE001)	English	2	-	-	2	30

LEARNING OBJECTIVE:	LEARNING OUTCOME:
This course is designed to build spoken and written English competency of the students needed to function effectively in academic setup.	This course is designed to help the students to <ul style="list-style-type: none"> • Speak and write grammatically correct sentences in English. • Develop effective writing skills. • Build fluency in English

UNIT I	GRAMMAR (10hrs) 1. Remedial Grammar : Parts of speech; Types of sentences, question tags 2. Modal verbs 3. Tenses 4. Concordance
UNIT II	VOCABULARY (4hrs) 1. Word formation – prefixes and suffixes 2. Medical terminology 3. Words often misused or confused 4. Idioms and phrases
UNIT III	WRITING SKILLS (6hrs) 1. Letter writing - permission, leave and other official letters 2. Note making methods 3. Jumbled sentences - cohesion 4. Paragraph Writing
UNIT IV	SPOKEN COMMUNICATION (7hrs) 1. Pronunciation of commonly mispronounced words 2. Day to day conversation 3. Telephonic conversations 4. Group Discussions
UNIT V	LISTENING AND READING SKILLS (3 hrs) 1. General Listening and reading comprehension

Textbook Recommended:

1. Effective English Communication by Krishna Mohan and Meenakshi Raman, Tata Mc Graw – Hill Publishing Company Limited, New Delhi. (Approx. Cost Rs. 200)
2. English for Colleges and Competitive Exams by Dr. R. Dyvatham, Emerald Publishers. (Approx. Cost Rs. 150)

References:

- High School English Grammar and Composition by Wren & Martin.
- J. C. Nesfield, English Grammar Composition & Usage, Macmillan India Limited.
- Practical English Usage, Michael Swan
- Speak in English, Lakshminarayanan.K.R
- A handbook of pronunciation of English words, J. Sethi and J.V. Jindal, Eastern Economy Edition.
- Practical Communication By Abraham Benjamin Samuel

Online sources:

<http://www.letterwritingguide.com/>

<http://www.englishchick.com/grammar/>

First Year - Semester I							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
6	UHS 19AE 111 (AAE004)	Environmental Sciences	2	-	-	2	30

Course description

This course has been designed on the study of the natural world and how it is influenced by people. It will emphasize the need of increasing awareness of the consequences of environmental degradation and human population growth, together with the need to conserve biodiversity. This course is to train students in a multidisciplinary environmental concepts drawing from various basic and applied disciplines.

Learning objectives	Learning outcomes
<p>This course will enable students -</p> <ul style="list-style-type: none"> To anticipate, identify, assess, and manage green environment and its probable ways occupational settings. To integrate and apply knowledge from the appropriate areas of basic science, economics, and policy to address problems caused by ecosystem degradation and from physical alteration of the environment and chemical contaminants from industrial activities, agriculture, food production, and inadequate resource management To participate in outreach activities including environmental applications and problem solving in off-campus community settings. 	<p>Upon completion of the program, students will be able to:</p> <ul style="list-style-type: none"> Identify the implications of environmental policies and standards on compliance with regulatory, standard setting organizations and International policies. Apply management practices to environmental and occupational health issues. Understand and describe the processes and mechanisms by which hazards are produced, released, transported, and modified in the environment and affect health.

Unit I	Multidisciplinary nature of environmental studies and Ecosystem Scope of environmental science, Physical, Chemical and Biological factors in the environment, Concept of an ecosystem- Types, Structure and function, Structure and composition of atmosphere, Meteorology, Energy flow in the ecosystem, Food chains, food webs and Ecological pyramids, Current issues in India, Environmental education and awareness
Unit II	Natural Resources, Biodiversity and its conservation: Natural resources- Use and benefits, over utilization, degradation, Exploitations and Associated problems: Forest; Water, Mineral, Food, Land and Ocean resources, Energy resources and needs, Alternate energy sources, Conservation of natural resources, Biodiversity at global, National and local levels- Biogeographical classification of India, Threats to biodiversity and Hot-spots, Endangered and endemic species of India, Conservation of biodiversity
Unit III	Environmental Pollution and Social issues Source, Cause, effects and control measures of- Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Occupational hazards, Hazardous and solid wastes- Municipal wastes, Biomedical wastes, Electronic wastes, Plastic wastes, Industrial chemicals, Chemical, Physical & Safety hazards in Fireworks Industries, Disaster management, Urban problems related to energy and Water conservation, Resettlement and Rehabilitation of people, Environment protection related Acts, Issues involved in enforcement of environmental legislation and Public awareness.
Unit IV	Human Population and the Environment Population growth and explosion variation among nations, Family Welfare Programme, Environment and human health, Women and Child Welfare, Environmental ethics, Human Rights, Value Education, HIV/AIDS, Role of Information Technology in Environment and human health, Case Studies.
Unit V	Field work Visit to a local area to document environmental assets river/ forest/grassland/hill/mountain, Visit to a local polluted site- Urban/Rural/Industrial/Agricultural, Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc.

Text Books

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad –380 013, India, Email:mapin@icenet.net (R)
3. Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
4. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
5. De A.K., Environmental Chemistry, Wiley Eastern Ltd.

Reference Books

1. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
2. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
3. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
4. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
5. Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
6. Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
7. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
8. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
9. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
10. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
11. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

Online resources

1. http://snre.umich.edu/degrees/masters/environmental_policy/overview?qclid=CPjQ_IziicUCFQURjgodVmEAKg
2. http://www.prospects.ac.uk/options_environmental_science.htm
3. <http://study.com/academy/lesson/what-is-environmental-science-definition-and-scope-of-the-field.html>

First Year - Semester II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
7	UHS 19CT 102	Organization & Management of Hospital Services I	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To make them understand the structure and functions of different departments of a multi-specialty hospital • Developing skills in planning, building and managing various departments in hospitals and health care organizations • Application of the concepts & techniques of Modern Management in various departments of a hospital. 	Students will learn about the process, functions and structure of clinical & non-clinical departments of hospitals

Unit I	<i>Front Office:</i> Layout, Designing, Documentation – Registration - Billing: Inpatient & Outpatient Billing – Procedures and Protocols
Unit II	<i>Wards:</i> Ward Round, Records, Admission and Discharge Procedure – Role of a Ward Secretary in wards – Outpatient Department services- Inpatient Department
Unit III	<i>Emergency</i> – Functions, types, Staffing, Documentation, Ambulance Services – <i>Operation Theatre</i> – Zoning, Policies and Procedures, Monitoring of Asepsis
Unit IV	<i>Nursing Services</i> – Nursing Activities and Tasks – Organization of Nursing Services – Nursing Care methods – Intensive Care Units
Unit V	<i>Laboratory Services</i> – Types, Components, Organization, NABL – <i>Radiology Services</i> – Types, Planning & Organization, Staffing, Policies & Procedures
Unit VI	CSSD – Aims, Policies and Procedures, Sterilization – Biological Indicator System

Text Book

1. DC Joshi, Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers
2. BM Sakharkar, Principles Of Hospital Administration And Planning 2nd Edition (English) 2 Rev ed Edition (Paperback) - Jaypee Brothers Medical Publishers.-New Delhi

Reference Books

1. Hospital Administrator"s Desk book, Robert C. Benjamin & Rudolph C.Kemppainen, Prentice-Hall Inc.
2. Hospital Administration & Management Volume I, II, III – S.L. Goel& R. Kumar
3. Hospital Administration – Jaypee Bros – C.M. Francis
4. Hospital Administration And Management: A Comprehensive Guide (English) 1st Edition (Paperback) By Dasgupta - Jaypee Brothers

Web Resources

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

First Year - Semester II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
8	UHS 19CT 104	Financial Accounting in Healthcare	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organisations. To gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure. 	<p>By the end of the course, students can be able to:</p> <ul style="list-style-type: none"> State the uses and users of accounting information; Explain and apply accounting concepts, principles and conventions; Record basic accounting transactions and prepare annual financial statements; and Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

Unit I	Definition of Account –objectives-Book keeping vs Accounting, Branches and methods of accounting- Basic Accounting Concepts and conventions - Double Entry system.
Unit II	Classification of Accounts- types of Accounts- Accounting cycle- Journal – Ledger – Subsidiary Books– Trial balance- objectives-methods-Limitations of Trial balance.
Unit III	Final Accounts-Manufacturing – Trading account - Profit & Loss Account - Balance sheet. – Problems with simple adjustments – Closing Stock, Outstanding and Prepaid items, Depreciation, Provision for Bad Debts, Provision for Discount on Debtors, Interest on Capital and Drawings.
Unit IV	Depreciation – Meaning-characteristics-objectives-Factors-Causes -Methods of Depreciation: - Straight Line Method and Written Down Value Method- Merits and Demerits.
Unit V	Single Entry – Meaning, Features, Defects, Differences between Single Entry and Double Entry System –Ascertainment of profit- Networth Method – Conversion Method (Only simple problems).
Unit VI	Accounts of Non-Profit organizations - Capital and Revenue- subscriptions- Donations-entrance fee- Life Membership fees-Government grants– Income and Expenditure Account – Receipts and Payments Account.

Text Book

1. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications – Chennai
2. Shukla, Grewal & Gupta, Advanced Accountancy, Sultan Chand & Sons.

Reference Books

1. R.L Gupta & V.K Gupta – Advanced Accounting – Sultan Chand – New Delhi
2. S. Parthasarathy and A. Jaffarulla, Financial Accounting, Kalyani Publishers.
3. Malcolm R. Hosting, Cost Management Strategies for smaller Hospitals.

Web Resources

1. www.saylor.org/site/textbooks/Financial%20Accounting.pdf
2. <http://www.accountingcoach.com/accounting-basics/explanation/2>

First Year - Semester II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
9	UHS 19CT 106	Organisational Behaviour	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ol style="list-style-type: none"> 1. To help students deal with people at work by understanding the structure, Culture and Climate of an Organization. 2. To emphasis the importance of Interpersonal behaviour in the Organization. 3. To understand group dynamics and to develop the ability to deal with conflicts, power and politics in the organization 	At the end of the course, the students will be able to: <ul style="list-style-type: none"> • have a better understanding of human behavior in organization • Understand causes of organizational conflicts and resolving them through negotiation

Unit I	Meaning, Definition, Concepts, Nature, Scope & Importance – Basic Behavioral Models Hawthorne Experiments and their significance – Organization Structure – Organization Chart – Types of Organization
Unit II	Job Satisfaction – Determinants of Job Satisfaction – Consequences of Job Satisfaction – Organizational Culture – Types – Means of Transmitting organization Culture - Attitude – Characteristics – Formation – Organizational Commitment
Unit III	Organization Change – Levels of Change – Reasons for Change – Resistance to Change : Nature and Effects – Reasons for Resistance to change – Types of Resistance – Managing Resistance to change: Stages in Change
Unit IV	Emotions at Workplace - Interpersonal Behavior – Nature of Conflict - Different stages of conflict – Assertive Behavior –Transactional Analysis – Power and Politics.
Unit V	Stress – Causes of Stress – Consequences of Stress – Stress Management Techniques - Definition – Need – Functions of counseling – Types: directive – Nondirective – Participative – Counseling Process
Unit VI	Group Behavior: Meaning of group Dynamics – types of Groups- Different stages of group development-Stages of Team Development – Ingredients of Effective Team.

TEXT BOOKS

1. K.ASWATHAPPA, Organizational Behaviour, Himalaya Publishing House.7th Edition.
2. FRED LUTHANS, Organizational Behaviour, 12th Editon, McGraw Hill International Edition.

REFERENCES:

1. STEPHEN P.ROBBINS, Organisational Behaviour, Prentice-Hall of India Private Limited.
2. Margie Parikh & Rajen Gupta, Organizational Behaviour, McGraw Hill Higher Edn.
3. JIT S CHANDAN, Organizational Behaviour, Vikas Publishing House Pvt. Ltd.

WEB REFERENCES:

1. <http://www.iibms.org/pdf/Ebooks/Organizational%20Behaviour.pdf>
2. <http://www.pearsonmiddleeastawe.com/pdfs/OB-SAMPLE.pdf>

First Year - Semester II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
10	UHS 19CT 108	Marketing Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To familiarize the students about the marketing and consumer behavior in hospital and healthcare industry. To develop the ability to design the best marketing strategy in hospital and health care industry To make them understand about marketing research in hospital and healthcare industry. 	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> know who the customers are and how they behave. design and develop marketing strategies in hospital and healthcare industry. do market research effectively to recommend new plans, strategies.

Unit I	Marketing Principles and Society – Meaning of Market- Classification, Fundamentals of marketing – Marketing Concepts – Marketing Functions –Role of Marketing – Marketing as exchange, Relationship Marketing and co-creation –marketing mix and 4Ps, What impact does marketing for hospitals have on society?
Unit II	Consumer Behavior – Consumer Markets & Consumer Buyer Behavior - Model of consumer behavior - Characteristics affecting consumer behavior - Consumer buying roles - Types of buying decision behavior - The buyer decision process.
Unit III	Marketing Research – Definition – Process – Role of Marketing Research in MIS (Management Information System) & DSS (Decision Support System) – International Marketing Research.
Unit IV	Market Segmentation, Targeting & Positioning For Competitive Advantage – Marketing Channels
Unit V	Marketing Mix Strategies – Product Decisions – New Product Development -Pricing Decisions – Place Decisions – Promotion Decisions: Sales Force – Advertisement – Sales Promotion – Publicity.
Unit VI	Branding- roles-elements- brand equity- brand value analysis- Bridge between product and brand – packaging- Branding of Hospitals

Text Book

1. Philip Kotler (2018), Gary Armstrong and Prafulla Agnihotri, Principles of Marketing, 17th Edition (Pearson)
2. Rajan Saxena, Marketing Management , , Tata McGraw-Hill Education, Thrid Edition.

Reference Books

1. Naresh Malhotra, Marketing Research , Pearson Education
2. Robert Stevens, David Loudon, Bruce Wrenn, Marketing Management: Text & Cases
3. Marketing Management: Global Perspective, Indian Context

Web Resources

1. http://uofgexamnetwork.com/documents/marketing/mcs1000/F11_MCS-1000_ExamNotes.pdf
2. <http://www.drososd.gr/tei/uploads/docs/2010/09/9.pdf>

First Year - Semester II							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
11	UHS 19 9AE 110 (AAE002)	English for clinical communication	2	-	-	2	30

Learning Objectives	Learning Outcome
This course is designed to build spoken and written English competency of the students needed to function effectively in academic setup and clinical setup.	<p>This course is designed to help the students to</p> <ul style="list-style-type: none"> • Speak and write grammatically correct sentences in English. • Develop effective writing skills needed for clinical task. • Build fluency in English needed for clinical tasks.

UNIT : I (10 Hrs.)	APPLIED GRAMMAR 1. Identifying errors in sentences - word order, tenses, Prepositions 2. Transformation of sentences : Reported , Voice 3. USAGE : Either ...or..., Neither... nor..., So... that..., Such... that..., Not only... but also..., unless...
UNIT : II (3 Hrs.)	VOCABULARY 1. Abbreviations in Medical field 2. Medical idioms & Phrases 3. Abbreviations in Medical field 4. Medical idioms & Phrases
UNIT : III (6 Hrs)	WRITING 1. Letter writing 2. Letter to the editor 3. Curriculum Vitae , covering letter 4. Creative writing – invite, posters 5. Essay writing
UNIT: IV (8Hrs)	SPOKEN COMMUNICATION 1. Telephone etiquette 2. Importance of Stress, Intonation and rhythm 3. Speaking : - Describing simple process - Filling a form etc., - Asking and answering questions -Debate/Oral Reporting
UNIT : V (3Hrs)	LISTENING AND READING SKILLS Listening and reading comprehension exercises

Textbook Recommended:

1. Effective English Communication by Krishna Mohan and Meenakshi Raman, Tata Mc Graw – Hill Publishing Company Limited, New Delhi. (Approx. Cost Rs. 200)
2. English for Colleges and Competitive Exams by Dr. R. Dyvadatham, Emerald Publishers. (Approx. Cost Rs. 150)

References:

- High School English Grammar and Composition by Wren & Martin.
- J. C. Nesfield, English Grammar Composition & Usage, Macmillan India Limited.
- English for Nurses by Sharma Lohumi, Elsevier India Pvt. Ltd.
- Professional English for Medicine, Eric H. Glendinning Ron Howard, Cambridge Publication.
- Career English for Nurses by Selva Rose, Orient Black Swan.
- Malcolm Goodale, Professional Presentations, Cambridge University Press.
- Practical Communication by Abraham Benjamin Samuel.

Online sources:

<http://www.letterwritingguide.com/>

<http://www.englishchick.com/grammar/>

First Year - Semester II							
Course Number	Course Code	Course Title	L	CT/CR	P	C	Total Hours
12	UHS 19CR 152	Hospital Hands-on Posting	-	4	-	4	180

(25 days x 7 hours = 175 hours + Posting Viva 5 hours= 180 hours)

(1 credit =45 hours) No. of Hours: 180

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> The objective of HANDS ON training is to gain insights into the clinical and supportive areas of hospital. It is firmly believed that learning will be more meaningful only when the students study in the practical situation through HANDS ON training. Students are expected to have exposure in a hospital and cover various departments. They are required to interact with employees working in various departments, make an independent observation, note the practices, situations, issues of concern, and also identify major aspects of good practices in hospitals. 	<p>The students will be able to acquire knowledge from various clinical and non clinical departments and their practice.</p>

Departments

Students will undergo HANDS ON training in the following departments during the II – Semester

1. Out Patient Department (OPD) – 2 days
2. In Patient Department (IPD) – 2 day + 1 day (Role of Ward Secretary)
3. Emergency Department – 1 day
4. Operation Theatre (OT) – 1 day
5. Central Sterile Supplies Department (CSSD) – 1 day
6. Nursing Services – 1 day
7. Laboratory Services (Lab) – 1 day
8. Radiology – 1 day
9. Front office – 1 day (includes Admission & Discharge procedure)
10. Pharmacy - 1 day
11. Insurance – 1 day
12. Housekeeping & Bio-medical Waste Management – 2 days
13. Linen & Laundry Services – 1 day
14. Dietary Department – 1day
15. Blood Bank – 1day

16. Hospital Engineering Services (Electrical, Plumbing & Medical Gas) – 1 day
17. Security Services – 1 day
18. Bio-medical Engineering Department (Hospital Equipments) – 1 day
19. Medical Records Department – 2 days
20. Medical Transcription - 1 day

Hands-on Training
Format for Report Submission

Name of the Student :	Date:
Register Number :	
Name of the Department :	
Number of days Allotted :	

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

- Department Location:
 - Location, general upkeep of the department should be noted. Make a study of the workplace layout and viewpoints of employees and identify the scope for improvement.
 - Discuss the findings with authorities concerned and make an independent analysis of the situation.
- Objectives of the Department:
 - Study the existing objectives of the department
- Organization Chart:
 - Identify the strengths and shortcomings of this structure, based on the inputs received and suggest improvements.
- Functions of the Department:
 - Outline the various functions involved in the department.
- Number of Employees in the Department:
 - Categorize the employees based on designation
- Roles & Responsibilities of the Employees
 - Job description of various categories of employees
 - Make an inventory of training needs of employees, training given in the past and options available to the management for capacity building of employees
- Major Highlights of the Department (include pictures wherever necessary)
- Findings/Problems Identified (if any):
- Suggestions:
- Conclusion:

Signature of the Students with Date :

Remarks of the Student by HOD/In-charge :

Name & Signature of the HOD/In-charge with Seal :

Hands on Training Evaluation for BBA

Date:

Maximum Marks:100

Attendance Format

S.No	Date	Time In	Time Out	Department	Signatures		
					External Supervisor	HOD/Staff In-charge of concerned Department	Internal Supervisor
1.							
2.							

Evaluation Format

Register Number	Name of the Student	Hands-on Report (Maximum Marks – 50)			Viva voce (Maximum Marks – 50)			Total Marks (Maximum – 100)
		Attendance (10 Marks)	Observation /Daily reporting (10 Marks)	Report (30 Marks)	Content (30 Marks)	Presentation (10 Marks)	Answering Ability (10 Marks)	

FACULTY OF MANAGEMENT**HOME POSTING**

NAME OF THE STUDENT :

DATE :

REGISTER NUMBER :

TIME IN :

NAME OF THE DEPARTMENT

TIME OUT

RECORD OF OBSERVATIONS

(Attach additional sheets wherever necessary)

S.NO	OBSERVATIONS
1.	Department Location
2.	Objectives of the Department
3.	Functions of the Department
4.	Organization Chart
5.	Process Flow
6.	No. of Employees in the Department
7.	Roles and Responsibility of the Department
8.	Policies and Procedures
9.	Equipment List
10.	Work Place Safety
11.	Quality Indicators
12.	List of Terminologies and their meaning
13.	Major Highlights of the department
14.	Findings/Problems identified
15.	Suggestions
16.	Conclusion

SIGNATURE OF THE STUDENT WITH DATE :

REMARKS ABOUT THE STUDENT BY HOD/INCHARGE :

NAME AND SIGNATURE OF THE HOD/INCHARGE WITH SEAL :

NAME AND SIGNATURE OF THE FACULTY INCHARGE :

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
13	UHS 19CT 201	Fundamentals Financial Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To familiarize the students with various concepts and principle of financial management To develop the students with the necessary skills and techniques to take decisions on various financial matters. to offer the students relevant, knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems. 	<p>By the end of the course, students can be able to:</p> <ul style="list-style-type: none"> measure risk and return in the operating cycle and explain the trade-off between risk and return apply the concepts of financial management to contemporary financial events. list the primary sources of capital and incorporate their need when making investment decisions

Unit I	Financial Management: Meaning, Definition, Objectives- Role of Finance Manager-Scope of Finance Functions – Goals: Profit Maximization and Wealth Maximization – Organization of Finance Function- Liquidity vs Profitability.
Unit II	Working capital Management – Meaning – Definition - Concepts of Working Capital – Types of Working Capital – sources of working capital -Determinants of working Capital – Operating cycle Method- Danger of excessive working capital.
Unit III	Cash Management, Meaning – Objectives of Cash Management – Cash management planning aspects—Cash budget-cash cycle – Playing the float – Cash Management control aspects-playing the float-Cash management models.
Unit IV	Receivable Management: Meaning, purpose –cost of maintaining receivables- Aspects of Management of Receivables – Credit Policy –credit analysis- Credit Standards-control of receivables.
Unit V	Inventory Management – Meaning of Inventory – Benefits of Holding Inventory – Objectives of Inventory Management – Techniques of inventory management- Economic Order Quality (EOQ) – Determination of Stock level- ABC analysis-Just in time-VED analysis FSN analysis-min-max method- perpetual inventory system.
Unit VI	Sources of finance-sources of short term finance- trade credit, bank credit, commercial paper, customer advance, installment credit- sources of long term finance- - shares- stock- retained earnings- public deposits- venture capital financing.

Text Book

- I.M. PANDEY (2015), Financial Management . 11th Edition, Vikash Publishing House Pvt. Ltd.
- PRASANNA CHANDRA (2007). Fundamentals of Financial Management . 7th Edition, Tata McGraw Hills Publishing Company Limited.

Reference Books

- S.N. MAHESHWARI, Elements of Financial Management, Sultan Chand & Sons.
- James C. Van Horne, Financial Management Policy – Prentice Hall of India Ltd.
- Malcolm R. Hosting, Cost Management Strategies for smaller Hospitals.

Web Resources

1. <http://managementhelp.org/businessfinance/>
2. <http://bizfinance.about.com/od/Basic-Financial-Management/>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
14	UHS 19CT 203	Basic Statistics and Operations Research	3	-	1	4	75

1 Practical hour = (30 hours) Assignment/reports/records/ presentation

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To enable the students to know about the basic statistics tools and techniques • To gain knowledge on analysis of business data • To facilitate the students to understand the scientific methods available in operations research 	<ul style="list-style-type: none"> • To facilitate objective solutions in business decision making under subjective conditions. • Student will be able to facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

Unit I	Statistics – Definition – Nature – Scope and Objectives –Limitations of statistics- Diagrammatic Representation – One, two, three dimensional diagrams – Graphic Representation – Histogram, Frequency Polygon, Frequency Curve, Histogram and Pie diagram – Classification and tabulation. (Practical: application of statistics in Excel)
Unit II	Measures of Central Tendency: Mean, Median and Mode– Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and co-efficient of variation. (Practical: application of statistics in Excel)
Unit III	Tests of Significance (Basic Concepts) – Sampling distribution- Types of sampling – parameter and statistics - Null Hypothesis & Alternate Hypothesis – Level of Significance – Critical Value – Type I & II error – One tailed & two tailed tests
Unit IV	Correlation- positive and negative correlation-scatter diagram-simple correlation. Analysis of Time Series – Methods of measuring trend and seasonal variations. (Practical: application of statistics in Excel)
Unit V	Operations Research: Meaning – Models – Scope – Phases – Limitations – Operation Research and Decision-making - managerial application of Operation Research.
Unit VI	Linear Programming Problem: Formulation of L.P.P. –Feasible Solution and Optimal Solution- Solution by Graphical Method.

Text Books

1. P.R.Vittal, Business Statistics and Operations Research, 3rd Edition, Margham Publications.
2. Dr.S.P.Gupta, Dr.P.K.Gupta and Dr.Manmohan (2007). Business Statistics and Operations Research, Sultan Chand & Sons.
3. Hamdy A. Taha, Operations Research- an Introduction, PHI Learning Pvt. Limited, New Delhi.

Reference Books

1. SAN CHETI & KAPOOR, Business Mathematics – S. Chand & Co. Ltd
2. R.S.N.PILLAI & BAGAVATHI, Statistics – Sultan Chand
3. PSS Sundaar Rao and J Richard, An Introduction to Biostatistics- A Manual for Students in Health Sciences(Prentice – Hal of India Pvt.Ltd., New delhi)
4. S.P. Guptha, Elementary Statistical methods – Sultan Chand & Sons, 13th edition (1999)
5. Wayne W. Daniel Bio Statistics- VII Edition, John Wiley & Sons, Inc, 7th Edition (2000)
6. Ravindran Phillips, Operation Research Principles & Practice, Sultan Chand & Sons, New Delhi.
7. S.D. Sharma, Operation Research, Kedarnath Ram Nath& Co, Meerut.
8. Frederick S.Hiller& Gerald J.Lieberman, Operation Research, CBS Publishers & Distributors, New Delhi

Web References:

1. <http://www.statsoft.com/Textbook/Basic-Statistics>
2. <http://edl.nova.edu/secure/stats/>
3. http://en.wikibooks.org/wiki/Operations_Research
4. <http://www.orcomplete.com/internet/enesbilgin/open-courses-on-operations-research>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
15	UHS 19CT 205	Organization & Management of Hospital Services II	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • Understand the structure and functions of different departments of a hospitals and health care organizations • Application of the concepts & techniques of Modern Management in different health care units. • To make them understand about the process flow of various departments in the hospital 	Students will learn about the process, functions and structure of Support services of a hospital.

Unit I	Housekeeping – Planning, Delegation, Hospital Sanitation, Recent trend in Housekeeping, Pest Control, Infection Control, Bio-medical Waste Management – Linen and Laundry services, Managerial issues.
Unit II	Medical Records Department – Functions – Roles and responsibilities of workforce, Medicolegal importance of Medical Records.
Unit III	Dietary – Dietary rounds – Different Kinds of Menu – Planning of special diet – Coordinating Room Service – Grooming – Personal Hygiene - Staffing – Feedback – Monitoring of Patients status
Unit IV	Blood bank – Layout – Design – Collections – Procedure for collection – Donor Preparation – Storage – Referral – Coordination with other Agencies – Stocks – Supply of Blood Units
Unit V	Hospital Equipment Management – List of equipments used in hospitals – Procurement & Logistics – Installing & Communication – Training & Development – Maintenance
Unit VI	Hospital Engineering Services – Water supply – Electricity – Medical Gases – Hospital Security Services – Mortuary services of Hospital

Text Book

1. DC Joshi, Hospital Administration, Mamta Joshi, Jaypee Brothers Medical Publishers
2. Robert C. Benjamin & Rudolph C.Kemppainen, Hospital Administrator"s Desk book, Prentice-Hall Inc.
3. Dasgupta, Hospital Administration And Management: A Comprehensive Guide (English) 1st Edition (Paperback) - Jaypee Brothers

Reference Books

1. Hospital Infection Control Guidelines: Principles & Practice (Paperback) – Gupta Singh
2. Medical Records Organization and Management (Paperback) – Mogil G.D
3. Essentials for Hospital Support Services &Physica – Sharma

Web Resources

- 1.http://rice360.rice.edu/Resources/BIOE449/MedicalMaintenance_suctionPump_oxygen%20conecntrator.pdf
- 2.<http://www.nios.ac.in/media/documents/dmlt/Microbiology/Lesson-05.pdf>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
16 a	UHS 19DE 207 (GDE001)	Any one from the list of Discipline Specific Elective Business Communication	2	1	-	3	60

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To enable students to interact in Business Environment • To educate about modern communication techniques • To impart the importance of listening skill at workplace 	Students will be equipped with modern communication techniques and business correspondence

Unit I	Communication Definition – Methods of Communication – Verbal Communication – Non-verbal Communication - Elements of Communication – Principles of Communication – Barriers of Communication
Unit II	Correspondence Business Correspondence – Sales letter – Claim Letter – Adjustment Letter – Collection Letter – Enquiry Letter – Quotation Letter - Bank Correspondence – Cheque - Bill of Exchange – Promissory Note – How to draft e-mail?
Unit III	Official Communication Agenda – Minutes of Meeting – Memorandum – Circulars – Office orders – Office Notes – Documentation of Official Communication
Unit IV	Listening Skills Active Listening skills – Requirements – Suggestions to improve active listening – Feedback – Suggestion for positive feedback
Unit V	Modern Communications techniques and its application in Business Fax – E-mail - How to reply e-mail? – Video Conferencing – Audio-Visual Aids – Creating Web page- Chat bots

Text Book

1. Krishna Mohan, Meera Banerji, “Developing Communication Skills”, Macmillan India
2. Newman and Ober, “ Business Communication”, Eighth Edition, Cengage Learning Publishers
3. Sharma & Krishna Mohan, “Business Communication “

Reference Books

1. Ramesh & C. C. Pattanshetti , “Business Communication” , Chand & co Publishers
2. Scot Ober, “Contemporary Business Communication”
3. Urmila Rai , “Business Communication “

Web Resources

1. <https://aqilkhans.files.wordpress.com/2011/10/business-communication.pdf>
2. <http://ocw.mit.edu/courses/sloan-school-of-management/15-279-management-communication-for-undergraduates-fall-2012/lecture-notes/>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
16.b.	UHS 19DE 207 (GDE002)	Any one from the list of Discipline Specific Elective Public Relation	2	1	-	3	60

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To make the students to understand the Origin and Growth of Public Relations in the World and India. • To familiarize them with models in public relations and marketing public relations. • To make them aware about multicultural perspectives and applying ethics in PR. 	Students will be equipped with the knowledge and nuances involved in Public relations

Unit I	Public Relations (PR) – Nature – Process – Importance - Origin and Growth of Public Relations – Public Relations & Communication Theory - Role of the staff in PR, Sensitive areas of Hospital.
Unit II	Models in Public Relations- Reputation, perception & Relationship Management – PR – Planning & Evaluation – Qualities of PRO – Role of PRO in healthcare- Common problems of PR in the Hospital.
Unit III	Marketing Public Relations – Integrated Marketing Communications (IMC) – Role of PR in Integrated Marketing Communication- SWOT analysis – Role of advertising – PR campaigns- Interdisciplinary approach
Unit IV	Media and Technologies in Public Relations – Digital Media – Blogging – Social Media – Social Networks – Websites in Social Media - Challenges of the Online environment.
Unit V	PR and Globalization – Gender & Multicultural perspective – Applying Ethics to PR – Ethical decision making – International agencies in PR

Text Books

1. J.V.Vilanilam , “Public Relations in India New Tasks & Responsibilities”, SAGE Publications India Pvt Ltd, 1st Edition (2011)
2. S. Sengupta, “Management of Public Relations and Communication Paperback”, Vikas Publication House Pvt Ltd (2005)

Reference Books

1. Keith Butterick, Introducing Public Relations - Theory and Practice, Sage Publications Ltd.
2. Scott M.Cutlip, Allen H.Center, Glen M.Broom, Effective Public Relations – Delhi: Pearson Education, 2006.
3. Effective Public Relations and Media Strategy by Reddy C.V. Narasimha , Prentice Hall Learning

Web Resources

1. http://www.pearsonhighered.com/assets/hip/us/hip_us_pearsonhighered/samplechapter/0205170005.pdf
2. <http://www.sjsu.edu/ajeep/docs/IntroToPR.pdf>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
17	UHS 15GE 209	To be chosen by student	3	-	-	3	45

Generic open electives will be selected by the students with the guidance of CBCS program coordinator.

- The list of Generic electives offer by other department s/ colleges for each semester will be announced by the CBCS coordinator. The allotment of the paper is based on first cum first serve.

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
18	UHS 15AE 211 (AAE003)	Communication and soft skills	2	-	-	2	30

Learning Objectives	Learning Outcome
This course is designed to equip the students with essential soft skills needed for workplace and improve personality.	This course is designed to help the students to <ul style="list-style-type: none"> • Foster healthy attitude. • Develop effective inter and intra personal skills to be an effective team worker. • Communicate effectively in both academic and professional setup

UNIT : I (4 hrs)	ASPECTS OF COMMUNICATION <ol style="list-style-type: none"> 1. Importance of communication, Process, Barriers 2. Non verbal Communication
UNIT: II (8 hrs)	SPEAKING <ol style="list-style-type: none"> 1. Opening and Closing conversations 2. Introductions and Address Systems 3. Expressing Courtesy 4. Giving Compliments and replying to Compliments 5. Presentation Skills 6. Telephonic conversation and telephone etiquette
UNIT – III (4 hrs)	PRESCRIBED READING <ol style="list-style-type: none"> 1. White washing the Fence – Episode from Tom Sawyer by Mark Twain 2. Bacon’s Essays: - Of Goodness and goodness of nature
UNIT – IV (4 hrs)	WRITING <ol style="list-style-type: none"> 1. Letter writing - Letter of Complaints, Inviting and Declining an invitation 2. Memos and Email 3. Editing- Grammar, Spelling & Punctuation, Use of Dictionary & Thesaurus.
UNIT – V (7hrs.)	SOFT SKILLS <ol style="list-style-type: none"> 1. Active Listening Skills 2. Assertive Skills 3. Negotiation and Persuasive Skills 4. Interview Skills

Suggested text Book: Developing Communication Skills by Krishna Mohan and Meera Banerji, II edition, Macmillan.

Reference Books:

1. Communication Skills for Engineers and Scientists by Sangeeta Sharma and Binod Mishra, PHI Learning Private Limited, New Delhi.
2. English and soft skills by S.P. Dhanavel, Orient Black Swan
3. Effective English Communication by Krishna Mohan and Meenakshi Raman, Tata McGraw – Hill Publishing Company Limited.
4. Technical Communication – Principles and Practice, by Meenakshi Raman and Sangeetha Sharma, II edition, Oxford University Press.
5. Developing Communication Skills by Krishna Mohan and Meera Banerji, II edition, Macmillan.
6. The Complete Guide to Functional Writing in English by M. Sarada, Sterling Publishers (P) Ltd., New Delhi.
7. Speaking Naturally: Communication Skills in American English by Bruce Tillitt and Mary Newton Bruder, Cambridge University Press.

Online sources:

1. <http://www.letterwritingguide.com/>
2. <http://www.englishchick.com/grammar/>

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
19	UHS 19CT 202	Quality Assurance in Hospitals	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To understand need for quality and cost of quality • To know about various tools and techniques for managing quality given by quality gurus • To make them understand about the quality systems 	Students will learn about the various quality tools and accreditation process

Unit I	Introduction to Quality : History – Meaning – Dimensions – Components of Quality, views of quality gurus: Deming, Juran and Crosby
Unit II	Quality Leadership: characteristics or behaviors of quality leaders – Role of Senior Management
Unit III	Quality council: objectives of quality council – duties – responsibilities of the quality council coordinator – quality statements – quality policy statement, Total Quality Management(TQM)
Unit IV	Customer satisfaction: customer satisfaction model – types of customers – customer perception of quality – factors influencing customer perception of quality – identifying customer needs – customer complaints – customer retention – patient satisfaction survey questionnaire, Quality tools.
Unit V	QCI, Accreditation: Benefits of accreditation – NABH process – outline of NABH standards – difference between NABH – Medical audit
Unit VI	Quality management process – ISO 9000 – System audits and assessment – benefits of ISO – audit checklist

Text Book

1. L. Suganthi and Anand A. Samuel, Total Quality Management (Prentice-Hall of India Pvt. Ltd., New Delhi)
2. Dr. V. Jayakumar and Dr. R. Raju, Total Quality Management, Lakshmi Publications

Reference Books

1. Wilson CRM, Hospital Wide Quality Assurance (Saunders, Ontario) Hugh C.H. Kogh
2. Total Quality Management in Health care (Longman Publication)
3. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)

Web Resources

1. <http://www.who.int/management/quality/assurance/en/>
2. <http://www.concertjapan.eu/bookletter~545d03ecb723a72f098b456b>
3. <http://file.zums.ac.ir/ebook/391Introduction%20to%20Healthcare%20Quality%20Management-Patrice%20Spath-1567933238-Health%20Administration%20.pdf>

Second Year - Semester III							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
20	UHS 19CT 204	Hospital Infrastructure Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To familiarize the students in planning of Hospital Infrastructure • To provide orientations of various hospital departments and its lay out • To provide an overview about designing a hospital 	Students will have an overview of how to plan the infrastructure facilities for the modern day hospital.

Unit I	Introduction Hospital /Sizes-General Concepts – Modern Trends – Indian Scenario– Scope for Corporate Hospitals – Need for Scientific planning and Design Experience in Hospital – Green Hospitals- standards and elements.
Unit II	Hospital Infrastructure planning Planning of hospital – Guiding principles in planning hospital facilities & services – Study of existing hospital facilities – Selection of Site - Planning the hospital building – General principles - Infra-Structure Requirements – Norms (Primary Care-Secondary care – Tertiary care Referral centre-Small Nursing Hands on to Large Hospital)
Unit III	Planning & Designing of Administrative services - I Introduction – design and layout- Financial management department – Hospital information system department – Nursing service administration department – Quality Department.
Unit IV	Planning & Designing of Administrative services - II Design and layout -Human resource management department – Public relation department – Marketing department..
Unit V	Planning & Designing of Hospital Services - I Introduction – Design and layout- Engineering department – Maintenance department – Biomedical engineering – Air Conditioning system – water supply & Sanitary system
Unit VI	Planning and designing of Hospital services – II Centralized medical gas system – Manifold - Communication system – Environmental control – Solid waste Management – Sewage Treatment Plant-Transportation.

Text Book

1. G.D. Kunders, "Hospital Facilities Planning and Management", McGraw Hill Education; 1st edition (2017)
2. Kant Gupta, "Modern Trends in Planning and Designing of Hospitals: Principles and Practice", Jaypee Brothers Medical Publishers; first edition (2007)

Reference Books

1. Hospital Management – by M.Saxena
2. Step by Step Hospital Designing and Planning - by Malhotra
3. Managing a Modern Hospital – by A.V.Srinivasan

Web Resources

1. http://www.doh.gov.ph/system/files/planning_and_design_0.pdf
2. http://www.jointcommissioninternational.org/assets/1/14/PDC09_Sample_Pages.pdf

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
21	UHS 19CT 206	Fundamentals of Business Analytics	3	-	1	4	75

1 Practical hour = (30 hours) Assignment/reports/records/ presentation

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To understand overview of Quantitative and Qualitative data • To get an in-depth idea of various features in Excel • To learn and implement Statistical analysis 	Students can able to demonstrate industry relevant skills on real life case studies.

Unit I	Introduction Learn the basics of Data Analytics with introduction to statistics, process of exploring, analyzing, interpreting results and (Practical- application of statistics in Excel)
Unit II	Descriptive Statistics Learn the descriptive statistics and understand concepts like measure of central tendency, variation, shape and correlation. (Practical- application of statistics in Excel)
Unit III	Probability and distributions Learn and understand the fundamentals of probability and various distributions. A brief overview of Quantitative and Qualitative data graphs, Scatter plots. (Practical- application of statistics in Excel)
Unit IV	Introduction to Excel and Statistical Analysis in Excel Learn how to create and interpret from pivot tables. Get an in-depth idea of various features in Excel like sorting, filtering and grouping. Learn and implement Statistical analysis in Excel with real data (Practical- application of statistics in Excel)
Unit V	Introduction to Tableau Learn the Data Analysis process of exploring, analyzing, interpreting and visualizing data. Get a thorough understanding of unique fields of Tableau
Unit VI	Data Visualization with Tableau Learn how to use various visualization techniques like Data-drill down, Filtering, Grouping, Calculated Field, Dashboard creation and Storypoints – (Practical- using Tableau).

Text Book

1. S. Christian Albright, Wayne L. Winston - Business Analytics: Data Analysis & Decision Making, 6th Edition.
2. Howard Podeswa, The Business Analyst's Handbook, 1st Edition, ISBN-13: 978-1598635652

Reference Book

1. Essentials of Business Analytics (Book Only), Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson, David Sweeney, Thomas Williams, Cengage Learning.
2. Laura Brandenburg How to Start a Business Analyst Career, 2nd Edition,

Web Resources

1. <http://analyst.by/wp-content/uploads/2013/02/Course-Technology-The-Business-Analysts-Handbook.pdf>
2. [Which Countries Are Leading the Data Economy?](#), [Global Strategy](#) digital article , Ajay Bhalla, HBR.

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
22	UHS 19CT 208	Disaster Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To understand the various types of disasters and their impact. To familiarize disaster management with special emphasis to risk management. To study the role and responsibility of Government in disaster preparedness. 	Students will gain knowledge about disaster planning and management of disaster.

Unit I	Understanding Disaster – Meaning – Definition - Nature – Characteristics – Types – Cause & Effect – Disaster Profile in India – The Disaster Management Cycle
Unit II	Disaster Prevention – Preparedness – Mitigation – Roles & Responsibilities of Government & different agencies – Role of International agencies
Unit III	Natural Disasters and its management – Geological & Mountain area disasters – Earthquake, Volcanic eruption, landslides– Wind & water related disasters – Flood, Drought, Cyclones, Tsunamis
Unit IV	Man-made disasters and its management – Fires, forest fires, nuclear, biological & chemical disaster, Road Accidents – Acid attack
Unit V	Phases in the Management of Disaster- Assessment of the Disaster – Disaster process- Rehabilitative measures
Unit VI	Principles of Disaster Management – Hospital Disaster Plan – Disaster Manuel – Disaster Drill – Disaster Management Act 2005

Text Book:

- David E. Hogan, Jonathan L. Burstein, "DISASTER MEDICINE", Wolters Kluwer (Health), Lippincott Williams & Wilkins, Second Edition, 2007
- Judith E. Tintinalli, Editor-in-chief, "TINTINALLI'S EMERGENCY MEDICINE – A Comprehensive Study Guide", Mc Graw Hill Education, 8 th Edition
- PK Dave, Shakti Gupta, NK Parmar, Sunil Kant, "EMERGENCY MEDICAL SERVICES AND DISASTER MANAGEMENT – A Holistic Approach", Jaypee Brothers Medical Publishers (P) Ltd, First Edition, 2001

Reference Books:

- Bandla Srinivas , "A text book of Disaster Management", Agrotech Publications.
- Prakashan, "Text book on Disaster Management", Goyal Brothers.
- Sahni, Pardeep et.al , "Disaster Mitigation Experiences and Reflections"
- Tener Goodwin Veenema, "Disaster Nursing and Emergency Preparedness", Second Edition,
- Textbook of Disaster Management*. Lotus Publications Pvt. Ltd. 2002

Web Resources

1. www.col.org/sitecollectiondocuments/disaster_management_version_1.0.pdf
2. <http://allebookfree.com/?download=disaster-management>

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
23	UHS 19CT 210	Legal Framework for Hospital Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To familiarize the students with the basic legal procedures in Hospitals. • To make them understand the rights & responsibilities of patients & providers. • To make them understand the legal requirements of certificates for hospital. 	Students will be equipped with the basic knowledge about legal procedures and requirements in Hospitals

Unit I	Introduction & Legal Procedures – Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons – Medico Legal Aspects of Emergency Services
Unit II	Rights & Responsibilities of Medical Person – Hippocratic Oath, Declaration of Geneva – List of Offences & Professional Misconduct of Doctors as per Medical Council of India – Code of Medical Ethics - Medical Negligence & Compensation
Unit III	Laws Related to Medical Procedures – Medical Termination of Pregnancy Act 1971(MTP Act) – Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) - Transplantation of human organs Act 1994
Unit IV	Preventive Steps for Doctors - Consent Form - Process of Obtaining a informed consent, Dying Declaration, Death Certificate - Legal Requirements of Licenses/Certificates for a Hospital
Unit V	Patient Rights and Responsibilities – Medical Malpractice – Compensation for negligence
Unit VI	End of Life Issues – Care of a dying patient – Defining death – Breaking Bad News – Euthanasia – Autopsy

Text Book

1. CM Francis, "MEDICAL ETHICS", The Health Sciences Publisher, Third Edition
2. Dr. K. S. Narayan Reddy, Dr. O.P. Murthy, "THE ESSENTIALS OF FORENSIC MEDICINE AND TOXICOLOGY", The Health Sciences Publishers, 33 rd Edition, 2014
3. V.V.Pillay , Forensic Medicine & Toxicology , Paras Medical Publisher, 18th Edition

Reference Books

1. P.C.Dikshit, Textbook of Forensic medicine & toxicology, Peepee publishers & distributors
2. Max.M.Houk& Jay M.Siegel , Fundamentals of Forensic Science , Academic Press
3. Paul Buka, "Patients' Rights, Law and Ethics for Nurses: A practical guide"

Web Resources

1. http://www.regeneron.com/docs/Regeneron%20Compliance%20Brochure_FINAL.pdf
2. http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1_016464.hcsp?dDocName=bok1_016464
3. http://www.nabh.co/Images/pdf/Patient_Charter-DMAI_NABH-new.pdf

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
24 a.	UHS 19DE 212 (GDE007)	Discipline Specific Elective Health Insurance & Claims Management	2	1	-	3	60

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To familiarize students in the areas of Risk Management and Health Insurance • To understand the importance of Health Insurance and claims management • To understand the features and Legal principles in Insurance Contracts 	Students will gain knowledge and understanding about Health Insurance and Third Party Administration

Unit I	Risk – Different types of risk – Risk Management – Risk Management Process – Risk Pooling Concept- Risk Management Techniques
Unit II	Insurance – Basic characteristics of Insurance – Types of Insurance – Private – Government Insurance – Benefits of Insurance to Society – Principles of Insurance – Insurance Contract
Unit III	Health Insurance – Definition – Need – Principles of Health Insurance – Health Insurance in India – Health Insurance Products – Long term care Insurance – Disability Income Insurance – Group Health Insurance – Eligibility of Group Health Insurance-- Hospital Surgical Insurance
Unit IV	IRDA – Duties, Powers, Functions- Ombudsman – Third Party Administration – Activities of TPA – Underwriting – Basic Underwriting Principles - Steps in Underwriting
Unit V	Claims Management in Health Insurance – Basic Objectives – Steps in Settlement of Claims – Actuarial – Life Table – Principles of Rate Making- Credibility theory

Text Book

1. George E Rejda – Principles of Risk Management and Insurance, Pearson Education, New Delhi.
2. Dr.G.Kotreshwar -Risk Management – Insurance and Derivatives, Himalaya Publishing House, New Delhi.

Reference Books

1. Harrington & Niehaus- Risk Management and Insurance
2. Rajiv Jain and Rakhi Biswas - Insurance Law and Practice, Vidhi Publishers, New Delhi.
3. Akin, John S. (1989): *Economics of Health Insurance* : Theory and Developed Country Experience, World Bank, Latin America Technical Department –(Modules 2,3 & 4)
4. Black, Kenneth Jr. & Harold Skipper Jr. (2000): *Life and Health Insurance*, 13th edition, Prentice Hall. (Modules – 1, 2 & 3)

Web Resources

1. www.free-ebooks.net/ebook/risk-management-made-easy
2. www.healthinsurance.org

Second Year - Semester IV							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
24.b.	UHS 19DE 212 (GDE008)	Discipline Specific Elective Medical Tourism	2	1	-	3	60

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To introduce the Medical tourism concepts To provide the practical orientations & functions of International patient care To familiarize about the various dimensions of Medical Tourism 	Students will get to know the importance and concepts involved in International patient care and medical tourism

Unit I	Tourism - A brief introductory overview - The World Tourism Organization - Collaboration in the International Standardization of Tourism Services - GATS and Tourism - Global Code of Ethics for Tourism - WTO Guidelines for the Tourism Industry
Unit II	Medical Tourism - Meaning and Dimensions - Industry of Medical Tourism and Public Health: A Service Approach - Worldwide Growth of Medical Tourism - US Medical Tourism - South-East Asian Medical Tourism
Unit III	Medical Tourism – Factors affecting Medical Tourism, - A Service Industry Perspective on Medical Tourism – Medical Tourism Facilitator.
Unit IV	Healthcare in India: An Introduction - Critical Analysis of Healthcare System in India - Healthcare Tourism in India - Medical Tourism in India: A Global Comparison- Medical Tourism and India's Suitability - Need for Medical Tourism and India's Response - Cost Comparison-India vs. United Arab Emirates (UAE)
Unit V	Introduction - Ayurvedic Therapies : One of the Ways for Cashing in on Medical Tourism- Wellness Tourism - Medical Tourism Packages in India for Health Check-ups- Medical Tourism- Conclusion & Recommendation

Text Book

1. Medical Tourism Global Outlook & Indian Scenario - by Percy K. Singh
2. Medical Tourism: The Ethics, Regulation, and Marketing of Health Mobility – Michael Hall

Reference Books

1. Medical Tourism - By John Connell
2. How to Plan a Successful Medical Tourism Trip – Irene Little, Shai Gold, Dan Cormany.
3. The Complete Medical Tourist – David Hancock

Web Resources

1. <http://medicaltourism.com/?AspxAutoDetectCookieSupport=1>
2. <http://www.cdc.gov/features/medicaltourism/>

Semester IV – Skill Enhancement Course							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
25	UHS 15SE 214	Skill Enhancement Course to be chosen by students	2	-	-	2	30

- Skill enhancement course will be selected by the students with the guidance of CBCS program coordinator.
- The list of skill enhancement courses offered by other departments/ colleges for each semester will be announced by the CBCS coordinator. The allotment of the paper is based on first cum first serve.

Third Year - Semester V							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
26	UHS 19CT 301	Human Resource Management	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To make the students understand the basics of Human Resource Management • To impart knowledge about practices of Training, Performance appraisal, wage payments & other benefits. • To understand the procedure for handling grievances 	Students will gain knowledge and skills needed for success as a human resource professional

Unit I	Meaning & Definition of Human Resource Management – Nature and Scope – Functions – Relationship between Human Resource Management & Human Resource Development
Unit II	HR Policies – Green HRM - Man power planning – Factors – Steps –Sources of Recruitment – Selection Methods – Placement – Orientation
Unit III	Training Need Analysis- On the job Training – Off the Job Training - Performance Appraisal – Succession planning
Unit IV	Promotions, Transfers and Separations - Employee Benefits & Services – Gratuity – Provident fund
Unit V	Job evaluation - Compensation management - Different Methods of Wage Payments
Unit VI	Standing order – Disciplinary Procedure – Grievance – Grievance Handling Process

Text Book

1. C.B.Gupta, Human Resource Management , Sultan Chand & sons
2. David A.Decenzo and Stephen P.Robbins(2007), Fundamentals of Human Resource Management, 9th Edtion, Wiley.
3. Cascio, W. (2009), *Human Resource Management*, 8thedn., McGraw-Hill

Reference Books

1. Human Resource Management – Gary Dessler, Pearson/Prentice Hall, 2005
2. Elements of Mercantile Law - N.D.Kapoorsultan Chand and somns ,New delhi
3. Handbook of Hospital Personnel Management – R.C. Goyal, Prentice-Hall India Pvt.Ltd., New Delhi

Web Resources

1. http://www.mu.ac.in/myweb_test/M.Com.%20Study%20Material/Human%20Res.%20Management%20-%20M.%20Com%20-%20I.pdf
2. http://www.mu.ac.in/myweb_test/M.Com.%20Study%20Material/Human%20Res.%20Management%20-%20M.%20Com%20-%20I.pdf

Third Year - Semester V							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
27	UHS 19CT 303	Basics of Research Methodology in Management	3	-	1	4	75

1 Practical hour = (30 hours) Assignment/reports/records/ presentation

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To develop an understanding about the meaning of research and its application To enable students to understand different types of variables, types of research methodology, To make them understand the meaning and types of hypothesis, sampling techniques, quantitative and qualitative data analysis techniques of research 	Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful.

Unit I	Research Planning: Aim, Objective, methods for identifying the need for the study, Various research designs, research processes.
Unit II	Formulating Research Questions: Specifying the research questions, defining the study protocol, Specifying the limitations of the study, enlisting the data sources
Unit III	Methods of Data Collection, Tools of collecting primary data, dealing with secondary data sources, referencing, plagiarism, limitation of tools of data collection -Primary and secondary (Practical)
Unit IV	Primary Data-Secondary Data -Fundamentals of Questionnaire and Interviews- Pre-testing / Pilot Study(Practical)
Unit V	Assessment of the quality of a study: Synthesis of data, study classification, analyzing validity, data verification, replicability and reliability of tests results (Practical).
Unit VI	Report writing- styles- reports- precautions- Importance of language, data, transcripts et al.(practical)

Text Book

1. CR.Kothari, Research Methodology Methods and Techniques, 2nd Edition, (wiley Eastern Ltd., New Delhi)
2. Donald R.Cooper and Pamela S.Schindler - Business Research Methods 11th Edition, Tata McGraw Hill.

Reference Books

- 1.TN Srivastava &ShailajaRego, Business Research Methodology, Tata McGraw Hill Education Private Limited, New Delhi.
- 2.Stephen Polar and Shane S Thomas, Introduction to Research in the Health Sciences(Churchill Livingstone Publications)
- 3.Dr. Deepak Chawla & Dr. NeenaSondhi, Research Methodology Concepts and cases – Vikas Publishing House Pvt. Ltd.
- 4.Yogesh Kumar Singh, *Fundamental of Research Methodology and Statistics*, New Age

Web Resources

1. http://books.google.co.in/books/about/Research_Methodology.html?id=8c6gkbKi-F4C
2. <https://www.scribd.com/>

Third Year - Semester V							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
28	UHS 19CT 305	Hospital Information System	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To know the basics of computers and networks connecting terminals. • To understand concepts related to e-commerce and Databases. • To familiarize with Health care Information Systems. 	Students will have a general idea about the utilization of Information technology in healthcare setting

Unit I	Definition of Hospital Information System – Scope – Objectives – Need – Characteristics – Introduction to database - Structure of Hospital Information System (HIS) – Benefits & Barriers in adopting HIS
Unit II	Hospital use of Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Telecommunication – Local Area Network – Wide Area Network.
Unit III	Application of HIS in Hospitals – Categories of information system - Clinical Information System – Administrative Information Systems – Support Service Information Systems – Laboratory Information Systems – Radiology Information System
Unit IV	Redesigning a Hospital with Information systems – Business Process Re-engineering & Process improvement – Implementation of IT in hospitals – ERP -Managing change associated
Unit V	DBMS - Strategic Information Systems Management in a Hospital – Industry level strategies & Information Technology (IT) – Business level strategies & IT – Firm level strategies & IT – IT for competitive advantage
Unit VI	Future trends in Hospital Information System – Need for computerization in hospitals - Technological change – Organizational Effects – Regional & National data banks – Socio-economic issues

Text Book

1. Kenneth C. Laudon, "Management Information System", Pearson Publisher; 14 edition (2015)
2. Joel Rodrigues, "Health Information Systems (Concepts, Methodologies, Tools and Applications)", IGI Global; 1 edition (2009)

Reference Books

1. Alfred Winter et al.- Health Information Systems: Architectures and Strategies
2. Hitesh Gupta - Management Information System
3. Dudeck, J., Blobel, B., & Lordieck -New Technologies in Hospital Information Systems - ,

Web Resources

1. <http://www.mbaexamnotes.com/management-information-system.html>
2. <http://www.eolss.net/sample-chapters/c03/E1-14-02-01.pdf>

Third Year - Semester V							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
29	UHS 19CT 307	Materials Management for Hospitals	3	1	-	4	75

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To acquaint the students with Decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. • To familiarize the students with Cost-reduction techniques in Pre-purchase, Purchase and post-purchase systems • To make students understand the Modern material planning and delivery systems and Material handling and logistics systems 	Students will gain knowledge in Purchase, Storage, Materials handling and logistics systems

Unit I	Introduction to Materials Management Introduction- Objectives – Importance – Scope – Codification of Materials- Operating Environment - The Supply Chain Concept
Unit II	Production Planning System and Materials Requirements Planning Introduction - Manufacturing Planning and Control System - Sales and Operations Planning - Manufacturing Resource Planning - Enterprise Resource Planning - Making the Production Plan - Material Requirements Planning - Introduction - Bills of Material - Material Requirements Planning Process - Using the Material Requirements Plan Materials Forecasting Definition – Need – Objectives – Long & Short term – Demand forecasting steps.
Unit III	Purchase Management Objectives, functions- Establishing Specifications - Functional Specification Description - Selecting Suppliers - Price Determination - Impact of Material Requirements Planning on Purchasing- Advantages of combined Materials & purchase department.
Unit IV	Forecasting Methods Definition – Need – Objectives – Long & Short term – Demand forecasting steps - judgmental Techniques, Time Series Methods
Unit V	Inventory Fundamentals Introduction - Aggregate Inventory Management - Item Inventory Management - Inventory and the Flow of Material - Supply and Demand Patterns - Functions of Inventories - Objectives of Inventory Management
Unit VI	Inventory Control Materials Requirement Planning I – Materials Requirement Planning II – Just-In- Time

Text book:

1. P. Saravanavel and S. Sumathi , Production and Materials Management, Margham Publications
2. S.K.Sarang (2018), Production Management & Materials Management, Edu Boulevard Private Limited

Reference Books:

1. Prof. ShaileshKasande- Materials and logistics Management
2. Dr. L. C. Jhamb -Materials and logistics Management
3. Gopalkrishnan&Sundersan- An integrated approach to Materials Management
4. J.R.Tony Arnold et al.- Introduction to Materials Management

Web Resources

1. http://nptel.ac.in/courses/IIT-MADRAS/Management_Science_II/Pdf/3_4.pdf
2. <http://mbastudymaterials.blogspot.in/>

Third Year - Semester V							
Course Number	Course Code	Course Title	L	CT/CR	P	C	Total Hours
30	UHS 19CR 351	Summer Training	-	7	-	7	315

1 credit = 45 hours (May & June)

Duration: 315 Hours

(45 Days x 7 Hours = 315 Hours)

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> To gain insights into the administrative and functional aspects in a hospital. To conceptualize the theoretical inputs given in the lecture classes and complemented by a study of practical situation. Students are expected to have exposure in a hospital and cover various departments. They are required to interact with employees working in various departments, make an independent observation, note the practices, situations, issues of concern, and also identify major aspects of good practices in hospitals. Students are required to login recommended hours of study and furnish certification from the hospital authorities to that effect. Students are encouraged to present their observation and findings in the final presentation. This is an opportunity to enhance their competence and thereby add value to their credentials. 	<p>Students will have the ability to expose to and practice the acquired knowledge.</p>

UG SUMMER TRAINING FORMAT

FOR REPORT SUBMISSION

BBA (Hospital and Health System Management)

1. Title Page
2. Acknowledgements
3. List of Contents
4. Company Profile:
 - a. Brief history (Evolution)
 - b. Vision, Mission and Quality Policy (Objectives & Functions)
 - c. Departments
 - d. Organization Structure/Organization Chart
 - e. Number of employees

- f. Products / Services
5. Functions of the Department
 - a. Major Function
 - b. Support to other Departments
6. Roles & Responsibilities of the employees
7. Findings, Recommendations & Conclusions
8. References & Sources used
9. Annexure

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

DEPARTMENTAL SUMMARY

RECORD OF ACTIVITIES

Department		
Start Date		Total No Hours
End Date		
Name and designation of persons contacted		
Major Functions of the Department		
No .of employees in the departments		
No of employees assigned With specific functional responsibilities		
Major management concepts and principles under which study is made.		

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

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

1. Core values

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

2. Location and Work Place Layout

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

3. Work Method

Existing policies and procedures

4. Reporting Structure of the Department

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

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

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

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

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

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

7. Internal and External Customers

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

8. Linkages with other functional Aspects

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

9. Equipments List

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

10. Work place safety and capacity building

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

11. Listing of the terminologies used and their meanings**12. Observations and analysis against management principles and concepts**

- Major concepts/Major principles
- Actual practice
- Analysis with respect to concept/management principle

Evaluation Format

Register Number	Name of the Student	Summer Internship Report (Maximum Marks – 50)		Viva voce (Maximum Marks – 50)			Total Marks (Maximum – 100)
		Attendance (10 Marks)	Report (40 Marks)	Content (30 Marks)	Presentation (10 Marks)	Answering Ability (10 Marks)	

Third Year - Semester VI								
Course Number	Course Code	Course Title	L	T	P	C	Total Hours	
31	UHS 19CT 302	Services Marketing	3	1	-	4	75	

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

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To familiarize the students with the nature of services & its impact on marketing • To make them understand the marketing mix of services • To make them understand the service quality & its management 	Students will be equipped with the knowledge to apply the concepts of services marketing in promoting services

Unit I	Concept of services – Characteristics of services – Customer Vs Consumer - Classification of Services Vs Physical goods– Nature of Services marketing
Unit II	Services Marketing Mix – Product decision, Pricing, Strategies & tactics, Promotion of Services, Placing / Distribution methods of services. Additional dimensions in Services Marketing – People, Physical evidence and process
Unit III	Market segmentation in services – Bases – Market Targeting in Services Positioning– Branding of services- Developing an effective media relations program
Unit IV	The Gap Model of Service Quality – Customer Gap – Provider Gap – Strategies to close the service quality gap – How to analyze gap in healthcare organization?
Unit V	Service Marketing Research – Understanding customer expectation – what makes a patient to select a hospital- Customer perception on Service Marketing
Unit VI	Marketing in hospital – Need for marketing hospitals – Marketing for special services in hospitals- Women’s Health Care and Maternity Services Digital marketing in healthcare

Text Books

1. Christopher H.Lovelock and JochenWirtz, “Services Marketing”, World Scientific Publishing Company; 8 edition (April 11, 2016)
2. Hoffman, K Douglas - Bateson, John EG, “Services Marketing - Concepts, Strategies, & Cases (4th, 11)” ; SouthWestern Colege Pub, Hardcover(2010); 11585th edition (2010)

Reference Books

1. Ravi Sankar, Service Marketing:The Indian experience
2. Zeithaml Parasuraman and Berry, Delivering Quality Services, The free press Macmillia.
3. S. Balachandran, Excellence in services, Business Publishing House, Bombay.
4. Zeithameetal – Services Marketing.

Web Resources

1. <http://nptel.ac.in/courses/110105038/>
2. http://akhimbanotes.hpage.in/service_marketing_7043831.html

Third Year - Semester V							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
32	UHS 19CT 304	Managerial Effectiveness	2	1	-	3	60

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To prepare students for facing an interview and apply core management skills, tools and techniques to deliver results. • To bring about overall managerial skills and develop a proactive focused approach • To focus on overall personality development and enhance leadership abilities by developing emotional intelligence. 	Students will gain knowledge about appropriate style of managerial behaviour.

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

Unit I	The Concept of Managerial Effectiveness Definition, The person, process, product approaches, Bridging the Gap, Measuring Managerial Effectiveness, the Effective Manager as an Optimizer.
Unit II	Emotional Intelligence Understanding Self, Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes.
Unit III	Personality Development and Leadership Personal assessment and development, values and ethics, motivation, leadership styles and decision making, power, followership, group dynamics, multiculturalism in leadership, conflict resolution, performance excellence, and the change process.
Unit IV	Managing Organizational Process and Culture Organisational Processes, organisational Climate, Group Influences, Job Challenge, Competition, Managerial Styles.
Unit V	Developing the Winning Edge Organisational and Managerial Efforts, Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.
Unit VI	Business Etiquette Business Etiquette – Debates – Group Discussion – Seminars – Communication skills.

Text Books

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.

Reference Books

1. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
2. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
3. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
4. R.M.Omkar, Personality Development and Career Management, S.Chand 1 st edition,2008.
5. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

Web Resources

1. <http://www.sasurieengg.com/e-course-material/MBA/II-Year-Sem-3/BA7031%20MANAGERIAL%20BEHAVIOUR%20AND%20EFFECTIVENESS.pdf>

Third Year - Semester VI							
Course Number	Course Code	Course Title	L	T	P	C	Total Hours
33	UHS 19RP 352	Project Work	-	-	12	12	364

1 credit unit = 30 hours (excluding Sundays – December and January)

No. of Hours: 364 Hours

(52 Days x 7 Hours)

Learning Objectives	Learning Outcome
<ul style="list-style-type: none"> • To provide students with the opportunity to synthesise knowledge from various areas of learning, and critically and creatively apply it to real life situations. • To facilitate students to acquire the ability to make links across different areas of knowledge and to generate, develop and evaluate ideas and information so as to apply these skills to the project task. • To enhance students' knowledge and enables them to acquire skills like collaboration, communication and independent learning, prepares them for lifelong learning and the challenges ahead. • To learn on their own, reflect on their learning and take appropriate actions to improve it. 	<p>The students will be able to perform statistical analysis and understand the significance of a problem and able to give suggestions.</p>

Project Format

1. Title Page
2. Certificate of guide
3. Declaration of students
4. Certificate from the Hospital / Organisation
5. Acknowledgment
6. List of tables
7. List of Illustrations
8. List of figures
9. List of abbreviations

Chapter Scheme:

- I. **Introduction** – deals with profile of the organisation , statement of the problem , need of the study, objectives of study , scope of the study, limitation of the study, scheme of chapters.
- II. **Review of Literature** – Deals with the various concepts and reviews, review of previous studies, proposed research model etc.
- III. **Research Design And Methodology** – Deals with Area of research, Research design, Sources of data, Reliability test, Period of study, Sampling techniques, Sample size, Statistical tools.
- IV. **Analysis and Interpretations** – Deals with the application of statistical tools
- V. **Findings, Conclusions and Suggestions**
- VI. **Bibliography**
- VII. **Annexure
Questionnaire**

Project Work Internal Assessment Review Format

Student's Name & Register Number:

S.No	Evaluation	Review Details /Documents	Attendance Mark (5)	Document submission Marks (5)	Remarks
1.	Review –I	Submitted/ Not submitted / No response/ Absent			
2.	Review-II	Submitted/ Not submitted / No response/ Absent			
3.	Review –III	Submitted/ Not submitted / No response/ Absent			
4.	Regular Reporting (10 Marks)				
5.	Report preparation (10 Marks)				
Total Marks (50)					
Faculty Signature					

Evaluation Format

Register Number	Name of the Student	Project Work (Maximum Marks – 50)		Viva voce (Maximum Marks – 50)			Total Marks (Maximum – 100)
		Attendance (10 Marks)	Report (40 Marks)	Content (30 Marks)	Presenta tion (10 Marks)	Answer ing Ability (10 Marks)	

FACULTY OF MANAGEMENT**SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH (DU)****BBA III YEAR ----- BATCH****MONTH ----- YEAR -----****Daily Performance/ Attendance Record for Major Project**

Name of the Student:	
Batch/ Year:	
Date:	Day:
Name of the Department: _____	
Time In: _____	Time Out: _____
Objectives:	
Activity/ Observation Report	
Remark	<input type="text"/>
Student Signature	Incharge Signature with Seal

FACULTY OF MANAGEMENT
SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH (DU)
BBA III YEAR ----- BATCH
MONTH ----- YEAR -----

Review Meeting – I

Student Name:

Date:

Time:

Name of the Institution:

Title of the Project:

Objectives of the Project:

External Guide Name:

Contact Address:

Approval Letter (Photocopy):

Submitted/ Not Submitted

Ethical Clearance Letter (Photocopy):

Submitted/ Not Submitted

POC Acceptance Letter :

Submitted/ Not Submitted

Remark:

Signature of Students

Faculty Signature

FACULTY OF MANAGEMENT
SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH (DU)
BBA III YEAR ----- BATCH
MONTH ----- YEAR -----

<u>Review Meeting – II</u>	
Student Name:	
Date:	Time:
Title of the Project:	
Statement of Problem	
Scope of the Study	
Primary and Secondary Objectives	
Research Methodology:	
1. Primary and Secondary Data	
2. Sample:	No of Samples
3. Review of Literature	No of Reviews done:
4. Questionnaires	Completer/ Not Completed/ Partially Completed
Remarks:	<div style="border: 1px solid black; width: 500px; height: 30px; margin: 0 auto;"></div>
Student Signature	Faculty Signature

FACULTY OF MANAGEMENT
SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH (DU)
BBA III YEAR ----- BATCH
MONTH ----- YEAR -----

Review Meeting – III

Student Name:

Date:

Time:

Data Collection Process:

Data Analysis:

Statistical Tools

Report Preparation:

Preparation:

Remarks:

Signature of Student

Faculty Signature

List of EXAMINERS:

List of Examiners: Academicians' or Scientists with teaching experience not less than the rank of Associate Professors OR Assistant Professor with teaching experience of 3-5 years.

Course Number	Course Code	Category	Course Title	Examiners	Title (Dr/Prof.)	Name	Initials	phone	email	Designation	office address
1		CT1		1							
				2							
				3 internal							
				4 internal							
2		CT2		1							
				2							
				3 internal							
				4 internal							
3		CT3		1							
				2							
				3 internal							
				4 internal							
4		DE1		1							
				2							
				3 internal							
				4 internal							
5		DE2		1							
				2							
				3 internal							
				4 internal							
6		AE1		1							
				2							
				3 internal							
				4 internal							
7		CL1		1							
				2							
				3 internal							
				4 internal							
8		CR1									