

Dr. Harisingh Gour Vishwavidyalaya, Sagar (M.P)
(A Central University)



DEPARTMENT OF BUSINESS MANAGEMENT

SYLLABUS

Of

MBA in Healthcare and Hospital Management

2022

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MBA IN HEALTHCARE AND HOSPITAL MANAGEMENT

Department of Business Management
Dr. Hari Singh Gour Vishwavidyalaya
Sagar (M.P.)

About the Programme:

The health care delivery system has been passing through a revolutionary change due to technological advances leading to sophistication in diagnostic and therapeutic procedure on the one hand and a phenomenal rise in expectation of the community on the other hand, therefore, there is an increase in complexity in the delivery of healthcare service with enormous rise in cost of care. To keep pace with these changes, hospital should be managed more efficiently and in a professional manner. In view of this changing scenario requiring large number of trade administrators for hospital and healthcare organisations the department of Business Management, Dr Harisingh Gour Vishwavidyalaya decided to launch this program (MBA in Healthcare and Hospital Management). This programme aims at improving the managerial skills of hospital for the effective and efficient performance of hospitals. This course is designed to meet the needs of future managers, analyst, entrepreneurs, and healthcare consultants. This programme also aims at meeting the demands of the healthcare services and pharmacy industry for well trained professionals capable to take on the challenge of Business and Management in today's competitive world.

Name of the Course: MBA in Healthcare and Hospital Management

Objectives: To develop graduates with good conceptual knowledge, Managerial skills and practical training in various functional areas in Healthcare and Hospital Management.

Duration: 2 Years (Full time)

Eligibility: A Graduate degree with any recognised university with 55% marks.

Outcome of course:

After completion of this programme the students may gain theoretical knowledge and develop practical skills to apply scientific approach for management of people, materials, finance, communication and for organizing work and managing resources. The students will learn modern management techniques, healthcare and hospital management services. How to apply the principles and functions of several management in various service area of hospital management, utilization of biostatistics in planning and decision making of professional services review and medico-administrative research, how to face problems of hospital management, assess the clinical and non-clinical needs of patient care, understanding the administrative and technical requirement of physicians and paramedical personnel, planning and designing needs of physical facilities of hospital.

Job Roles/Job Opportunities

- Health Administrators
- Health Information Managers
- Nursing Home Administrators
- Assistant Health Managers

Admission Procedure: Admissions to MBA in Algorithmic Trading are done through entrance examinations. Upon qualifying for the entrance examination like CUCET etc. The duration of masters-level programmes is 2 years. Interviews are also held for candidates after the entrance examination.

Intake of the Program: (60 Seats)

Scheme of Assessment: The scheme for the assessment will be according to University' ordinance and will follow UGC' CBCS pattern of Examination.

Work force Requirement:

Part - A: Teaching Staff

Teaching Staff		
S. No.	Designation of Faculty Required	Number of Faculty Required
1.	Professor	01
2.	Associate Professor	02
3.	Assistant Professor	04

Part -B: Non-Teaching Staff

Non-Teaching Staff		
S. No.	Designation of Staff Required	Number of Staff Required
1.	Technical Staff	01
2.	Computer Operator	01
3.	Clerical Staff	02
4.	Supporting Staff (MTS)	04

Tentative Yearly Budget Requirement:

Non-Teaching Staff			
S. No.	Particulars	No.	Amount
1.	Guest Faculty	04	24 Lakhs/year
2.	Teaching Aid		01 Lakh/year
3.	Consumable		01 Lakh/year
4.	Library (Books)		02 Lakhs/year
5.	Computer Lab	60 Computers	
6.	Equipments	04 LCD Projectors, Photo Copier (Colour)	
7.	Infrastructure/Building	01 Computer Lab 02 Lecture Hall 4+2 Rooms for faculty & staff 60 Benches & Desks	

Yearly Income:

S. No.	Intake/Year	Fee/Year	Amount/Year
1.	60 Students	60,000/-	36,00,000/-

Proposed Fee Structure:

MBA in Healthcare and Hospital Management

Year	Semester	Fees per Semester	Annual Fees
I	First	₹ 60,000/-	₹ 1,20,000/-
	Second	₹ 60,000/-	
II	Third	₹ 60,000/-	₹ 1,20,000/-
	Fourth	₹ 60,000/-	
Total			₹ 2,40,000/-









MBA CBCS Programme

The MBA CBCS Programme is divided into two parts as under. Each part will consist of two semesters.

Part	Years	Semester	
I	First Year	Semester I	Semester II
II	Second Year	Semester III	Semester IV

- There will be three lecture hours with one tutorial hours of teaching per week for each core Paper.
- Duration of Examination of each Paper shall be three hours.
- Each Paper will be of 100 marks.
- Out of hundred 40 marks shall be allotted for internal assessment & 60 marks for end semester.

Credit Distribution Scheme for MBA CBCS Programme

Programme		Credits				Total Credits	Minimum Duration	Maximum Duration
		CC	SE		OE			
MBA I	First Semester	32	0		0	32	02 Years	04 Years
	Second Semester	32	0		0	32		
MBA II	Third Semester	16	06		0	22		
	Fourth Semester	12	06		0	18		
Total		92	12		0	104		

Explanation of Course Character Code:

- First three alphabets stand for Name of the Department of Business Management.
- Middle Alphabetical Code stands for the Nature of Course.
- First Digit Stands for Concern Semester.
- Second Digit Stands for Level of Course.
- Third Digit Stands For Course Number.

Where,

- AECC : Ability Enhancement Compulsory Course
- CC : Core Course
- SEC : Skill Enhancement Course
- DSE : Discipline Specific Elective Course
- GE : Generic Course
- FC : Foundation Course
- OE : Open Elective
- SE : Specific Elective

Scheme of Examination & Evaluation:

Syllabus Contents	Examination	Maximum Marks
50 % Syllabus (Unit I & II)	First Mid Sem	20 Marks
(Unit III & IV)	Continuous Internal Assessment	15 Marks
	Attendance	05 Marks
Entire Syllabus	End – Semester	60 Marks

The marks for attendance shall be awarded as follow:

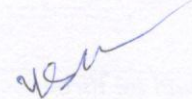
- (I) 75 % and below
- (II) >75% and upto 80%

00 Marks
01 Marks

- (III) > 80% and upto 85%
- (IV) > 85% and upto 90%
- (V) > 90% and upto 95%
- (VI) > 95 %

02 Marks
03 Marks
04 Marks
05 Marks

- Students to be eligible for appearing in End Semester Examination must appear in Mid Semester Examination and Internal Assessment.
- 75% Attendance Compulsory to appear in the Final Examination.



CURRICULUM STRUCTURE**First Year
Semester - I**

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121(HM)	Principles of Management	100	4	3	1	0	4
2.	BUM-DSM-122(HM)	Introduction to Healthcare Industry	100	4	3	1	0	4
3.	BUM-AE-123(HM)	Communication Skills and Business Correspondence	100	4	3	1	0	4
4.	BUM-MDM-124(HM)	Biomedical Waste Management	100	4	3	1	0	4
5.	BUM-DSM-125(HM)	Health Economics	100	4	3	1	0	4
6.	BUM-DSM-126(HM)	Financial Accounting	100	4	3	1	0	4
7.	BUM-SEC-127(HM)	STP / Hospital Visits	100	4	3	1	0	4
Total			700	28	21	7	0	28

Semester - II

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221(HM)	Fundamentals of Hospital Management	100	4	3	1	0	4
2.	BUM-MDM-222(HM)	Organizational Behaviour	100	4	3	1	0	4
3.	BUM-DSM-223(HM)	Human Resource Management in Hospitals	100	4	3	1	0	4
4.	BUM-DSM-224(HM)	Health Management Information System	100	4	3	1	0	4
5.	BUM-MDM-225(HM)	Research Methodology and Healthcare Analytics	100	4	3	1	0	4
6.	BUM-DSM-226(HM)	Hospital Support Services	100	4	3	1	0	4
7.	BUM-SEC-227(HM)	STP/Major Project	100	4	3	1	0	4
Total			700	28	21	7	0	28

Second Year Semester - III

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-321(HM)	Healthcare Laws, Ethics and Counselling Skills	100	4	3	1	0	4
2.	BUM-DSM-322(HM)	Strategic Management in Healthcare	100	4	3	1	0	4
3.	BUM-MDM-323(HM)	Health Insurance	100	4	3	1	0	4
4.	BUM-DSM-324(HM)	Hospital Hazards and Disaster Management	100	4	3	1	0	4
5.	BUM-DSM-325(HM)	Healthcare and Pharmaceutical Management	100	4	3	1	0	4
6.	BUM-DSM-326(HM)	Patient Care and Healthcare Technology	100	4	3	1	0	4
7.	BUM-DSM-327(HM)	Summer Internship/Field Project	100	4	3	1	0	4
Total			700	28	21	7	0	28

Semester - IV

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-421(HM)	Operation Management in Hospitals	100	4	3	1	0	4
2.	BUM-DSM-422(HM)	Hospital Administration	100	4	3	1	0	4
3.	BUM-SEC-423(HM)	Total Quality Management and Hospital Accreditation	100	4	3	1	0	4
4.	BUM-MDM-424(HM)	Hospital and Healthcare Service Marketing	100	4	3	1	0	4
5.	BUM-MDM-425(HM)	Community Healthcare Management	100	4	3	1	0	4
6.	BUM-DSM-426(HM)	Purchase and Inventory Management for Hospitals	100	4	3	1	0	4
7.	BUM-DSM-427(HM)	Dissertation/Project Report	100	4	3	1	0	4
Total			700	28	21	7	0	28

First Year**Semester - I**

BUM-DSM-121(HM)	Principles of Management
BUM-DSM-122(HM)	Introduction to Healthcare Industry
BUM-AE-123(HM)	Communication Skills and Business Correspondence
BUM-MDM-124(HM)	Biomedical Waste Management
BUM-DSM-125(HM)	Health Economics
BUM-DSM-126(HM)	Financial Accounting
BUM-SEC-127(HM)	STP / Hospital Visits

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121(HM)	Principles of Management	100	4	3	1	0	4
2.	BUM-DSM-122(HM)	Introduction to Healthcare Industry	100	4	3	1	0	4
3.	BUM-AE-123(HM)	Communication Skills and Business Correspondence	100	4	3	1	0	4
4.	BUM-MDM-124(HM)	Biomedical Waste Management	100	4	3	1	0	4
5.	BUM-DSM-125(HM)	Health Economics	100	4	3	1	0	4
6.	BUM-DSM-126(HM)	Financial Accounting	100	4	3	1	0	4
7.	BUM-SEC-127(HM)	STP / Hospital Visits	100	4	3	1	0	4
Total			700	28	21	7	0	28

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121(HM)	Principles of Management	100	4	3	1	0	4

Course Objective: The objective of this course is to provide in-depth knowledge of various management concepts and its utility in emerging scenario.

Learning Outcomes:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on different management concepts and their significance on healthcare sector.
C02	Will be able to get knowledge on planning and its process.
C03	Will be able to get in-depth knowledge on organizing and its structure.
C04	Get introduced to staffing functions and its various types, role of direction and importance and types of performance appraisal
C05	Gain knowledge on various theories of motivation its role in employee performance with the significance of controlling function.

UNIT	Contents	Max. Hrs.
UNIT - I	MANAGEMENT: Concept -Nature- Levels- Skills- Functions - Management as an Art, Science and Profession - F.W.Taylor's Scientific Management Theory - Fayol's Theory of Management- Human Relations Approach; Healthcare Management: Significance- Role and Responsibility of Healthcare Manager in Hospital - Corporate Social Responsibility.	12 Hrs.
UNIT - II	PLANNING: Concept-Nature-Purpose-Process of Planning-Types of Plans - Premising; Decision Making: Concept- Decision Making Processes; Management by Objectives: Concept Process.	12 Hrs.
UNIT - III	ORGANIZING: Nature-Purpose-Process-Formal and Informal Organizations Departmentation- Span of Control-Delegation-Decentralization-Line and Staff - Committees.	12 Hrs.
UNIT - IV	STAFFING: Nature and Importance of Staffing - Recruitment - Selecting - Training and Development - Performance Appraisal; DIRECTING: Meaning-Nature and importance Principles of effective Directing- Assumptions of Human Behaviour by Douglas McGregor, Edgar Shien - Elton Mayo.	12 Hrs.
UNIT - V	MOTIVATION: Concept - Significance - Theories of Motivation - Leadership - Leadership Styles-Leadership Theories; Communication: Concept -Importance-Process-Barriers-Principles of Effective Communication; CONTROLLING: Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.	12 Hrs.

Books Recommended:

1. Principles and Practices of Management, LM Prasad, Sultan Chand & Sons, New Delhi 2019.
2. Management An Introduction, David Boddy, Pearson Education, Seventh Edition- 2018.
3. Essentials of Hospital Management & Administration, D.H.L. Ramachandra, Edu creation Publishing 2018.
4. Principles of Management, 6th Edition, PC Tripathi and PN Reddy, McGraw Hill Education-2017.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2	BUM-DSM-122(HM)	Introduction to Healthcare Industry	100	4	3	1	0	4

Course Objective: The objective of this course is to help students learn and understand the Healthcare and Hospital management so that they can get an overview and get oriented toward healthcare and hospital management.

Learning outcomes:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on meaning and significance of healthcare sector.
CO2	Will be able to get knowledge on the role of hospitals.
CO3	Will be able to get in-depth knowledge on hospital administration.
CO4	Get introduced to various supportive services.
CO5	Gain knowledge on hospitals management roles and responsibilities.

UNIT	Contents	Max. Hrs.
UNIT - I	Meaning and importance of healthcare and hospital management, Disease, care and administration, Role and place of hospital in health spectrum, health indicators and their importance.	12 Hrs.
UNIT - II	Hospital Sector: definition, meaning, and significance of Hospital sector, functions and classification of hospitals, role of hospitals in society.	12 Hrs.
UNIT - III	Health administration in India: An overview of medical care, including the role of state and local self-government, NGOs, Private and corporate sector, community at large.	12 Hrs.
UNIT - IV	Organizational structure of hospitals, services including clinical, administrative and supportive services managed by the hospitals.	12 Hrs.
UNIT - V	Hospital management: levels and roles, governing bodies, executive board, advisory board, CEO, medical administration, nursing administration and hospital administration, middle level managers in the hospitals and their responsibilities.	12 Hrs.

Books Recommended:

1. Healthcare Management (Text and Cases), S.K. Sarangi, Himalaya Publishing House 2011.
2. Dunn & Haimann's Healthcare Management, Rose. T. Dunn Health Administration Pr; 9th Edition-2010.
3. Hospital Management and Administration Principles and Practice Including Law, BV Subramanyam, CBS Publishers & Distribution Pvt Ltd
4. Management Principles for Health Professionals, Joan Gratto Liebler, Charles R. Mc Connell, Jones and Bartlett Publishers, Inc, 7th Edition-2016.
5. Hospital Administration and Management –A Comprehensive Guide, Joydeep Das Gupta, Jaypee Brothers Medical Publishers; Second Edition-2015.
6. Hospital Management; Text & cases, Pearson Education India, First Edition-2013.

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S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-AE-123(HM)	Communication Skills and Business Correspondence	100	4	3	1	0	4

Course Objective: This course intends to develop good communication skills in students for their future jobs and endeavours in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

Learning outcomes:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain knowledge on essentials of communication business and healthcare sector.
CO2	Will be able to get knowledge on different types of barriers and media of communication.
CO3	Will be able to get in-depth knowledge various communication skills.
CO4	Get introduced to business correspondence and its significance.
CO5	Gain knowledge on different types of report writing and its utilization.

UNIT	Contents	Max. Hrs.
UNIT - I	Essential and Importance of Business Communication: Methods of Communication – Types, Process of communication, forms and dimensions of communication.	12 Hrs.
UNIT - II	Principles of Effective Communication, Barriers to Communication, Measures to Overcome Barriers to Communication, Gateways of Communication in an Organization, Media and Modes of Communication.	12 Hrs.
UNIT - III	Reading Skills, Listening Skills, Presentation Skills, Negotiation Skills, Meetings and Conferences, Interview Skills, Group Discussion.	12 Hrs.
UNIT - IV	Business Correspondence: Job Applications and Resume Writing, Business Letters, Enquiries, Orders and Replies, Circulars, Notices and Memos	12 Hrs.
UNIT - V	Report writing: Business Reports, Academic Report Writing, Business Etiquette, Enriching Vocabulary, Paragraph Development.	12 Hrs.

Books Recommended:

1. Speaking and Writing for Effective Communication, Author – Francis Soundararaj, Publisher – Macmillan.
2. Business Communication – Author - M.K. Sehgal and Vandana Khetarpal, Publisher Excel books.
3. Effective Business Communication – Author – Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Publisher – Tata McGrawhil

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-MDM-124(HM)	Biomedical Waste Management	100	4	3	1	0	4

Course Objective: The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital Waste.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on different types of biomedical wastes.
CO2	Will be able to get knowledge on the need for disposal of biomedical waste.
CO3	Will be able to get in-depth knowledge on various types of health hazards occurred due to biomedical waste.
CO4	Get introduced to various legislation and policies on healthcare waste management.
CO5	Gain knowledge on international management of hospital waste in developing countries.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction, Definition of General and Hazardous health care waste, Infectious waste, Genotoxic waste, Waste Sharps, Biomedical waste – categories Categorization and composition of Biomedical waste. Specification of materials. Colour coding. Sources of Health care wastes, Hospitals & health care establishments & other sources.	12 Hrs.
UNIT - II	Biomedical Waste Management: Types of wastes, major and minor sources of biomedical waste, Categories and classification of biomedical waste, hazard of biomedical waste, need for disposal of biomedical waste, waste minimization, waste segregation and labelling, waste handling and disposal.	12 Hrs.
UNIT - III	Health Impacts of Biochemical waste. Direct & Indirect hazards. Potential health hazards. Persons at risk. Basic information about- What infection? Infection agents on organizations spread of infection Basic information about Hospital acquired infection.	12 Hrs.
UNIT - IV	Legislation and policies on Health care waste management. Biomedical waste Management and handling Rules, 1998 and its amendment thereafter. CPCB guidelines. (Central pollution control board) Some idea on Safe disposal of Radioactive waste Rules, 1995 guideline of BARC	12 Hrs.
UNIT - V	International Scenario World Health Organization guidelines on a) Management of wastes from Hospital waste b) Management of hospital wastes in c) Developing countries	12 Hrs.

Books Recommended:

1. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-125(HM)	Health Economics	100	4	3	1	0	4

Course objectives: The objective of the course is to describe economic appraisal in healthcare and measurement of costs and benefits and also to synthesize concepts of costs and economic evaluation with understanding the decision rules in health economics and discounting.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on health economics and its application to business decisions.
C02	Will be able to get knowledge on the resource allocation and its classification.
C03	Will be able to get in-depth knowledge on the market structure and price output decisions.
C04	Get introduced to various budgets and its allocation in medical field.
C05	Get introduced to medical tourism and government policy on medical tourism.

UNIT	Contents	Max. Hrs.
UNIT - I	Health Economics: Need & Scope of Health Economics; Principles of Health Economics; Basic Economic Concepts – Application of Economics to Business Decisions	12 Hrs.
UNIT - II	Concept of resource allocation – cost analysis – concepts – classification – short run – long run cost functions – Economics of size – economies and dis-economies of scale – input output analysis.	12 Hrs.
UNIT - III	Market Structure & pricing policy – pricing under perfect competition – under pure monopoly – Economic Fluctuations and business – business cycle – business policy – inflation - monetary and fiscal policies.	12 Hrs.
UNIT - IV	Public – Government's role in different socio-economic systems, Budgets – Allocation of Medical field – central – state governments – structure – five-year plans.	12 Hrs.
UNIT - V	Medical Tourism: Role of Medical Tourism, Methods to attract Foreign Medical Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.	12 Hrs.

Books Recommended:

1. Thomas and Maurice, "Managerial Economics", Tata Mc-Graw Hills.
2. Ahuja, H.L., "Managerial Economics", S-Chand.
3. Charles E. Phelps "Health Economics" Routledge Publications. 6th Edition 2017
4. David Wonderling, Reinhold Gruen, Nick Black "Introduction to Health Economics" Open University Press 2018 revised edition
5. Dutta Shuvendu Bikash "Health Economics for Hospital Management" Jaypee Brothers Medical Publishers.
6. Dr D Amutha "A Text Book of Health Economics" IBP Publisher, 2016
7. By Frank A. Sloan and Chee-Ruey Hsieh "Health Economics" The MIT Press, 2019
8. Battacharya, Jay Hyde Timothy & TU Peter (2014). Health Economics. Palgare Mac Miller Publication

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-126(HM)	Financial Accounting	100	4	3	1	0	4

Course objective: The objective of the course is to introduce the concepts, tools and techniques of financial management to the learners.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on concepts of financial management and its functions.
C02	Will be able to get knowledge on the working capital management and cash management.
C03	Will be able to get in-depth knowledge on the various theories of capital structure and its application.
C04	Get introduced to various techniques of capital budgeting and its application
C05	Get introduced to different dividend theories and financial analysis.

UNIT	Contents	Max. Hrs.
UNIT - I	Financial Management- Concept, scope and Objectives; Finance Function – Functions of Financial manager –Time value of money –Agency conflict.	12 Hrs.
UNIT - II	Working Capital Management Concept of working capital and operating cycle – Determinants of working capital –Estimating working capital requirements - Liquidity Vs Profitability - Cash Management.	12 Hrs.
UNIT - III	Financing Decision Capital structure planning –Basic theories of capital structure – Traditional Vs. MM Hypothesis – Optimum capital structure –Trading on equity –Sources of long-term funds –Concepts of Financial and operating leverage	12 Hrs.
UNIT - IV	Investment Decision Capital budgeting –Techniques –Payback period –Accounting Rate of Return methods; discounted cash flow techniques, NPV, PI and IRR	12 Hrs.
UNIT - V	Dividend Decision and Dividend theories, Financial Statement Analysis: Understanding Basic Financial Statements - Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis – BEP.	12 Hrs.

Books Recommended:

1. James C. Vanhorne, Financial Management & Policy (Prentice Hall of India Pvt. Ltd., New Delhi, 2011) revised edition, 2011.
2. Pandey, I.M. Financial Management (Vikas Publishers, New Delhi). 20/e, 2021
3. Prasanna Chandra, Financial Management (Tata McGraw Hill Publishing Company Ltd., New Delhi).
4. Ezra Solomon & John J. Pringe. An Introduction to Financial Management, (Prentice Hall of India Pvt. Ltd., New Delhi).
5. Kulkarni. P.V. & Satyaprasad.B.G., Financial Management, Himalaya Publishing House, 14th Edition, 2018.
6. Khan.M.Y. & Jain. P.K., Theory and Problems in Financial Management, (Tata McGraw Hill Publishing Company Ltd., New Delhi, 2018, 8/e.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-SEC-127(HM)	STP / Hospital Visits	100	4	3	1	0	4

Course objective: The course will help to understand the functioning of different types of healthcare organisations in the following perspective.

Learning outcome:

- Practically see the various departments and the role of hospital administrators
- Gain knowledge on the various treatment for patients
- Explore the mobility of resources in the health care organisation

First Year

Semester - II

BUM-DSM-221(HM)	Fundamentals of Hospital Management
BUM-MDM-222(HM)	Organizational Behaviour
BUM-DSM-223(HM)	Human Resource Management in Hospitals
BUM-DSM-224(HM)	Health Management Information System
BUM-MDM-225(HM)	Research Methodology and Healthcare Analytics
BUM-DSM-226(HM)	Hospital Support Services
BUM-SEC-227(HM)	STP/Major Project

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221(HM)	Fundamentals of Hospital Management	100	4	3	1	0	4
2.	BUM-MDM-222(HM)	Organizational Behaviour	100	4	3	1	0	4
3.	BUM-DSM-223(HM)	Human Resource Management in Hospitals	100	4	3	1	0	4
4.	BUM-DSM-224(HM)	Health Management Information System	100	4	3	1	0	4
5.	BUM-MDM-225(HM)	Research Methodology and Healthcare Analytics	100	4	3	1	0	4
6.	BUM-DSM-226(HM)	Hospital Support Services	100	4	3	1	0	4
7.	BUM-SEC-227(HM)	STP/Major Project	100	4	3	1	0	4
Total			700	28	21	7	0	28

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221(HM)	Fundamentals of Hospital Management	100	4	3	1	0	4

Course Objective: To familiarize with the healthcare environment and to understand the concepts of management with relevance to hospitals.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on the evolution of healthcare system in India.
C02	Will be able to get knowledge on the management of Indian hospitals, its challenges and strategies.
C03	Will be able to get in-depth knowledge on the healthcare sector in India.
C04	Get introduced to various healthcare regulations.
C05	Get introduced to the organization of medical record.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction – Health Care Management – Evolution of Health Care Systems in India & Abroad – Evolution of Present Health Care Services in India.	12 Hrs.
UNIT - II	Epidemiological basis for healthcare management. Management development-towards development of professional management of Indian Hospitals. Management of Indian Hospitals, challenges & strategies. Modern Techniques of hospital management. Operation concept- use of models. Health services research & formalized managerial methods.	12 Hrs.
UNIT - III	Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy.	12 Hrs.
UNIT - IV	Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems.	12 Hrs.
UNIT - V	Organization Of Medical Records Dept: Structure, Goals, Objectives and Functions, Duties and Responsibilities of Medical Record Officer, Medical Record Technician, Assistant Medical Record Technician. Operational Policies-Working Hours and Shifts Interdependent Relations of Medical Records Staff and Its Importance.	12 Hrs.

Books Recommended:

1. Seth, M.L. Macroeconomics, Lakshminarayana Agrawal, Edu, Pub. Agra. 1996
2. Peter, Z & Fredrick, B. Health Economics, Oxford Pub., New York, 1997
3. Shanmugansundaram, Y., Health Economics, Oxford Pub. New York, 1997

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-MDM-222(HM)	Organizational Behaviour	100	4	3	1	0	4

Course Objective: The main objective of Organizational Behavior is to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts the of organizational behaviour and foundations of individual behaviour.
CO2	Will be able to get knowledge on the personality, perception, attitudes, beliefs and values of individual behaviour.
CO3	Will be able to get in-depth knowledge on the various group decision making techniques, interpersonal skills and team building.
CO4	Get introduced to change management and organization development techniques.
CO5	Get familiarized to the concept of organizational culture and organizational conflicts.

UNIT	Contents	Max. Hrs.
UNIT - I	Focus and Purpose of Organizational Behaviour: Meaning, nature and scope – Key elements in OB, foundations of individual behaviour, Challenges and opportunities for O.B. – Contributing disciplines to O.B. –O.B. Model.	12 Hrs.
UNIT - II	Individual Behaviour: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context	12 Hrs.
UNIT - III	Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills, Team building, Group decision making.	12 Hrs.
UNIT - IV	Organizational change and Development: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organizational Development: objectives and techniques of Organizational Development.	12 Hrs.
UNIT - V	Organizational Culture: Definition and characteristics, creating and sustaining culture, Organizational conflicts – Meaning, conflicts at individual, group and organizational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.	12 Hrs.

Books Recommended:

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
2. Organisational Behaviour - Text, Cases & Games by K. Aswathappa
3. Organizational Behavior - Stephen .P. Robbins, Prentice Hall of India
4. Udai Parek, Understanding Organisational Behaviour, Oxford

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-DSM-223(HM)	Human Resource Management in Hospitals	100	4	3	1	0	4

Course Objective: The Objective is to develop conceptual as well as practical understanding of Human Resource Management and to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on concepts of HRM in hospitals, its functions and role.
C02	Will be able to get knowledge on the human resource planning process and staffing functions.
C03	Will be able to get thorough knowledge on the various methods of training and development and performance appraisal.
C04	Get introduced to various techniques compensation management as well as job evaluation.
C05	Get familiarized the role and significance of industrial relations in organizations.

UNIT	Contents	Max. Hrs.
UNIT - I	Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager	12 Hrs.
UNIT - II	HR Planning and Development – Significance – Importance of HR Planning – Factors influencing HR Planning Process, Job Analysis, Recruitment and Selection process in Hospitals.	12 Hrs.
UNIT - III	Training and Development – Methods of Training – Executive Development – Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.	12 Hrs.
UNIT - IV	Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits, Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life.	12 Hrs.
UNIT - V	Industrial Relations – Factors affecting Industrial Relations – Role of State in IR – Trade Unions – Blue Collar Vs. White Collar Unions – Association of Doctors, Nursing Staff, Paramedical – Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery – (Case Studies Compulsory)	12 Hrs.

Books Recommended:

1. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010.
2. K. Aswathappa, "Human Resource and Personnel Management – Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3rd Ed., 2009.
3. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-DSM-224(HM)	Health Management Information System	100	4	3	1	0	4

Course Objective: To make the learner to understand MIS as a managerial decision-making tool and to know the sources and compiling of MIS.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts of information system and its functions.
CO2	Will be able to get knowledge on the various approaches of MIS in decision making.
CO3	Will be able to get in-depth knowledge of decision support system and its application
CO4	Get introduced to various techniques of developing and implementing MIS.
CO5	Get introduced to concept of hospital information system and its application.

UNIT	Contents	Max. Hrs.
UNIT - I	Information System Concept - Information Resource Management - Data and Information Management	12 Hrs.
UNIT - II	Management Information System - Evolution - MIS in Strategic Advantage - Systems Approach in Problem Solving - MIS in Decision Making - DBMS Models	12 Hrs.
UNIT - III	Decision Supporting Systems - Data Mining for Decision Support - Sensitivity Analysis - Goal Seeking Analysis - What if Analysis - Optimization Analysis	12 Hrs.
UNIT - IV	Developing MIS System - System Development Life Cycle - System Specification - System Analysis - System Design - System Implementation	12 Hrs.
UNIT - V	Hospital Information System: Introduction to HIS - Scope of HIS - Benefits of HIS - HIS Selection Criteria - Guide for Purchasing Software - Some Commonly Used Software: Tele health, HER/EMR: Clinical Decision Support System, Administrative Information System, health Information System - RFIO in healthcare.	12 Hrs.

Books Recommended:

1. Gordon B.Davis and M.H. Olson, Management Information Systems - Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.
2. Erid Muford. Effective Systems design and requirements analysis, McGraw Hill, 1995.
3. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005.
4. Rajesh Narang, Data Base Management System, Prentice-Hall India Private Limited, New Delhi, 2004.
5. Sadagopan.S, Management Information System, Prentice-Hall India Private Limited, New Delhi, 2004.
6. Kenneth.C. Laudon & Jane P.Laudon, Management Information System Prentice-Hall India Private Limited, New Delhi, 2006.
7. Jerome Kanter, Managing with Information, Prentice-Hall India Private Limited, New Delhi, 2004. 4th Edition.
8. P. Weill & M. Broadbent "Leveraging the New Infrastructure: How Market Leaders Capitalize on IT", Harvard Business School Press, May 1998

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-MDM-225(HM)	Research Methodology and Healthcare Analytics	100	4	3	1	0	4

Course objective: The Main objective of this paper is to understand the concepts of research methodology and its application in the managerial decision making.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on concepts of research methodology and its significance.
C02	Will be able to get knowledge on sampling procedure and sampling techniques.
C03	Will be able to get in-depth knowledge on the various measurement and scaling techniques and its application.
C04	Get introduced to various methods of data collection data analysis.
C05	Get introduced to the concept of healthcare analytics and report writing.

UNIT	Contents	Max. Hrs.
UNIT - I	Research Methodology: An introduction- meaning of research-objectives of research-types of research- research process.	12 Hrs.
UNIT - II	Theory of Sampling: concept of sampling- probability and non-probability sampling techniques- size of the sample- sampling distribution- sampling error- criteria for selecting sampling procedure- census and sample.	12 Hrs.
UNIT - III	Measurement and Scaling: nature- types of measurement scales- nominal, ordinal, interval and ratio- validity and reliability in scaling- MDS& ranking and rating scale- Likert's Summated scale- Thurstone's Equal Appearing intervals- out line of MDS- Q sort.	12 Hrs.
UNIT - IV	Data collection and Presentation: primary and secondary data- methods of data collection questionnaire- designing questionnaire, pre testing questionnaire- Data Presentation: editing of primary data, classification of data, guidelines for class selection- objectives and types of classification, frequency distribution- charting of the data- bar chart, histograms and two-dimensional graphs, mean, median, S.D, Regression analysis correlations- chi-square.	12 Hrs.
UNIT - V	Healthcare Analytics and Report Writing: introduction of health care analytics- data utilization of basic data-sources of health statistics - problems in collection of sickness data measurement of sickness- vital statistics- Report Writing.	12 Hrs.

Books Recommended:

1. Luck.J. David. Ranald S. Rubin, Market Research, Prentice Hall of India, New Delhi, 1999.
2. G.C. Beri, Marketing Research, Tata MacGrawhill, New Delhi, 1996.
3. Green.E. Paul. Danald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall, New Delhi, New Delhi, 1996.
4. Adrian Payne, The Essence of Services Marketing, Prentice Hall, New Delhi, 1996
5. Luck.J. David, Hugh G. Wales, Donald a Taylor, Ronald S. Rubin, Marketing Research, Prentice Hall, 1982.
6. C.R.Kothary" Research Methodology"New Age International Pvt Ltd Publishers; 2nd edition 2008.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-226(HM)	Hospital Support Services	100	4	3	1	0	4

Course Objectives: Understand the structure and functions of different departments of a hospitals and health care organizations, developing skills in planning, building and managing hospitals and health care organizations, Application of the concepts & techniques of Modern Management in different health care units.

Learning Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights various aspects of hospital planning.
CO2	Will be able to get knowledge on the services provided to outpatients.
CO3	Will be able to get in-depth knowledge on the various Trauma Care, Emergency and Casualty Services.
CO4	Get introduced to various types and functions of inpatient services.
CO5	Get introduced to role and functions of operation theatre.

UNIT	Contents	Max. Hrs.
UNIT - I	Hospital Planning -Concept of Planning- Guiding Principles in Planning Hospital Facilities and Services- Regional Planning and Factors to be emphasized - Steps in Hospital Planning; Planning Team and Stages of Project-Estimation, Architect Brief and Master Plan- Selection of Site and Decision on Land, Space and Utilities	12 Hrs.
UNIT - II	Outpatient Services -Objectives -Functions - Location, Design and Layout - Policy and Procedures -Organization-Staffing - Equipment and Facilities -Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work -Managing Time : Waiting Time and Total Time- Specialty, BUM-specialty and Super Specialty Clinics Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts : Day Care, Reservation, Appointment by Phone- Medico social Works / Patient Counselling.	12 Hrs.
UNIT - III	Trauma Care: Emergency and Casualty Services Objectives - Functions - Location, Design and Layout- Policy and Procedures-Organization- Staffing- Equipment and Facilities - Key Result Areas and Performance / Quality Indicators-Disaster Management: Principles and Classification - Life Saving Drugs -Ambulance and Paramedic Services-Medico-legal Procedures -Forms and Registers to be maintained- Communication System.	12 Hrs.
UNIT - IV	Inpatient Services Care: Objectives- Functions - Locations, Design and Layout- Policy and Procedures-Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators - Admission, Transfer, Billing and Discharge Procedures - Intensive Care Units: Objectives -Functions- Location, Design and Layout - Policy and Procedures- Organization - Staffing - Equipment and Facilities-Key Result Areas and Performance / Quality Indicators - Types of ICUs	12 Hrs.
UNIT - V	Operation theatre: Objectives- Functions -Location- Design and Layout -Policy and Procedures- Organization -Staffing - Equipment and Facilities -Key Result Areas- Daily Planning and Scheduling Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques -Clinical Protocols -BUM-stores- CSSD Immediate Postoperative Recovery Rooms- Safety Issues.	12 Hrs.

Books Recommended:

1. Dr. D.K. Sharma and R.C.Goyal, 'Hospital Administration and Human resource Management' 7th edition PHI learning, 2017
2. B.M. Sakharkar, Principles of Hospital Administration and Planning, (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2009)
3. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2004
4. NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
5. R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers P. Ltd., New Delhi, 1995.
6. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi, 2005)

7. G.D. Kunders, Designing for Total Quality in Health Care, Prism Books Pvt. Ltd., Bangalore, 2010

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-SEC-227(HM)	STP/Major Project	100	4	3	1	0	4

Summer Training is an integral part of the programme. The students are placed for eight weeks in various Hospitals and Healthcare organizations across the country for practical exposure & learning.

Second Year

Semester - III

BUM-DSM-321(HM)	Healthcare Laws, Ethics and Counselling Skills
BUM-DSM-322(HM)	Strategic Management in Healthcare
BUM-MDM-323(HM)	Health Insurance
BUM-DSM-324(HM)	Hospital Hazards and Disaster Management
BUM-DSM-325(HM)	Healthcare and Pharmaceutical Management
BUM-DSM-326(HM)	Patient Care and Healthcare Technology
BUM-DSM-327(HM)	Summer Internship/Field Project

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-321(HM)	Healthcare Laws, Ethics and Counselling Skills	100	4	3	1	0	4
2.	BUM-DSM-322(HM)	Strategic Management in Healthcare	100	4	3	1	0	4
3.	BUM-MDM-323(HM)	Health Insurance	100	4	3	1	0	4
4.	BUM-DSM-324(HM)	Hospital Hazards and Disaster Management	100	4	3	1	0	4
5.	BUM-DSM-325(HM)	Healthcare and Pharmaceutical Management	100	4	3	1	0	4
6.	BUM-DSM-326(HM)	Patient Care and Healthcare Technology	100	4	3	1	0	4
7.	BUM-DSM-327(HM)	Summer Internship/Field Project	100	4	3	1	0	4
Total			700	28	21	7	0	28

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-321(HM)	Healthcare Laws, Ethics and Counselling Skills	100	4	3	1	0	4

Course Objective: To discuss the importance of understanding the legal obligations in healthcare industry and to identify the ethical issues prevailing in the healthcare industry.

Course Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts healthcare laws.
CO2	Will be able to get knowledge on types of contractual law in hospitals.
CO3	Will be able to get in-depth knowledge on the various hospital and labour enactment law.
CO4	Get introduced to legal framework of patient rights and responsibility.
CO5	Get introduced to different counselling skills in hospitals.

UNIT	Contents	Max. Hrs.
UNIT - I	Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.	12 Hrs.
UNIT - II	Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defences available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.	12 Hrs.
UNIT - III	Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions – Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance.	12 Hrs.
UNIT - IV	Legal frame work: Patient rights and responsibility; Medical malpractice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology – laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anaesthesia and Surgery.	12 Hrs.
UNIT - V	Counselling skills: Introduction, growth of Counselling Services; Approaches to counselling; Process of Counselling; Attitudes of Counsellors; Skill of counselling; Problems in counselling; Assessing and diagnosing clients' problems; Selecting counselling strategies & interventions; Changing behavior through counselling; Application of Counselling to Hospital Situations with a Focus on Performance Improvement.	12 Hrs.

Books Recommended:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi,
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-DSM-322(HM)	Strategic Management in Healthcare	100	4	3	1	0	4

Course Objective: To understand the concept of Strategic Management – the history and development of strategy, understanding and implementing various strategies related to all phases and types of healthcare services and their delivery in Hospitals

Course Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to get the knowledge on the concept of strategic management and its process.
CO2	Will be able to get familiarity on environmental analysis and its techniques.
CO3	Will be able to get in-depth knowledge on the various types of strategies and its formulation.
CO4	Get acquaint with strategy implementation and evaluation.
CO5	Get introduced to different strategic management practices in healthcare.

UNIT	Contents	Max. Hrs.
UNIT – I	Introduction: Strategic Management – Meaning, Importance, strategic planning and Management – Benefits and limitations –Strategic Management process-Strategic Intent –Vision, Mission, Goals and Objectives.	12 Hrs.
UNIT – II	Environmental Analysis: Environmental Analysis – Internal and External Environment – Techniques of Internal Analysis – SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage	12 Hrs.
UNIT – III	Strategy Formulation: Strategic Analysis and choice –Steps of strategy Formulation Input, Matching and decision stages – BCG Matrix, GE Nine Cell Matrix.	12 Hrs.
UNIT – IV	Strategy Implementation & Evaluation: Inter relationships between Strategy formulation and Implementation –McKinsey's model –Organizational Structure – Relation between Strategy and Structure –Strategic leadership, Strategy Evaluation & Control: Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control	12 Hrs.
UNIT – V	Strategic Management Practices in National Health Care Programs: Strategies adopted in Long Term Health Policy with special reference to Women and Child Health, AIDS Control, Tuberculosis Control, Leprosy Control, Malaria Eradication, and Water Supply and Sanitation, Strategic Management Practices in International Healthcare.	12 Hrs.

Books Recommended:

1. Appa Rao.C., B. ParvathiswaraRao, K.Siva Ramakrishna, Strategic Management and Business Policy text and cases, Excel book Publishers, New Delhi.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. VSP Rao and V.Harikrishna., Strategic Management, Excel Books.
4. Ramawswamy.V.S. &Namakumari.S., Strategic Planning – Formulation of Corporate Strategy, Text and Cases (The Indian Context), Macmillan Business Books
5. P.SubbaRao., Business Policy & Strategic Management, Himalaya Publishers
6. UpendarKachur., Strategic Management, Excell Books. Stephen
7. Strategic management of health care organizations. 2. Park, K. (2015).
8. Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition. 3. Pearce, J. A., & Robinson, R. B. (2013).
9. Strategic analysis for hospital management. Rockville, Md: An Aspen Pub

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-MDM-323(HM)	Health Insurance	100	4	3	1	0	4

Course objective: The Student is expected to understand the distinctions of Insurance and in particular the Health Insurance.

Course outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on the concept of healthcare insurance and its classification and significance.
CO2	Will be able to get knowledge on health insurance documentation.
CO3	Will be able to get in-depth knowledge on the claims of health insurance.
CO4	Get introduced to legal framework of health insurance laws and regulations.
CO5	Get introduced to different types of frauds and recent trends in health insurance.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction to Healthcare Insurance Concept -importance- nature and scope- need of health insurance-benefits- principles of health insurance- Challenges in health insurance. Classification of health insurance products -Group Health Insurance-Standard Products Health Insurance-Specific ailment-based products, Community-based health insurance- ESIS and CGHS - Marketing of Insurance Products.	12 Hrs.
UNIT - II	Health Insurance Documentation Concept-Need for Insurance Documentation- Role of health insurance Agent, Field Officer, Surveyors, assessor & responsibilities of insurer in documentation-Role of intermediary -Underwriting: Concept - need -process- Pros and Cons.	12 Hrs.
UNIT - III	Health Insurance Claims Concept - Formalities for a death and maturity claim- Role of claims management in insurance company - claims process - Documentation - Claims reserving -Rejection of Claims-Role of third-party administrators.	12 Hrs.
UNIT - IV	Health Insurance Law & Regulations Insurance Regulatory and Development Authority (IRDA) for health insurance- role of Health Insurance Advisory Committee-Ombudsman- Regulations relating to the intermediaries, Appointment of Actuaries-Policyholder Protection Committee- Servicing of Insurance Orphan Policies- Portability of Health Insurance-Insurance Councils in India.	12 Hrs.
UNIT - V	Health Insurance Frauds: Concept of Health insurance frauds- Components of Health Insurance Fraud-types- Measures to control insurance fraud- Renewability of Health Insurance-Role & Objectives of Insurance Repositories-Recent trends in healthcare insurance.	12 Hrs.

Books Recommended:

1. Health Insurance Today, 7th Edition, Janet Beik Julie Pepper, Saunders Published, 2020.
2. Health Insurance, Michael A. Morrissey, AUPHA/HAP Book, 3rd Edition, 2020.
3. How To Buy Health Insurance, Jagendra Rana, Blue Rose Publishers, 1st Edition, 2019.
4. Understanding Health Insurance, A Guide to Billing and Reimbursement 10th Edition Michelle A. Green and JoAnn C. Rowell, Delmar Cengage Learning, 2019.
5. India Insurance Guide L. P. Gupta, Self-Published, Revised Edition 2018.
6. Law Of Insurance, J. Usha, P. Jaganathan, J.P Arjun, Usha Jaganath Law Series, 2018.
7. The Fundamentals of Insurance - Theories, Principles and Practices Hargovind Dayal, Notion Press, Edition: 1, 2017.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-DSM-324(HM)	Hospital Hazards and Disaster Management	100	4	3	1	0	4

Course objective: the main objective of the course is to provide the insights of hospitals hazards and measures to overcome the hazards also management of disaster.

Course outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on the concept and importance of hospital hazards.
CO2	Will be able to get knowledge on types hospital hazards.
CO3	Will be able to get in-depth knowledge on the various types and preventive measures of radiation hazards.
CO4	Get introduced to the concept and classification of disaster management
CO5	Get acquainted with different preventive measures of disaster management.

UNIT	Contents	Max. Hrs.
UNIT - I	Hospital Hazards: Meaning and types (physical, biological, mechanical and psychological) and their impact on employees; Preventive measures; Hospital Hazards Management - meaning, need, principles and purpose; Universal precautions for health care workers.	12 Hrs.
UNIT - II	Fire Hazards: Fire Hazard Triangle; Causes of Hospital Fires; Fire Protection - Structure Planning and Design Consideration; Central Air - conditioning Facilities; Electric installation; Water supply - fire points and Escape routes; Fuel Store; Manual Call Points; Means of Escape; Risk evaluation	12 Hrs.
UNIT - III	Radiation Hazards: Biological effects of radiation hazards; Diagnostic Imaging - Radiation protection and safety; Radiation safety monitoring; Principles in the layout of a diagnostic X-ray room; Video imaging modalities, contrast media, laser imaging; Magnetic Resonance Imaging -Planning constrains, preventive measures against magnetic field hazards; Nuclear Medicine Department; Radiation Protection Facility; Radioactive Waste	12 Hrs.
UNIT - IV	Disaster Management: Objective, basic concepts, disaster cycle; Classification of disasters; Disaster Process - Spectrum of disaster Management; Disaster management in India - national level, state Level; Principles of disaster Planning; Disaster and health problems; Organization of Medical Relief; Principles of Mass Casualty Management; Disaster Administration; Disaster Manual; Disaster Drill.	12 Hrs.
UNIT - V	Disaster Preparedness: Aim, objectives and measures; Medical preparedness: Models. Phases and Use of Technology; Disaster Plan-objectives, need, purpose, planning and implementation. Pre-Hospital and Hospital Components - Practical Arrangements.	12 Hrs.

Books Recommended:

1. Dhanwan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications
2. Sonopant G. (2012). Disaster Management for Healthcare professional. Jp Medical.
3. Ray, Suresh. (2010). Nurses role in disaster management. CBS publishers.
4. Mehta A, Culley C, (2016). Emergency medicine. Jaypee Brothers Medical publishers.
5. Goldschmitt D, Bonvino R, (2009). Medical disaster response, CRC press

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-325(HM)	Healthcare and Pharmaceutical Management	100	4	3	1	0	4

Course objective: the main objective of the course is to provide the insights on the basic and advance concepts in health care and pharmaceutical management.

Course outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on the impact of various types of environments on healthcare sectors.
CO2	Will be able to get knowledge on evolution of healthcare system.
CO3	Will be able to get in-depth knowledge on the various of national health policies.
CO4	Get introduced to pharmaceutical management.
CO5	Get introduced to emerging approaches and recent trends in healthcare.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction; Physical Environment – Water requirements, Pollution, Purification; Air, Sound, Ventilation – Pollution and control; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care.	12 Hrs.
UNIT - II	Evolution of health care systems – Changing concepts of health and disease; Public health; Health Committees in India; Primary Health Care approach – Principles and elements; Public & private sectors in health; Indigenous systems of medicine (AYUSH); Voluntary organizations.	12 Hrs.
UNIT - III	National health Policy; Population Policy; Drug Policy; Blood Policy; Medical education Policy; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defense and Railways health programmes.	12 Hrs.
UNIT - IV	Pharmacy Pharmacopeias, Pharmaco dynamics, Economics of new drug development; Drug formulations – Powders, tablets, syrups, elixirs, suspensions, capsules, topical preparations; Slow / sustained release preparations; Medical devices; Pharmacy legislations and regulations; IND; New drug promotion and launching; Nutraceuticals.	12 Hrs.
UNIT - V	Emerging Approaches in Health Care and Recent trends: Related Ethical and Legal issues; Contracting in Health care; Effective Media communication; Robotic surgery, Telemedicine; Medical Tourism.	12 Hrs.

Books Recommended:

1. Joshi. S. K (2010). Law and Practice of Medicine. Jaypee Brothers Medical publications
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. S.L. GOEL, Healthcare Management and Administration, Deep & Deep publications Pvt. Ltd., New Delhi.
4. Joshi' D C & Joshi, Mamta.(2009). Hospital administration. Jaypee Brothers Medical.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-326(HM)	Patient Care and Healthcare Technology	100	4	3	1	0	4

Course objective: the main objective of the course is to provide the insights on the basic and advance concepts in patient care and healthcare technology.

Course outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on patient care rights and regulations.
CO2	Will be able to get knowledge on types of policies and procedures of hospitals.
CO3	Will be able to get in-depth knowledge on the concept of patient care.
CO4	Get introduced to the concept of healthcare technology and related issues.
CO5	Get introduced to planning and evaluation methods of healthcare technology.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction: Patient Rights – Patient Behaviour – Models of Patient Behaviour –Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making	12 Hrs.
UNIT - II	Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria Audit of Patient Behaviour	12 Hrs.
UNIT - III	Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counselling: for surgical procedures, for treatment, grief counselling; protocols, Medicare standards, Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care.	12 Hrs.
UNIT - IV	Concepts And Issues Related to Healthcare Technology: Introduction; Problems and constraints associated with healthcare Technology; Present trend in Healthcare Technology; Hospitals and Technology; Dealing with Technological Problems.	12 Hrs.
UNIT - V	Planning Process For Introduction Of Technology In Healthcare: Healthcare Technology in developing countries; Planning and adopting appropriate Technology in healthcare; Mechanism to ensure appropriate use of healthcare Technologies; Developing sources of information on hospital technology; Evaluation methods of health technology; Application of technology: In diagnostic Service areas (Radiology, Lab Services etc), In clinical Services areas (Nephrology, Urology, Cardiology etc), In therapeutic services, and In patient support areas.	12 Hrs.

Books Recommended:

1. Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000
2. Wiley Blackwell, Improving Patient care BMJI Books

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-DSM-327(HM)	Summer Internship/Field Project	100	4	3	1	0	4

Students have to prepare the project report based on the summer internship carried by viva voce.

PS

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MSA

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Second Year

Semester - IV

BUM-DSM-421(HM)	Operation Management in Hospitals
BUM-DSM-422(HM)	Hospital Administration
BUM-SEC-423(HM)	Total Quality Management and Hospital Accreditation
BUM-MDM-424(HM)	Hospital and Healthcare Service Marketing
BUM-MDM-425(HM)	Community Healthcare Management
BUM-DSM-426(HM)	Purchase and Inventory Management for Hospitals
BUM-DSM-427(HM)	Dissertation/Project Report

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-421(HM)	Operation Management in Hospitals	100	4	3	1	0	4
2.	BUM-DSM-422(HM)	Hospital Administration	100	4	3	1	0	4
3.	BUM-SEC-423(HM)	Total Quality Management and Hospital Accreditation	100	4	3	1	0	4
4.	BUM-MDM-424(HM)	Hospital and Healthcare Service Marketing	100	4	3	1	0	4
5.	BUM-MDM-425(HM)	Community Healthcare Management	100	4	3	1	0	4
6.	BUM-DSM-426(HM)	Purchase and Inventory Management for Hospitals	100	4	3	1	0	4
7.	BUM-DSM-427(HM)	Dissertation/Project Report	100	4	3	1	0	4
Total			700	28	21	7	0	28

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-421(HM)	Operation Management in Hospitals	100	4	3	1	0	4

Course objectives: The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.

Learning Outcome

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts and application of operation management in hospitals.
CO2	Will be able to get knowledge on the elements and strategies of operations.
CO3	Will be able to get in-depth knowledge on the various hospital support services.
CO4	Get introduced to legal framework statistical quality control and analysis.
CO5	Get introduced to the biomedical technological application in hospital management.

UNIT	Contents	Max. Hrs.
UNIT - I	Hospital Operations Management: concept-role and decisions- application of computer and advanced operations technology- front office & back office-operations of supportive services in hospital.	12 Hrs.
UNIT - II	Operations Strategy: significance of Operations Strategy- elements-technology selection and process development- developing operations strategy; Facility Location and Layout: importance of location- factors- general steps in location and selection decision process- types of lay outs.	12 Hrs.
UNIT - III	Supporting Services – House Keeping – Linen and Laundry – Food Services – Central Sterile Supply Department (CSSD), Maintenance	12 Hrs.
UNIT - IV	Value Management: Value engineering-value analysis; Quality Control: Standards and specifications – Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts-Accreditation and Accrediting organizations in hospital.	12 Hrs.
UNIT - V	Operations of Utility and Auxiliary Facilities: Bio-Medical Engineering-Bio-Medical technology application in hospital environment- calibration tests, bio medical hazards-waste disposals; Role of Operations of utility and auxiliary facilities in hospital management.	12 Hrs.

Books Recommended:

1. Healthcare Operations Management: A Systems Perspective, Dr. James Laungabeer, Jeffrey Helton, Jones & Bartlett Learning; 3rd Edition-2020.
2. Operations Management, William J Stevenson, McGraw Hill, 12th Edition-2018.
3. Healthcare Operations Management, Daniel B. McLaughlin, John R. Olson, Third Edition 2017.
4. Production Management; Advanced Models, Tools and Applications for Pull Systems, Yacob Khojasteh, 1st Edition Productive Press-2017.
5. Fundamentals of Operations Management, Sandeep Shrestha, Durga Prasad Chapagai, Asmita Books Publishers & Distributions (P) Ltd-2017.
6. Operations Management in Healthcare: Strategy and Practice, Corinne M. Karuppan, Nancy E. Dunalp, Michael R. Waldrum, Springer Publishing Company, 1st Edition-2016.
7. Production and Operations Management, Prof. K.C. Jain, Dr. P.L. Verma, Mr. Prabhat Katikey, Dreamtech Press 2013.
8. Operations Management A Quantitative Approach-PB Mahapatra, Prentice Hall India Learning Private Limited-2010.
9. Healthcare Operations Management, Daniel B. McLaughlin, Julie M. Hays, Health Administration Press-2008.
10. Cases in Operations Management, K.N. Krishnaswamy, M. Mathirajan, Prentice Hall Learning Private Limited-2008.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-DSM-422(HM)	Hospital Administration	100	4	3	1	0	4

Course objectives: The objective of the course is to equip the learners with advance concept of hospital administration and hospital management services.

Learning Outcome

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights with the concept of hospital and its classification.
C02	Will be able to get knowledge on hospital administration and its functions.
C03	Will be able to get in-depth knowledge on the various types of services provided by the hospitals.
C04	Get introduced to legal framework of hospital management structure.
C05	Get introduced to recent advances in hospital administration.

UNIT	Contents	Max. Hrs.
UNIT - I	Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community.	12 Hrs.
UNIT - II	Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.	12 Hrs.
UNIT - III	Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport.	12 Hrs.
UNIT - IV	Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization	12 Hrs.
UNIT - V	Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.	12 Hrs.

Books Recommended:

1. Saktharkar, B. M., & Jaypee Brothers (Jaypee digital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
3. Joshi DC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
4. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-SEC-423(HM)	Total Quality Management and Hospital Accreditation	100	4	3	1	0	4

Course objectives: The objective of the course is to equip the learners with emerging and advance concept of total quality management system and accreditation system in hospitals.

Learning Outcome

UNIT	UNITWISE COURSE OUTCOME
C01	Will be able to gain insights on concepts of total quality management in hospitals.
C02	Will be able to get knowledge on maintaining quality in hospitals.
C03	Will be able to get in-depth knowledge on the advance tools and techniques in TQM in hospitals.
C04	Get introduced to quality policy and quality practices in hospitals.
C05	Get introduced to hospital accreditation and its process.

UNIT	Contents	Max. Hrs.
UNIT - I	Evolution of Quality Management: Introduction, concept, definition, origin & growth of Quality Management; Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.	12 Hrs.
UNIT - II	Quality Management in Hospital: Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.	12 Hrs.
UNIT - III	Team works and Tools in TQM: TQM team work; Employee involvement; Key result areas; Leadership; TQM Tools; Quality Function Deployment (QFD); Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time); Kaizan; 'O' defect programme; Statistical Tools in TQM; Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business Process Reengineering; Six Sigma; Assessing Quality; Patient satisfaction survey; TQM practices in Indian Hospitals.	12 Hrs.
UNIT - IV	Organization and Roles in Quality: Quality Policy; Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Obstacles to the practice of Quality in Hospitals.	12 Hrs.
UNIT - V	Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000; NABL, NABH, JCI & JCAHO; Accreditations Scenario in India and abroad; Organizations and authorities for accreditations in India; Accreditation process; Role of the government in developing an accreditation system.	12 Hrs.

Books Recommended:

1. Principles Of Hospital Administration And Planning, By B.M.Sakharkar Published By : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, Total Quality Management, Himalaya House Pub., Mumbai, 2002
3. Sundara Raju S.M., Total Quality Management: A Primer, Tata Mcgraw Hill
4. D.D. Sharma, Text Book of Quality Management
5. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles Of Hospital Administration & Planning. (Jaypee Ebooks.) Jaypee Brothers Medical Publisher (P) Ltd

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-MDM-424(HM)	Hospital and Healthcare Service Marketing	100	4	3	1	0	4

Course objectives: The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.

Course Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts of service marketing and its relevance.
CO2	Will be able to get knowledge on types of distribution channels and supplementary services.
CO3	Will be able to get in-depth knowledge revenue management and its strategies.
CO4	Get introduced to service designing and process.
CO5	Get introduced to customer relationship management.

UNIT	Contents	Max. Hrs.
UNIT - I	Understanding Service Markets, Products and Customers: introduction to Service marketing- Distinctive Marketing Challenges in Services. Service Marketing Mix, customer Behavior in Service Encounters; Customer Decision Making; The Three-Stage Model of Service Consumption- Pre-Purchase Stage, Service Encounter Stage and Post-Encounter Stage	12 Hrs.
UNIT - II	Building the Service Model: Planning and creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services, Branding Strategies for Services. Distribution in Services, Determining the Type of Contact- Options for Service Delivery. Place and Time Decisions, Delivering Services in cyberspace; the Role of Intermediaries; The challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.	12 Hrs.
UNIT - III	Service Pricing and Revenue Management: objectives for Establishing Prices; pricing Strategy- Cost-based, Value based. Competition based. Measure the Effectiveness of a Firm's Revenue Management, price Elasticity.	12 Hrs.
UNIT - IV	Designing and Managing Service processes: Service Process- Designing and Documenting Service Processes. Developing a Service Blue print, Service Process Redesign, Customer participation in Service processes.	12 Hrs.
UNIT - V	Implementing Profitable Service Strategies: customer Loyalty, customer-Firm Relationship, the wheel of Loyalty, creating Loyalty Bonds. Strategies for reducing customer Defections. CRM: customer Relationship Management, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Learning from Customer Feedback. Improving Service Quality and Productivity.	12 Hrs.

Books Recommended:

1. Christopher Lovelock, C., & Wiltz. J. (2016). Service marketing, people, technology strategy, a south Asian perspectives Pearson publication 2018.
2. Douglas Hoffman & John E.G. Bateson "service Marketing concepts, strategies and cases, cengage publications, 2017.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-MDM-425(HM)	Community Healthcare Management	100	4	3	1	0	4

Course objectives: The objective of this course is to provide insights of community healthcare management among students so that they can develop awareness regarding health maintenance, health promotion and prevention of diseases.

Learning Outcome

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain understandings on the concepts and dimensions of healthcare services.
CO2	Will be able to get familiarity on current issues in community health.
CO3	Will be able to get in-depth knowledge on the various health promotion activities.
CO4	Get introduced to the concept of planning and promotion of health education.
CO5	Get familiarized with Chronic disease management & Consumer health.

UNIT	Contents	Max. Hrs.
UNIT - I	Definition, concepts, determinants & dimensions of health; Health sickness spectrum; Levels of health care; Concepts of disease causation; Levels of disease prevention; Social medicine & Social control of medicine; Community Diagnosis; Quality of life; Right to health; Indicators of health; Health services philosophies; Health services research.	12 Hrs.
UNIT - II	Current issues in community health; Etiology and treatment options for common chronic and communicable diseases; primary, secondary, and tertiary measures to prevent and treat conditions most prevalent at the community level.	12 Hrs.
UNIT - III	Health promotion in the workplace: A healthy and safe workplace; Occurrence and prevention of injuries; Occupational stress; Occupational safety and health; Women's health; AIDS; Violence; Alcohol, tobacco and illegal drugs use; Proper use of medications - prescription and non-prescription.	12 Hrs.
UNIT - IV	Communication, Programme planning and evaluation in health education and promotion: Community needs assessment; Planning for health education and promotion programs in a variety of settings; Issues relating to implementation of programs; Monitoring and Evaluation. Principles of Health Education; Health informatics	12 Hrs.
UNIT - V	Chronic disease management & Consumer health: Prevention and control of chronic lifestyle diseases; common barriers to healthy lifestyles; evaluation of health services and products; medical quackery; efficiently using health services; consumer protection; alternative and complementary therapies (AYUSH); food selection; influences of advertising on consumer choices.	12 Hrs.

Books Recommended:

1. B. Sridhar Rao, Textbook of Social Medicine, 2nd Edition, 2010, AITBS Publishers, India
2. Ajit K. Dalal, Social Dimensions of Health, Rawat Publishers, 2005, New Delhi, India
3. Seth B. Goldsmith, Principles of Health Care Management, Jones & Bartlett Publishers, 2005, UK
4. Park K. Park's Textbook of Preventive and Social Medicine, 22nd Edition, Banarsidas Bhanot Publishers, Jabalpur, India 2012.

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-426(HM)	Purchase and Inventory Management for Hospitals	100	4	3	1	0	4

Course Objective: To familiar with Inventory and various methods of control and Purchase management and also get the knowledge of describing inspection, storage and distribution of materials

Course Outcome:

UNIT	UNITWISE COURSE OUTCOME
CO1	Will be able to gain insights on concepts of material management in hospitals.
CO2	Will be able to get knowledge on various objectives and elements of purchasing.
CO3	Will be able to get in-depth knowledge on the purchase of equipment's and maintenance.
CO4	Get introduced to various techniques of distribution channels and functions.
CO5	Get familiarized with inventory management and control.

UNIT	Contents	Max. Hrs.
UNIT - I	Introduction: Definition and Function, Goals and Objectives of Materials Management, Materials Cycle, Functions of Materials Manager, Problems and Issues in Hospitals, Information Systems for Materials Management.	12 Hrs.
UNIT - II	Purchasing: Objectives and Elements of Purchasing, Purchasing System, Purchase Cycle, Purchase Procedures, Legal and Ethical Aspects, Conditions of Contract, Financial Rules, Arbitration.	12 Hrs.
UNIT - III	Equipment purchases and maintenance: Planning and Selection of Equipment, Import of Equipment, Equipment Utilization and Operation, Equipment Repair and Maintenance, Equipment Audit.	12 Hrs.
UNIT - IV	Inspection, storage and distribution of materials: Planning Consideration of Stores, Inspection and Verification of Materials, Storage of Materials, Distribution of Materials, Condemnation and Disposal.	12 Hrs.
UNIT - V	Scientific, inventory management: Codification and Standardization, Value Analysis, Inventory Control, Lead Time, Safety Stock and Reorder Level, Economic Order Quantity (EOQ), Selective Controls, Case Studies on Inventory Control.	12 Hrs.

Books Recommended:

1. Shakti, G. (2004). Hospital stores management: An integrated approach. Place of publication not identified: Jaypee Brothers Medical P.
2. Maintenance and repair of laboratory, diagnostic imaging, and hospital equipment. (1994). Geneva.
3. Sleert, M., Fear, D., & Voluntary Service Overseas. (1995). Care and safe use of hospital equipment. London: VSO.
4. Virat, P. (2014). Materials Management: An Integrated Systems Approach. New Delhi: Springer India.
5. Nigam, L., & Beckman, G. K. (1978). Materials management: A systems approach. Bradford, Eng: MCB Publications

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-DSM-427(HM)	Dissertation/Project Report	100	4	3	1	0	4

Course objectives: The objective of the Dissertation/Project Report Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

The Dissertation/Project may take any one of the following forms:

- (i) Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- (ii) Inter-organizational study aimed at inter-organizational comparison/ validation of theory/survey of management services.
- (iii) Evolution of any new conceptual / theoretical framework.
- (iv) Field study (empirical study)





