

**BACHELOR OF
BUSINESS
ADMINISTRATION
IN
HOSPITALS AND
HEALTHCARE**

BACHELOR OF BUSINESS ADMINISTRATION IN HOSPITAL & HEALTHCARE

PREAMBLE: -This course Bachelor of Business Administration in Hospital & Healthcare Services is being introduced by keeping in view the growing demand for professionally qualified & trained management executives, to create Hospital & Healthcare cadre management personnel. It is a Board of Studies of SPPU approved three-year degree course with six semesters, managed by full-time and visiting faculties drawn from the Hospital & Administrative sectors. The course must be committed to provide in-depth education & training using the latest trends in Healthcare sector, practical experience, Hospital visits etc.

Curriculum is formed keeping in mind the need of the healthcare industry to attract students to medical sector and further to train them for all managerial, economic, social and financial challenges at the workplace.

MAIN FEATURES OF THE CURRICULUM ARE:

1. Understanding of the essential disciplines in management, giving a strong base to continue higher studies/ Employment.
2. Extensive knowledge about the Indian as well as global healthcare delivery systems and the role of governments and allied agencies.
3. In-depth understanding of hospital operations, complexity of inter-departmental hospital functioning, staffing at functional levels and monitoring and feedback across all areas of curative, preventive and rehabilitative medical care.
4. Understanding to analyze the structure and interdependence of healthcare system elements and issues using critical thinking to formulate innovative system designs that improve healthcare delivery.
5. Need of application of principles, including theory and techniques of health care.
6. For distinguishing and use of the several techniques and quality management tools.

FOLLOWING SKILL SETS WILL BE OF IMPORTANCE:

1. Problem Solving Skills
2. Application of Statistical tools
3. Analytical skills (Quantitative Aspects)
4. Operations management
5. Interdepartmental operational skills
6. Sensitization to Global perspectives
7. Learning by application and doing – Experiential learning
8. Quality Management aspects & application

OBJECTIVES OF COURSES:

1. To enlighten students on the various clinical and non-clinical aspects of administration of a hospital.
2. To expose them to appropriate and optimum medical knowledge in order to appreciate the complexity of hospital operations.
3. To empower students with requisite exposure to the health care sector globally so that they may be aptly employed in various verticals of the same.
4. To help the students gain an understanding of the events & problems which occur in day to day working of healthcare organizations?
5. Students are expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.

ELIGIBILITY FOR ADMISSION: A student seeking admission to this course must have the following qualifications:

1. A candidate is eligible for admission to the Degree in Bachelor of Business Administration – Hospitals & Healthcare after passing 12th Std. examination (H.S.C. 10 +2) from any stream with English as passing subject and has secured 40% marks at 12th std.
2. Three Years Diploma after S.S.C. i.e. 10th Standard of Board of Technical Education conducted by Government of Maharashtra or its equivalent.
3. Two Years Diploma in Pharmacy after H.S.C., of Board of Technical Education conducted by Government of Maharashtra or its equivalent.
4. MCVC: Minimum Competency Vocational Courses

MEDIUM OF INSTRUCTION: English

DURATION OF THE PROGRAMME: The Bachelor of Business Administration –Hospitals & Healthcare (BBA –HH) is a full time three (3) years programme and it is divided in six (6) Semesters.

AWARD OF CREDITS:

1. Each course having 4 credits shall be evaluated out of 100 marks and student should secure at least 40 marks to earn full credits of that course.
2. Each course having 3 credits shall be evaluated out of 75 marks and student should secure at least 30 marks to earn full credits of that course.
3. Each course with 2 credits shall be evaluated out of 50 marks and student should secure at least 20 marks to earn full credits of that course.
4. For all semesters 50% Internal & 50% External is the pattern of evaluation.

EVALUATION PATTERN:

1. Each course carrying 100/75/50 marks shall be evaluated with Internal Assessment (IA) and External Assessment (EA) mechanism.
2. For the course carrying 100 marks, internal assessment shall be of 50 marks while External Assessment shall be of 50 marks.
3. For the course carrying 75 marks, internal assessment shall be of 37 marks while External Assessment shall be of 38 marks.
4. For the course carrying 50 marks, internal assessment shall be of 25 marks while External Assessment shall be of 25 marks.
5. To pass in the course of 100 marks, a student has to secure minimum 40 marks provided that he should secure minimum 15 marks in each Internal & External Assessment.
6. To pass in the course of 75 marks, a student has to secure minimum 30 marks provided that he should secure minimum 11 marks in each Internal & External Assessment.
7. To pass in the course of 50 marks, a student has to secure minimum 20 marks provided that he should secure minimum 08 marks in each Internal & External Assessment.

METHOD OF EVALUATION AND EVALUATION CRITERIA:**1. INTERNAL ASSESSMENT:**

- The purpose of internal evaluation is to assess the depth of knowledge, understanding and awareness. For this purpose a teacher is expected to use different evaluation methods in order to have rational and objective assessment of the learners and available resources.
- Internal Evaluation includes continuous evaluation of a student by adopting variety of techniques such as Assignments, Presentation, Internal examination, Group Discussions, Projects etc.

- The marks shall be made available to the University, on demand. Marks for the internal evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.
- 2. EXTERNAL EXAMINATION:** There will be written Examination of at the end of each Semester. Guidelines for setting of Question Papers:
- A candidate shall have to answer the questions in all the subjects in English only.
 - Question papers shall be framed so as to ensure that no part of the syllabus is left out of study by a candidate.
 - Question paper shall be balanced in respect of various topics outlined in the syllabus.

COMPLETION OF DEGREE PROGRAMME: A student who earns 132 credits, shall be considered to have completed the requirements of the B.B.A.(HH) degree program and CGPA will be calculated for such student.

Course Structure for BBA in Hospitals and Healthcare
SEM I

Subject Code	Name of Subject	Subject Type	Hours	Credit
101	English	Generic Core	45	3
102	Fundamentals of Management	Generic Core	45	3
103	Introduction to Hospital & Healthcare	Generic Core	45	3
104	Environmental Science I	Generic Core	45	3
105	Introduction to Human Physiology & Biochemistry	Subject Core	45	3
106	Introduction to Human Anatomy	Subject Core	45	3
107	Business Statistics I	Subject Core	30	2
	SEC- Elective (any one)			
108	Fundamentals of Computers	Skill Enhancement Course	30	2
109	Basic MS Excel	Skill Enhancement Course	30	2
		Total	330	22

SEM II

Subject Code	Name of Subject	Subject Type	Hours	Credit
201	English	Generic Core	45	3
202	Business Accounting	Generic Core	45	3
203	Nutrition & Dietetics	Generic Core	45	3
204	Business Environment	Generic Core	45	3
205	Introduction to Hospital Administration	Subject Core	45	3
206	Introduction to Pathology & Microbiology	Subject Core	45	3
207	Business Statistics II	Subject Core	30	2
	SEC- Elective (any one)			
208	Information Technology Environment	Skill Enhancement Course	30	2
209	Introduction to Economics	Skill Enhancement Course	30	2
		Total	330	22

SEM III

Subject Code	Name of Subject	Subject Type	Hours	Credit
301	English	Generic Core	45	3
302	Basics of Community Medicine	Generic Core	45	3
303	Hospital Operation- I	Generic Core	45	3
304	Environmental Science II	Generic Core	45	3
305	Quantitative Techniques	Ability Enhancement Compulsory Course	30	2
	DSE (Any two from three)			
306	Introduction to Pharmacology	Discipline Specific Elective	60	4
307	Cost and Management Accounting	Discipline Specific Elective	60	4
308	Biomedical Instrumentation	Discipline Specific Elective	60	4
	Total		330	22

SEM IV

Subject Code	Name of Subject	Subject Type	Hours	Credit
401	English	Generic Core	45	3
402	Introduction to Health Administration	Generic Core	45	3
403	Human Resource Management	Generic Core	45	3
404	Hospital Operations II	Generic Core	45	3
405	Introduction to Medicine	Ability Enhancement Compulsory Course	30	2
	DSE(Any two from Three)			
406	Introduction to Marketing Management	Discipline Specific Elective	60	4
407	Financial Management	Discipline Specific Elective	60	4
408	Epidemiology	Discipline Specific Elective	60	4
	Total		330	22

SEM V

Subject Code	Name of Subject	Subject Type	Hours	Credit
501	Purchase and Materials Management	Generic Core	45	3
502	Introduction to Surgery	Generic Core	45	3
503	Research Methodology	Generic Core	45	3
504	Individual & Interpersonal Behavior	Generic Core	45	3
	DSE(Any two from Three)			
505	Forensic Medicine & Toxicology	Discipline Specific Elective	60	4
506	Introduction to Obstetrics & Gynecology	Discipline Specific Elective	60	4
507	System Analysis Design	Discipline Specific Elective	60	4
	SEC- Elective (any one)			
508	Social Media Marketing	Skill Enhancement Course	30	2
509	Healthcare Insurance	Skill Enhancement Course	30	2
	Total		330	22

SEM VI

Subject Code	Name of Subject	Subject Type	Hours	Credit
601	Medical Laws & Medical Ethics	Generic Core	45	3
602	Management of Quality	Generic Core	45	3
603	Introduction to Hospital Planning	Generic Core	45	3
604	Innovations in Healthcare	Generic Core	45	3
	DSE(Any two from Three)			
605	Business Ethics and Management by Indian Values	Discipline Specific Elective	60	4
606	Marketing of Hospital Services	Discipline Specific Elective	60	4
607	Relation Data Base Management System	Discipline Specific Elective	60	4
	SEC- Elective (any one)			
608	Service Management	Skill Enhancement Course	30	2
609	Entrepreneurship	Skill Enhancement Course	30	2
	Total		330	22

Semester – I

Subject Name	ENGLISH
Subject Code 101	
COURSE OBJECTIVE: The objective of the course is to enable students to learn and to have a good working practice of English.	
LEARNING OUTCOME: After completion of this course students will be capable to understand English language & will have improved communication.	
COURSE CONTENT	
1	Prose (A.G. Gardiner) 1.1 On Saying 'Please' 1.2 On Habits 1.3 On Courage 1.4 On Fear 1.5 On Keyhole Morals.
2	Poetry 2.1 On His Blindness – John Milton 2.2 It is not Growing Like a Tree – Ben Jonson 2.3 Elegy Written in a Country Churchyard – Thomas Gray
3	3.1 English Grammar & Usages
4	Concord 4.1 Agreement of the verb with its subject 4.2 structure of sentence 4.3 Element of a series 4.4 Active & Passive Voice 4.5 Reported Speech
5	Paragraph Writing
6	Précis-Writing

7	Letter & Application – Writing	
8	Essay Writing	
Learning Resources: (Latest Edition)		
Text Books:		
1. Kumkum Bhardwaj, Professional Communication , I.K. International Publication, New Delhi		
2. Solomon Ambuchelvan , What is what of English , Acme Learning		
3. Deepshikha Jain , Communicative English Parshva Publishers		
4. Rajshri Dewan , English and Business communication Acme learning		

Subject Name	Fundamentals of Management	
Subject Code 102		
Course Objectives: To expose the students to different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases.		
Learning Outcomes: At the end of the course students should be able to		
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or on an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems and, describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 		
Course Contents		
Unit	Content	
1	Management Concepts and Theories	
1.1	Concept and Nature of Management	
1.2	Role and responsibility and functions of Manager	
1.3	Managerial Skill and organization hierarchy	
1.4	Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution)	
1.5	Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	
2	Planning	

2.1	Nature and purpose of planning.	
2.2	Types of Planning	
2.3	Planning Process	
2.4	Nature of Objectives, MBO; Process, benefits and limitations	
3	Strategies, Policies and Planning	
3.1	Nature and process of planning	
3.2	Strategies planning process	
3.3	TOWS Matrix	
3.4	Porter's Generic Competency Model	
3.5	Planning and Forecasting	
4	Organizing	
4.1	Nature and Purpose of Organizing	
4.2	Organizational Design and Types	
4.3	Organizational Structure; Departmentalization.	
4.4	Line/Staff Authority and de-centralization, Delegation	
5	Controlling	
5.1	Concept and Process of Control	
5.2	Control Techniques	
5.3	Human aspects of Controlling	
5.4	Use of IT in Controlling	
6	Decision Making	
6.1	Decision making	
6.2	Nature, types and scope of managerial decision making process	
6.3	Models of decision making	
6.4	Certainty in decision making	
<p>Learning Resources: Text Books: R.D. Agrawal, Organization and Management, Tata McGraw Hill.</p> <p>Reference Books: Harold Koontz, Heinz Weihrich, Management: A Global Perspective, Tata McGraw Hill. Stephen P. Robbins, Management, Pearson Education.</p>		

Subject Name	Introduction to Hospitals and Healthcare	
Subject code 103		
Course Objective: The objectives of the course are to help students to understand health in general and hospitals as an institution so that they get an overview and get oriented to the basics of their management.		
Learning Outcomes: At the end of the course the student should be able to <ul style="list-style-type: none"> 1. Have a clear understanding of the healthcare delivery system in India. 2. Acknowledge the role of hospitals and their constitution. 		
Course Contents		
Unit	Content	
1	Health	
1.1	Meaning and concept of health, disease, care and administration	
1.2	Health Indicators and their importance	
2	Healthcare: The Indian Scenario	
2.1	The structure of health care delivery system in India	
2.2	Administration of Health care: policy and process	
2.3	Medical care including the role of State, local self-governments, NGOs, Private and Corporate sector and Community in general	
3	Hospitals	
3.1	Meaning of a hospital	
3.2	Role of hospital in the health care spectrum	
3.3	Role of hospital in the society	
3.4	Functions of a hospital	
3.5	Classification of hospitals	
3.6	Organizational structure of hospitals	
4	Hospital Services	
4.1	Clinical services	
4.2	Administrative and support services	
4.3	Role and responsibilities of a Hospital Administrator	

4.4	Patient's Bill of Rights	
4.5	Hospital Information System (HIS): an overview	
4.6	Control measures, MRD, audits: an overview	
4.7	Standard Operating Procedures (SOPs), their meaning and significance.	
4.8	Administrative processes and flow charts	
4.9	Ethical values in hospital administration	
Learning Resources:		
Text Books:		
<ol style="list-style-type: none"> 1. K. Park, "Text Book of Preventive and Social Medicine". 2. B.K. Mahajan Text Book of Preventive and Social Medicine 3. B.M. Sakharkar, "Principles of Hospital Administration and Planning". 		
Reference Books:		
<ol style="list-style-type: none"> 1. Kunders: Hospital Planning & Hospital Management. 2. Mc. Caullay: Hospital Administration and Planning. 3. Hospital Management by Dr. P. V. Bokil 		

Subject Name	Environmental Science I	
Subject Code 104		
Course Objective:		
The objective of this course is to develop global perspective about the environmental management and to develop understanding of how environmental and ecosystem services are crucial elements to reduce disaster risk in Hospital. Climate change mitigation CDM and other options for sustainable development, Carbon trading a new concept.		
Learning Outcome:		
Upon successful completion of this course students will be capable to understand how environmental and ecosystem services are crucial elements to reduce disaster risk in hospitals		
Course Contents		
Unit-1	<ol style="list-style-type: none"> 1. Basic concept of environment and ecosystem, 2. Global environmental issues 3. Environmental sustainability, Sustainable development, Path to sustainability. 4. Global environmental summits. 5. Objective and the components of environmental management 	
Unit-2	<ol style="list-style-type: none"> 2.1 Management tool, Environmental impact assessment. 2.2 The millennium ecosystem assessment. 2.3 Brief introduction of HYOGO framework, Biosafety categna protocol. 	
Unit-3	<ol style="list-style-type: none"> 3.1 Environmental risk, Global climate changes: cause, impact 3.2 Ozone depletion and its consequences 3.3 Kyoto Protocol and Montreal protocol 	
Unit- 4	<ol style="list-style-type: none"> 4.1 Case studies of climate related disasters. 4.2 Climate change mitigation CDM, Carbon trading 	
Unit - 5	<ol style="list-style-type: none"> 5.1 Role and efforts of international agencies in strengthening nations for sustainable development special reference to UNEP, WRI, WORLD BANK 	
Text Books : (Latest Edition)		
<ol style="list-style-type: none"> 1. Environmental Management, N.K. Liberoi, Excell Books. 2. Environmental Science, G. Taylor Miller, Jr. Cengage Learning. 		

Subject Name	Introduction to Human Physiology & Biochemistry	
Subject Code 105		
Course Objective: To enable students to learn and to have a good understanding of Human Physiology and Biochemistry as is necessary for Hospital Administrators.		
Learning Outcome: At the end of the course students should be able to have a clear understanding of the human physiology and biochemistry which in turn will facilitate the understanding of the different conditions of the body and its related management.		
Course Contents		
Unit	Content	
1	General Physiology & Biochemistry	
1.1	Physiology with special reference to Human Body	
1.2	Principles of bio-physics as applicable to the human body	
2	The Circulatory System	
2.1	Composition of blood, functions of all components of blood	
2.2	Blood groups	
2.3	Cardiac Cycle, Blood Pressure and ECG	
2.4	Lymphatic system	
2.5	Acid base balance and temperature regulation in humans	
3	The Endocrine System	
3.1	Hormones , classification of hormones	
3.2	Gross physiology of endocrine system and its applied clinical aspects	
3.3	mechanism of action of various hormones and their role in controlling body activities	
3.4	hypo and hyper secretion of hormones and its clinical consequences	
4	The Gastro-intestinal System	
4.1	Physiology of gastro- intestinal system and its applied aspects; physiology of liver and pancreas	
4.2	Enzymes types, Mechanism of action, co-enzymes	
4.3	Structure and functions of carbohydrates, lipids, amino acids, proteins and nucleic acids.	
4.4	Immune-globulins and immunity; vitamins and minerals; electrolytes	
4.5	Malnutrition and disorders related to carbohydrates, fats, proteins and vitamin deficiency;	

	Electrolyte imbalance	
5	More about the Human Body	
5.1	Respiration and its physiology with regard to its clinical application; diseases of respiratory system; artificial ventilation	
5.2	Physiology of the nervous system; CNS, autonomic, sympathetic and parasympathetic systems and their applied physiology; excitable tissue –nerve and muscle	
5.3	Excretory system in humans including applied aspects	
5.4	Physiology of reproduction in humans	
5.5	Biochemical Lab tests, profiles and equipment	
Learning Resources: As per the suggestions given by the faculty.		

Subject Name		Introduction to Human Anatomy
Subject Code 106		
Course Objective: To expose the students to the fundamentals of human body organization.		
Learning Outcome: At the end of the course students should be able to have a clear understanding of the human anatomy which in turn will facilitate the understanding of the different conditions of the body and its related management.		
Course Contents		
Unit	Content	
1	General anatomy	
1.1	Introduction to the human body	
1.2	General anatomical terms	
2	Osteology	
2.1	The skeletal structure : formation and functions	
2.2	Types of joints, their structures and functions performed	
2.3	Bones of upper and lower limb	
2.4	Skeletal structure of the head and vertebral column	
2.5	Skeletal structure of the girdles	
3	The Muscular System	
3.1	Anatomy of a muscle, functions of the muscular system	
3.2	Major muscles of the human body	

3.3	Muscles of the upper and lower limb	
4	The Nervous System	
4.1	Nerves and synapses, functions of the nervous system	
4.2	The central nervous system and major functions	
4.3	The peripheral nervous system and major functions	
4.4	The autonomic nervous system and major functions	
4.5	The somatic nervous system and major functions	
4.6	Sensory, motor, sympathetic and parasympathetic divisions	
5	Major Organs	
5.1	Heart	
5.2	Lungs	
5.3	Liver	
5.4	Pancreas	
5.5	Kidney	
5.6	Anterior and posterior abdominal wall	
5.7	Skin	
6	The Genitourinary System	
6.1	Male genitourinary system, organs and their functions	
6.2	Female genitourinary system, organs and their functions	
Learning Resources: Text Book: B.D Chaurasia, Human Anatomy , CBS Publishers. Reference Books: I.B. Singh, Essentials of Human Anatomy , Jaypee Brothers. Henry Gray, Gray's Anatomy , Recent Edition.		

Subject Name	Business Statistics - I
Subject Code 107	
Course Objective: The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.	
Learning Outcome: At the end of the course students should be able to <ol style="list-style-type: none"> 1. Interpret the data to get solutions to the problems. 2. Classify, present the data as per the requirements of the practicing managers. 	

Course Contents	
Unit	Content
1	Introduction to Statistics and Vital Statistics
1.1	Definition of Statistics
1.2	Importance and scope of statistics
1.3	Limitations of statistics
1.4	Introduction to vital statistics
2	Introduction to Statistical Methods
2.1	Collection of data
2.2	Graphical presentation of numerical data
2.3	Diagrammatic representation of numerical data
3	Measures of Central Tendency
3.1	Arithmetic Mean
3.2	Median
3.3	Mode
4	Measures of Variation
4.1	Quartile deviation
4.2	Mean deviation
4.3	Standard deviation
4.4	Variance
5	Measures of Skewness and Kurtosis
5.1	Karl Pearson's coefficient of skewness
5.2	Bowley's coefficient of skewness
5.3	Kelly's coefficient of skewness
5.4	Kurtosis
6	Probability Theory and Probability Distributions
6.1	Probability: Basic Concepts
6.2	Binomial, Poisson and Normal distributions-their characteristics and applications
7	Statistical Decision Theory

7.1	Decision making process	
7.2	Decisions under Uncertainty and Decisions under Risk	
Learning Resources:		
Text Books:		
<ol style="list-style-type: none"> 1. S. P. Gupta, Statistical Methods, New Delhi, Sultan Chand and Sons. 2. D. C. Sancheti and V. K. Kapoor, Statistics: Theory, Methods and Applications, New Delhi: Sultan Chand and Sons. 3. D.N. Elhance, Veena Elhance and B. M. Aggrawal, Fundamentals of Statistics, Allahabad: Kitab Mahal. 		

Subject Name	Fundamentals of Computers	
Subject Code 108		
Course Objective:	The objectives of the course are to introduce the students to the concepts of computer hardware and software and to acquaint them with IT Tools.	
Learning Outcome:	At the end of the course the student should have a clear understanding of computer hardware and software tools.	
Course Contents		
Unit	Content	
1	Introduction to Computers	
1.1	Hardware: Input / Output devices, storage devices and memory.	
1.2	Software: System and Application Software, Compilers, Interpreters and Assemblers.	
1.3	Computer Languages: Levels of Languages, Generation and their features.	
1.4	Generation of Computer (Phases of development of computers).	
1.5	Number System: Introduction to number system, Binary, Decimal, Hexadecimal and their conversions and their uses in computer system.	
2	Operating Systems	
2.1	DOS: External and Internal Commands and features.	
2.2	WINDOWS : Basic Operations, utilities and features.	
2.3	UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, chmod, rmdir, who, who am I, banner, date, kill, etc.).	
3	Application Software (MS-Office 2016)	

3.1	MS Word 2016: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.	
3.2	MS Excel 2016: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel’s chart features, working with graphics, using worksheet as databases, automating “what-if” projects.	
3.3	MS PowerPoint 2016: PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in PowerPoint.	
3.4	MS Access 2016: Database creation, screen / form design, report generation using wizard.	
Learning Resources: Text Books: <ol style="list-style-type: none"> 1. Suresh K. Basandara., “Computer Today”, New Delhi, Cialgotra – 1999. 2. Rom Mansfield., “The concept guide to Microsoft Office”, New Delhi BPB 1994. 3. Suilz, “Learn DOS in a Day”, New Delhi BPB. 4. P.K. Sinha, “Computer Fundamentals”, New Carole Boggs Mathews and Martin. Mathews, Windows 95 Instant Reference. New Delhi BPB 1995. 5. Gini Courter & Annette Marquis, “Microsoft Office 2000 No Experience Required”, BPB Publications, New Delhi, 1999. 6. Laurie Ulrich, “Tech yourself Microsoft Office 2000 in 2 days”, Techmedia, New Delhi, 1999. 7. Sumitabha Das, “Unix Concepts and Applications”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 1997. 		

Subject Name		Basic MS Excel
Subject Code 109		
Course Objective: The objectives of the course are to introduce the students to the concepts of Microsoft Excel.		
Learning Outcome: At the end of the course the student should have a clear understanding of Excel applications & use.		
Course Contents		
Unit	Content	
1	Introduction to Spreadsheets	
1.1	Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar	
1.2	Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within	

	Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.	
1.3	Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks.	
1.4	Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities.	
1.5	Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPV, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities.	
Learning Resources: Text Books: 1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons 2. Excel: Formulas & Functions, Robert Dinwiddie 3. Excel 2007 for Dummies by Greg Harvey 4. New Perspectives on Microsoft Office Excel 2007 5. Microsoft Excel 2016 Step by Step, Curtis Frye		

Semester – II

Subject Name : English
Subject Code: 201
COURSE OBJECTIVE: The objective of the course is to enable students to learn and to have a good working practice of English
LEARNING OUTCOME: After completion of this course students will be capable to understand English language & improved communication skills.

COURSE CONTENT

Unit -1

Prose (A.G. Gardiner)

- 4.1 A lesson My Father Taught Me – A.P.J. Abdul Kalam
- 4.2 Toasted English – R. K. Narayan
- 4.3 The Romance of a Busy Broker – O. Henry
- 4.4 The Open Window – Saki
- 4.5 The Doll's House – Katherine Mansfield

Unit - 2

Poetry

- 5.1 Sonnet 29: 'When in disgrace with fortune and men's eyes' – William
- 5.2 The World is too much with US – William Wordsworth
- 5.3 The Listeners – Walter de la mare

Unit – 3

English Grammar & Usages

- 6.1 Tenses
- 6.2 Prefix Suffix
- 6.3 Agreement of the verb with its subject
- 6.4 Homophones
- 6.5 Essay Writing.

Learning Resources: (Latest Edition)

Text Books:

Sem2

1. Abrams, M. H. – A Glossary of literary Terms (Latest Edition), (Macmillan)
2. Hawthorn, Jeremy (2005), Studying the Novel (Hodder Arnold)
3. Barnett, Susan- Students Guide to writing about Literature (Pearson Education)
4. Forster, E. M. – Aspects of Novel

Subject Name	BUSINESS ACCOUNTING
Subject Code 202	
OBJECTIVE: The objective of this course is to help students to acquire basic accounting concepts and use them as a tool of decision making.	
LEARNING OUTCOME: After completion of this course students will be capable to understand Accounting practices and how to apply in business and other fields.	
CONTENT	

Unit	1.1 Introduction to Accounting: Meaning of Accounting, The process of Accounting,
1	1.2 Advantages of Accounting, Financial Accounting, Financial Statements, 1.3 Uses of Financial Statements, and Limitations of Accounting. Relationship with other functional areas.
2	2.1 Accounting concepts and Mechanics: Generally Accepts Accounting Principles (GAAP), Basic Concepts, Concepts of Double entry system of accounting rules of debit credit entries, types of accounts, Journalizing the transactions, posting entries in ledger accounts and 2.2 Concept of trial balance, Cash Books, Subsidiary Books.
3	3.1 Preparation of Financial Statements, Trading Account, Profit and Loss Account, Balance Sheet and Adjustment Entries.
4	4.1 Bank Reconciliation Statement.
5	5.1 Depreciation: Meaning, Objectives, Methods of Depreciation
TEXT READINGS: (Latest Edition) 1.T.S.Grewal, Introduction to Accountancy , Sultan and Sons, New Delhi. 2. T.S.Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons 3.Maheswari, Financial Accounting, Vikas Publications, New Delhi.	

Subject Name	Nutrition & Dietetics
Subject Code : 203	
OBJECTIVE : The objective of the course is to enable students to have a good understanding of Nutrition & Dietetics as is necessary for a Hospital Administrator.	
LEARNING OUTCOME: At the end of the course students should be able to: To understand latest practices in Nutrition and dietetics	
CONTENT	
1	Health food & nutrition - An introduction. (a) The concept of health. (b) Definition of nutrition, nutrients, nutritional status and nutritional care. (c) Classification of nutrients. (d) Five major food groups, functions of food. (e) Meal planning. Balanced diet.
2	The Nutrients- (a) Introduction, composition, properties, specific function sources, R.D.A of macro and micro nutrients. (1) Proteins (2) Carbohydrates (3) Lipids (4) Minerals (5) Vitamins and their metabolism. (b) Water and electrolyte balance.

3	<p>(a) An overview of digestion, absorption, transport and utilization of nutrients in the body.</p> <p>(b) Energy metabolism: Basal Metabolic Rate, factors affecting BMR</p>	
4	<p>Malnutrition and Deficiency diseases.</p> <p>(a) Malnutrition: - causes, hazards and symptoms of under nutrition.</p> <p>(b) Protein calorie malnutrition: marasmus and kwashiorkor.</p> <p>(c) Vitamin Deficiency:- vit. A, D, and deficiency of the B group.</p> <p>(d) Deficiency of iron - Anemias.</p>	
5	<p>DIETETICS</p> <p>a. Therapeutic modification of the Normal diet :</p> <p> a. Purpose of modified diets.</p> <p> b. Soft diet Liquid diet - clear fluid diet & full fluid diet.</p> <p>b. Diet in other diseased states :</p> <p>Over weight - Low calorie diets/Obesity</p> <p>Dietary consideration in Infections & Fever.</p> <p>Diet in diseases of stomach & G.I. Tract Peptic ulcer, diarrhoea, dysentery - Low Residue diet/High Fiber diet.</p> <p>(4) Diet in disturbances of the Liver- high Protein/High carbohydrate / Fat restricted diet Diet in Diabetes Mellitus.</p> <p>(5) Dietary management of acute & chronic Diseases of the heart:- sodium and fat restricted diet.</p> <p>(6) Diet in diseases of the kidney: controlled protein potassium, sodium diet.</p> <p>(7) Nutrition in surgical conditions: - Tube feedings, high protein, high fat, Low CHO diet.</p>	
6	<p>Role of Dietician in the hospital set up i) where food is provided by the hospital and ii) where food is not catered by the organization An introduction to food service system and their development Food service systems -Planning and operations :-</p> <p>a. Layout and equipments</p> <p>b. Menu planning.</p> <p>c. Food purchasing</p> <p>d. Receiving and store room management</p> <p>e. Prerequisites for Hygienic Bulk Food production</p> <p>f. Food production:</p> <p>g. i) Management of Quality and Quantity food ii) Kitchen productions iii) Quantity control iv) Quality control</p> <p>h. Delivery and service of food in different systems(Centralized and Decentralized food distribution)</p> <p>i. Maintenance & Sanitation.</p> <p>j. Energy and time management.</p> <p>k. Food acceptability and sensory evaluation.</p> <p>l. Infection Control</p> <p>m. Pest Control</p>	

Text Reading:

1. Shrilaksmi, **Nutrition & Dietetics**, latest edition
2. Shubhangini Joshi, **Nutrition & Dietetics**, latest edition
3. N. Swaminathan, **Food and Nutrition**, latest edition

Subject Name	BUSINESS ENVIRONMENT
Subject Code 204	
COURSE OBJECTIVE : To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business	
LEARNING OUTCOME: After completion of this course students will be capable to understand Business Environment practices and how to apply in business and other fields.	
COURSE CONTENT	
Unit-1	1.1 Components and Significance of Business Environment, 1.2 Factors effecting environment of Business, 1.3 Economic factors and its Components, 1.4 Cultural factors and its impact on business, 1.5 Social Environment and its impact on Purchasing and Consumption, 1.6 Political Stability, 1.7 Sovereignty and its impact on the returns of Business, 1.8 Technological and its impact on internationalizing the business activities, Legal environment 1.9 Dimensions of International Business Environment, Challenges.

Unit-2	<p>2.1 Economic Planning & Development</p> <p>2.2 Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors</p> <p>2.3 Industrial Policy of the Government Latest Industrial Policy</p> <p>2.4 Foreign Trade Policy</p> <p>2.5 Fiscal Policy and Tax System in India</p> <p>2.6 Monetary Policy and Banks Reforms in India</p> <p>2.7 Challenges of Indian Economy, Rural Development Efforts</p>	
Unit-3	<p>3.1 India as one of the most prominently emerging economies of world</p> <p>3.2 Balance of Payments</p> <p>3.3 Concepts, Disequilibrium in BOP</p> <p>3.4 Methods of Correction</p> <p>3.5 Tread Barriers and Tread Strategy</p> <p>3.6 Free Trade vs. Protection</p> <p>3.7 World Financial Environment</p> <p>3.8 Foreign Exchange Market Mechanism</p> <p>3.9 Exchange Rate Determination and Euro Currency</p>	
Unit-4	<p>4.1 Strategies for going Global</p> <p>4.2 International Economic Integration</p> <p>4.3 Country Evaluation and Selection</p> <p>4.4 Foreign Market Entry Method</p> <p>4.5 International Trading Blocks, Their Objectives</p> <p>4.6 WTO Origin, Objectives</p> <p>4.7 Organization Structure and Functioning</p> <p>4.8 WTO and India</p>	
<p>Learning Resources</p> <p>Text Readings:</p> <ol style="list-style-type: none"> 1. Shaikh Salim, Business Environment, Pearson Education, 2010 2. Mark Hirschey, Economics for Managers, Cengage, 2006 3. Palwar, Economic Environment of Business, PHI, New Delhi, 2009 4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009 		

Subject Name	INTRODUCTION TO HOSPITAL ADMINISTRATION	
Subject Code 205		
Course Objective: The objective of the course is to enable students to have a good understanding of Hospital Administration.		
Learning Outcome: Upon completion of this course students will be able to analyze the structure and interdependence of healthcare system elements and issues using critical thinking to formulate innovative system designs that improve healthcare delivery.		
Course Contents		
Unit – 1 Introduction to Hospital Field	<ol style="list-style-type: none"> 1. Definitions - hospital and medical care, types, control. Functions medical care, prevention, professional education and research. Role of hospital in health spectrum. 2. Hospital of India-to-day. Classification & Accreditation, Number, type, size, distribution, ownership, utilization, rations, trends, problems 	
Unit-2 Hospital Administration	<ol style="list-style-type: none"> 1. Principles, Responsibilities, Roles & Functions of Hospital Administrator, Expected qualities of a good Hospital Administrator, 2. Organization of Hospital. The governing authority; business aspects; clinical aspects; channels of authority and communication. 3. Importance of qualified v/s non-qualified, Medical v/s non-Medical Hospital Administrator, Problems of hospital administration and their expected solutions 	
Unit-3	<ol style="list-style-type: none"> 1. Management of different clinical, Para clinical & support service departments in Hospitals 2. Hospital hazards, Administration of Government (Rural, District & Municipal Hospital) v/s Private Hospitals Administration of a teaching hospital Administration of a corporate hospital. 3. Administration of a voluntary hospital. Recent trends in hospital administration. 	
Unit- 4	<ol style="list-style-type: none"> 1. Hospital utilization and its evaluation, Public Health Education in Hospitals– Patient Education through I.T.(CAPE),Public Relations in Hospitals, 2. Quality Management in Hospitals-Certification & 	

	Accreditation TQM in Hospitals	
Unit – 5	<ol style="list-style-type: none"> 1. Management of Medical Records Department (manual & computerized), Management of Hospital Information System (Manual, Online & Offline), Hospital Audits, Financial Audit, Clinical Audit, Tissue Audit, Nosocomial Infection 2. Management of Biomedical Waste in Hospitals (Law & the Reality), Role of Administration in Education and Research, Recent trends in hospital administration 	
Learning Resources: Text Reading : <ol style="list-style-type: none"> 1.S.Porkodi & Shashikala, Hospital Architecture Planning & Design, Parshwa Publication, New Delhi 2. B.M.Sakharkar , Principles of Hospital Administration and Planning , 3.Kunders Hospital planning & hospital Management 		

Subject Name	INTRODUCTION TO PATHOLOGY & MICROBIOLOGY	
Subject Code 206		
COURSE OBJECTIVE : The aim of the course is to enable students to have a good understanding of Pathology & Microbiology necessary for hospital administration. The students at the end of the semester should be able to: Acquire the necessary knowledge. To appreciate the laboratory investigations to be done in a given simulated clinical problem. Appreciate the underlying principles of pathology/microbiology involved in a laboratory investigation and its application to diagnosis of the disease in question. Identify abnormal from normal values of common investigations & appreciate the difference between laboratory investigations done for screening, definitive diagnosis and those done for monitoring the course of the disease.		
LEARNING OUTCOME: At the end of the course students should be able to: To understand latest practices in Pathology & Microbiology		
COURSE CONTENT		
	<ol style="list-style-type: none"> 1.1 Inflammation acute & chronic 1.2 Neoplasia: aetiology, clinical types and clinical course of disease. 1.3 Haemo-stasis: Hemorrhage, shock & thrombosis 1.4 Basics of Immune system and its role in aetiology and prevention of 	

Unit-1	Disease 1.5 Respiratory System: Pulmonary tuberculosis and sputum examination. Carcinoma of lung. Bronchial asthma 1.6 Neoplasia: aetiology, clinical types and clinical course of disease. 1.7 Haemostasis : Hemorrhage, shock & thrombosis
Unit-2	2.1 Diseases of GIT and Liver: Infectious hepatitis. Infectious diarrheas, Peptic Ulcer 2.2 Genito-urinary Tract: urinary tract infections; Nephritis, Renal failure 2.3 Pathology of venereal diseases including AIDS
Unit-3	3.1 Laboratory Investigations: Various profiles like Pyrexia, Lipid, Cardiac, Renal Hepatic, Fertility, Obesity, Cancers & hematological etc. 3.2 Principles of Blood Banking. 3.3 Pathology of some common diseases .Coronary Heart Disease, cerebro-vascular accidents, hypertension, Diabetes mellitus
Unit-4	Microbiology & Parasitology: 4.1 Parasitology, with special emphasis on the prevailing parasitic diseases of India specially Plasmodium, Amoeba & Giardia, Ascaris, Enterobius, Taenia, Woucheria, Dracunculus, Hydatid etc. 4.2 Morphology and Physiology of bacteria, fungi and viruses.
Unit-5	5.1 Introduction to microbe's Standard microbial laboratory processes and methods. 5.2 Major bacterial, fungal and viral diseases and their findings. 5.3 Drugs of Microbial origin.
Unit-6	Basic Immunology 6.1 Immunity 6.2 Antigen 6.3 Antibodies 6.4 Immune Response 6.5 Immune deficiency & hypersensitivity

Learning Resources:

Text Books. (Latest Edition)

1. Basic Pathology Robin 5th ed. 1992 W.B. Saunders
2. Walter and Israel: General Pathology, 6th ed. Churchill and Livingstone.
3. Hand book of resource material for II Prof. MBBS students of Pathology prepared by Dept. of Pathology MGM Medical College, Indore.
4. Hand book of laboratory Investigations. Microbiology by Ananthnarayan Parasitology

Subject Name	BUSINESS STATISTICS II
Subject Code 207	
OBJECTIVE: The objectives of the course are to teach important statistical tools to	

students so is to provide them exposure to rational decision process.	
LEARNING OUTCOME: After completion of this course students will be capable to understand Statistical tool and how to apply in business and other fields.	
CONTENT	
Unit-1	1.1 Simple Correlation and Regression Simple Regression and Simple Correlation 1.2 Trend Analysis using Regression line, Correlation Analysis
Unit-2	2.1 Time Series and its Components, Models of Time Series 2.2 Methods of Studying Components of Time Series: 2.3 Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations
Unit-3	3.1 Index Numbers: Definition, uses, types 3.2 Methods of constructing index numbers
Unit- 4	4.1 Sampling, Sampling methods, 4.2 sampling and non-sampling errors
Unit- 5	5.1 Business Forecasting: Definition, Steps and methods 5.2 Theories of Business Forecasting
TEXT READINGS: (Latest Edition) 1. Business Statistics – J.K. Sharma, Pearson Education 2. Fundamental of Statistics, D.N. Elhance 3. Statistical Methods, Prof. S.P. Gupta 4. Statistics for Management, Prof. R.I. Levin 5. Statistics Theory, Methods and Applications, Sancheti and Kapoor	

Subject Name	INFORMATION TECHNOLOGY ENVIRONMENT
Subject Code 208	
COURSE OBJECTIVE : The objectives of the course is to provide the students basic concepts of information technology and its applications so as to enable them to make more efficient use of IT.	
LEARNING OUTCOME: After completion of this course students will be capable to understand Information Technology practices and how to apply in business and other fields.	
COURSE CONTENT	

1	1.1 Information Technology Concept 1.2 Definition, Characteristics and interpretation 1.3 Data its logical and physical concepts 1.4 Technology and its relevance in information age 1.5 Interpretation and elaboration of IT	
2	Fundamental of Communication Technology Media of Communication 2.1 Guided and Unguided media 2.2 Data transmission rate 2.3 Channel capacity 2.4 Transmission impairments 2.5 Signal and Noise 2.6 Encoding / Decoding 2.7 A to D A& D to A conversion 2.8 Modulation 2.9 Multiplexing 2.10 FDM 2.11 TDM	
3	3.1 Communication Techniques 3.2 Circuit Switching 3.3 Message switching packet switching-Their advantages &disadvantages	
4	4.1 Internet Basics & extended services 4.2 www, hypertext http 4.3 search engines 4.4 internet applications 4.5 types of internet connection 4.6 h/w & s/w requirements	
5	5.1 Multimedia Introduction Tools 5.2 Graphics 5.3 Sound 5.4 Video 5.5 Animation	
6	6.1 Artificial Intelligence Basic Concept of Artificial intelligence and Expert system.	
7	7.1 Exposure to application IT in various area of management function & corporate world.	

Learning Resources

Text Books: (Latest Edition)

1. The Internet Complete – Pearson Education
2. The Internet Book – Douglas e-Commerce, PHI
3. Multimedia Making Work – Tayvauchan, Tata McGraw Hill.
4. Computer Today – Suresh Basandra, Galgotia Publication.
5. Computer Networks – Andrews Tanenbaum, PHI

Subject Name	INTRODUCTION TO ECONOMICS
Course Code 209	
Course Objective: The objectives of the course are to acquaint the students with the basic knowledge and develop awareness about Macro Economics and Economic Environment.	
Learning Outcome: At the end of the course, students will be able to: <ul style="list-style-type: none"> • Explain economic events in individual markets and the aggregate economy using basic economic theory and tools. • Outline the implications of various economic policies on individuals and on the economy 	
Course Contents	
Unit –1 Macro Economics	1.1 Theory of income and employment 1.2 Importance of Macro Economics 1.3 Utility and limitations of Macro Economic analysis. 1.4 National Income Accounting, Methods of computing National Income, Problems in Computing National Income.
Unit-2 Theory of Employment	2.1 Classical theory of employment, Keynesian theory of employment 2.2 Determination of effective demand, 2.3 Aggregate supply and demand price 2.4 Equilibrium level of consumption, Keynes law of consumption 2.5 post Keynesian’s Development
Unit-3 Investment	3.1 Meaning, Types 3.2 Factors affecting Investment marginal efficiency of capital
Unit- 4 Business Cycle	4.1 Meaning. Characteristics of Trade Cycle 4.2 Keynes theory
Unit – 5 Monetary and Fiscal policies	5.1 Monetary Policy, Measures of Money Stock 5.2 Monetary policy of money supply 5.3 Instruments of monetary policy
Unit – 6 Fiscal Policy	6.1 The Union Budget 6.2 The State Budget 6.3 Finances of the Union and States. 6.4 Public spending in Health Sector
Unit – 7 Money and Banking	7.1 Money, its functions, Supply, 7.2 Effects of change in value of money 7.3 Banking – Indian commercial banking structure, Public sector banks vis – a-vis Private sector banks, RBI – Role & Functions

Learning Resources:

Text Reading:

1. M.L. Seth, “Macro Economics”.
2. Davett, “Modern Economic Theories”.
3. Macroeconomics by: M.C. Vaish. Or H.L. Ahuja
4. Macroeconomics by: Dornbusch & Fischer or Gregory Mankiv or Fred Gotthel.

Semester – III

COURSE OBJECTIVE:

The objectives of the course are to enable students to learn and to have a good working practice of English.

LEARNING OUTCOME:

After completion of this course students will be capable to understand English language & improved communication skills.

COURSE CONTENT

Unit -1**Prose (A.G. Gardiner)**

- 1.1 The Thief – Ruskin Bond
- 1.2 A Story of Stanford
- 1.3 What is body language
- 1.4 I love you mom
- 1.5 When ideas make money

Unit - 2**Poetry**

- 2.1 No men are Foreign – James Kirkup
- 2.2 I remember; I remember – Thomas Hood
- 2.3 Where the mind is without fear – Rabindranath Tagore

Unit – 3**English Grammar & Usages**

- 3.1 Active Passive Voice
- 3.2 Reported Speech
- 3.3 Clauses
- 3.4 Report Writing
- 3.5 Dialogue Writing
- 3.6 Letter Writing
- 3.7 E-mail Writing
- 3.8 Complaint Letter

Learning Resources: (Latest Edition)**Text Books: Sem3**

1. Mayhead, Robin – Understanding Literature (Blackie and Sons)
2. Rees, R. J. – An Introduction of English Literature to Foreign Learner
3. Martin, Gray – A Dictionary of Literary Terms (Pearson Education)
4. Boulton, Marjorie – Anatomy of Fiction (Routledge)

Subject Name	BASICS OF COMMUNITY MEDICINE
Subject Code 302	
Course Objective:	
The objectives of this course are to enable students to learn and appreciate the significance of preventive and social medicine, necessary for hospital administrators.	

Learning Outcome:

At the end of the course, the learner shall be :

- Aware of the physical, social, psychological, economic, and environmental health determinants of health and disease.
- Able to apply the clinical skills to recognize and manage common health problems including their physical, emotional and social aspects at the individual, family and community levels and deal with public health emergencies.

Course Contents

Unit –1	1. Evolution of Medicine, Community Medicine and Public Health. 2. Levels of prevention and intervention 3. Modes of Transmission of diseases – communicable diseases 4. Principles of Epidemiology	
Unit-2 Waterborne Diseases	2.1 Typhoid, Cholera, Amoebiasis 2.2 Control and prevention of waterborne diseases	
Unit-3 Droplet Infections (Air borne)	3.1 Mode of spread and control 3.2 Tuberculosis and National TB control program RNTCP	
Unit – 4 Viral Disease	4.1 Chickenpox and Herpes zoster, 4.2 Measles, Poliomyelitis, Viral Hepatitis	
Unit- 5 Diseases Transmitted through Vectors and their Control	5.1 Malaria and Modified malaria control program. 5.2 Filaria and Filaria control program	
Unit – 6 Diseases Transmitted through Contacts	6.1 Leprosy – Leprosy Eradication Program 6.2 Sexually Transmitted Disease – Transmission and Control 6.3 Syphilis, Gonorrhoea, LGV, Chancroid, Treatment and Control 6.4 AIDS, Hepatitis B, Trachoma.	
Unit – 6 Nosocomial Infection	6.1 Hospital acquired infection	
Unit – 7 Disposal of Waste	7.1 Non communicable diseases, Hypertension, Heart disease, Diabetes Mellitus, cancer, Accidents 7.2 Family welfare services, Population control, Reproductive and child health program 7.3 ICD concept and need	

Unit – 8 Misc.	8.1 Tetanus	
Learning Resources:		
Text Reading :		
K. Park. “ Text Book of Preventive and Social Medicine”, X VIIIth Edition		

Subject Name	HOSPITAL OPERATIONS- I	
Subject Code	303	
Course Objective:		
The subject is to acquaint the student with the day to day working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration.		
Learning Outcome: After completion of the course student will be familiarized with the hospital supportive services which are one of the key issues in hospital administration		
Course Contents		
Unit - 1	1.1 Introduction, Meaning of supportive services, Scope and role. 1.2 Nutrition and Dietetic service 1.3 Medical Record Department including EMR	
Unit-2	2.1 Electric supply, water supply plumbing and Sanitation 2.2 Medical gas supply and pipelines	
Unit-3	3.1 HVAC systems 3.2 Bio-medical engineering department with recent trend	
Unit- 4	4.1 Laundry Services 4.2 Housekeeping services-use of new microfibers and steam paper appliances for cleaning of walls, SIO2 liquid spray for glass cleaning.	
Unit – 5	5.1 Mortuary and transportations services	
Unit – 6	6.1 Hospital administration during Disasters –organizing a practical drill. 6.2 Engineering services and radiology hazards.	
Unit – 7	7.1 Latest Trends in supportive services 7.2 Communications Systems 7.3 Hospital engineering and Maintenance 7.4 Pharmacy Services.	

Unit – 8	8.1 Cost containment Measures in hospital Operations. 8.2 CONSERVATION OF ENERGY Study of conventions methods with orientations to the concept of green hospital, 8.3 Use of solar energy fixed and movable solar energy.
Learning Resources: Text Reading: 1. Natarajan ,S ,”Hospitals Supportive Services” Excel book New Delhi	

Subject Name	Environmental Science II	
Subject code- 304		
Course Objective: The objective of this course is to develop global perspective about the environmental management and to develop understanding of how environmental and ecosystem services are crucial elements to reduce disaster risk in Hospital. Climate change mitigation CDM and other options for sustainable development, Carbon trading a new concept.		
Learning Outcome: Upon successful completion of this course students will be capable to understand how environmental and ecosystem services are crucial elements to reduce disaster risk in hospitals		
Course Contents		
Environmental Legislation	<p>Definition of environment and pollutants, central and state boards for the prevention and control of environmental pollution, powers and functions of pollution control boards, penalties and procedure, duties and responsibilities of citizens for environmental protection.</p> <p>Wildlife Protection Act 1972, The Water (Prevention and Control of Pollution) Act 1974. Prevention and Control of Air Pollution Act 1981, Forest Conservation Act 1981, Environment (protection) Act 1986, Hazardous waste (Management and Handling) Rules, 1989, Bio-Medical Waste (Management and Handling) Rules, 1998. Issues involved in enforcement of environmental legislation, public awareness, Public interest litigations (PILs) and its role in control of</p>	

	environmental pollution in India.	
Environmental Health Management	Environmental health criteria, Scope of International Programme on Chemical Safety (IPCS). Effects of mercury, lead, chromium, cadmium, arsenic and nitrate on human health. Water borne diseases; Prevention and protection of community health from water borne diseases. Air borne bio-allergens; present in the ambient air, seasonal changes, mode of dispersal, disease intensity and control. Effects of Physical Environment on Accidents, Crime, Suicide and Diseases of Man: Effects of temperature, humidity, ionization, ultra violet radiation and acidity of air on skin, lungs, throat, nose, eye, nervous system. Effects of weather and climate on diseases, mental processes, working efficiency, traffic and industrial accidents, behaviour, suicide and suicide attempts, effect of thermal stress and altitude on the action of drug.	
<p>Text Books : (Latest Edition)</p> <p>3. Environmental Management, N.K. Liberoi, Excell Books.</p> <p>4. Environmental Science, G. Taylor Miller, Jr. Cengage Learning.</p>		

Subject Name	QUANTITATIVE TECHNIQUES
Subject Code 305	
Course Objective:	
The objectives of the course are to enable students to have a good understanding of quantitative techniques and to develop capability in them to use these techniques for solving the problems faced by Hospital Administrators.	

Learning Outcome:

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

- Understand how statistical data is collected and presented.
- Understand the use and limitations of various statistical methods that are used in business.
- Formulate and solve simple business problems mathematically.

Course Contents

Unit –1 Quantitative Technique	1.1 Introduction, OR and QT- Nature and purpose, Area, 1.2 Scope, Applications and Limitations.
Unit-2 Linear Programming	2.1 Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Methods Analysis, Simplex Method, Big- M Method, Advantage and Limitations of LPP.
Unit-3 Transportation Model	3.1 Mathematical Formulations, Initial Basic Feasible Solutions, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 3.2 Degeneracy. TP as Linear Programme.
Unit- 4 Assignment Problem	4.1 Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, 4.2 Solution of Assignment Problems using Hungarian Method (Minimization and Maximization, Route Allocation).
Unit – 5 Waiting Line Model	5.1 Introduction, Scope in Management Decisions, Queuing 5.2 Models - M/M/1 (Infinite and Finite Population), Probability calculations and 5.3 Application of M/M/C (Infinite Population).
Unit – 6 Network Scheduling by CPM/PERT	6.1 Introduction to Network ,PERT ,CPM 6.2 Basic Steps in PERT/CPM techniques, Network Diagram representation 6.3 Determination of Critical Path, Project Crashing and Economics of Crashing 6.4 Application of PERT/CPM techniques
Unit – 7 Inventory Control Models	7.1 EOQ, Purchasing Model with Price Breaks, 7.2 Manufacturing Models, Multi Item Models, Stochastic Models

Learning Resources:**Text Reading:**

1. Dr. V.K. Kapoor, Operation Research, S. Chand & Sons, Delhi.
2. QT for Decision Making, M.P. Gupta & R.B.Khanna, PHI (Prentice Hall of India).
3. Operation Research, Natarajan, P. Balasubramani Tamilarasi, Pearson Education.
4. Operation Research, P.G. Gupta and D.S. Hira, S. Chand & Sons.

5. OR, Theory & Application, J.K. Sharma, Macmillan Publishers India Ltd.

Subject Name	INTRODUCTION TO PHARMACOLOGY	
Subject Code 306		
Course Objective: For proper selection of drugs, it is essential to have a basic knowledge about the disease and the drug available for its treatment. The series of lectures will provide the student, basic knowledge about the drugs used for the treatment of various diseases commonly encountered in clinical practice.		
Learning Outcome: Upon completion of this course students will be able to understand pharmacological concepts, drug categories and drug treatments.		
Course Contents		
UNIT –I General Pharmacology	1.3 Drug – Definition, Sources, Nomenclature 1.4 Drug Laws, Sources of Drug information. 1.5 Dosage forms of drugs, Routes of drug administration. 1.6 Drug absorption, Distribution, Half-life of Drugs 1.7 Bio – availability, Fixed dose combinations 1.8 Drug poisoning and its management.	
Unit-2 Autonomic Nervous System	2.1 Cholinomimetic drugs, 2.2 Sympathomimetic drugs 2.3 Anti muscarinic agents 2.4 Sympathetic blocking drugs 2.5 Neuromuscular blocking agents.	
Unit-3 Central Nervous System	3.1 General anesthetics, Sedatives and Hypnotics 3.2 Antiepileptics 3.3 Analgesics – Narcotic and Non-steroidal antiinflammatory agents.	
Unit- 4 Gastrointestinal System	4.1 Acid – peptic disease 4.2 Antiemetics, Purgatives 4.3 Drug therapy of Diarrhea	

Unit – 5 Respiratory System	5.1 Drug therapy of Cough 5.2 Bronchial asthma	
Unit – 6 Cardiovascular System and Blood	6.1 Drug treatment of Angina Pectoris, Hypertension, Shock, Anticoagulants, Thrombolytic agents, Fibrinolytic agents.	
Unit – 7 Genito Urinary System	7.1 Diuretic 7.2 Drug acting on Uterus	
Unit – 8 Hormones	8.1 Thyroid and antithyroid drugs 8.2 Corticosteroids, Antidiabetic drugs.	
Unit – 9 Chemotherapeutic Agents	9.1 General principles, Sulfonamides, Penicillins, 9.2 Cephalosporins, Fluroquinolones, Macrolides, Chloramphenicol, 9.3 Antifungal agents, Antiviral agents, 9.4 Anticancer drugs and Immunosuppressive	
<p>Learning Resources: Text Reading: Essentials of Medical Pharmacology, K.D. Tripathi, Jaypee Publish: Pharmacology and Pharmacotherapeutics R.S. Satoskar, S.D. Popular PrakashBhandarkar, S.S. Ainapure, Goodman and Gillman’s pharmacology</p>		

Subject Name	COST AND MANAGEMENT ACCOUNTING	
Subject Code 307		
Course Objective: The aim of the course is to enable students to know and understand the various facets of accounting procedures and practices used in business management.		
Learning Outcome: On successful completion of this course, students will be able to: <ul style="list-style-type: none"> • Explain the role of management accounting information in assisting management in undertaking planning, performance measurement, controlling and decision-making. • Apply traditional and contemporary approaches to product costing in job, process, & activity based costing environments. • Use standard costs to prepare budgets for planning and control purposes. 		
Course Contents		
Unit - 1 Introduction to Cost Accounting	1. Purpose, Utility 2. Interrelationship of Financial Accounting and Management Accounting with Cost Accounting.	
Unit-2 Elements of Costs	2.1 Material, Labour and Overheads 2.2 Fractions and Segment Classification of Cost 2.3 Direct and Indirect Cost Centers and Cost Units.	
Unit-3 Various types of Costs	3.1 Product cost and period costs 3.2 Absorbed and Unabsorbed Costs 3.3 Expired and Unexpired Cost; Variable and fixed cost 3.4 Out of Pocket costs and Sunk Costs 3.5 Opportunity Cost and Liquidity Costs 3.6 Incremental, Marginal and Differential Costs.	
Unit- 4 Materials	4.1 Materials Purchasing Procedure, Organization Control and Records 4.2 Valuation of Inventory Control Over Materials, Inventory Control Techniques, 4.3 Accounting for losses & Wastages Accounting for issue of Materials from stores.	
Unit – 5 Labour	5.1 Time keeping and Time Booking, 5.2 Remuneration of Labour and Methods of Wage payments.	
Unit – 6 Overhead	6.1 Accounting and Control of Overhead, 6.2 Classification and Absorption of Overheads	
Unit – 7 Methods of Costing	7.1 Unit and Job costing and preparing Tenders 7.2 Contract Costing, Process Costing.	

Learning Resources:**Text Reading :**

1. Cost Accounting – Pearson Education.
2. Cost Accounting methods & Problems – B.K. Bhar
3. Cost Analysis and Control – B.M. Nigam and G.L. Sharma, Himalaya Publishing House, 1992.
4. A.T.B. of Cost Accounting – M.N. Arora, New Delhi, Vikas Publishing House Pvt. Ltd., 1994 Third Revised Edition.

Subject Name - BIO-MEDICAL INSTRUMENTATION
Subject Code- 308
Objective: The objective of the course is to enable students to have a good understanding of Bio-medical Instrumentation as is necessary for a Hospital Administrator.
Course Contains : Physiology of heart, heart as a pump. Various types of electrodes their construction, performance and applications Physiological transducers. Measurement & Analytical Techniques Blood Flow meters, blood pressure and cardiac output measurement. Measurement of heart sounds, Plethysmography, E.C.G.,E.M.G.,E.E.G. etc.
Biomedical Recorders Signal conditioning and processing circuits for medical recording systems. Bedside monitor ECG machine and cardioscope. Patient care and monitoring. Electrical safety of medical equipments.
Therapeutic Equipments : Pacemakers- Theory and design aspects, Difibrillaters, Laser applications in biomedical field. Artificial kidney and dialyses X-ray machines and Computed Topography. Magnetic resonance and Ultrasonic imaging systems. Ultrasound in medicines. Introduction to Thermograph.
Advance microprocessor and pc-based biomedical instruments
Biomedical telemetry.
Laser, Robotics, Telemedicine, Videoconferencing, Endoscopes Surgery & Microsurgery
Biomedical Equipment Requirement to Hospitals Equipment Selection & Maintenance, Maintenance Contracts and Software Model.
Reference Books : 1. L. Cromwell, F.J. Weibell and E.A.Pfeiffer:"Biomedical Instrumentation and Measurements" PHI 2. R.S. Khandpur: "Handbook of Biomedical Instrumentation" TMH

SEMESTER IV

Subject Name	English
Subject Code	401
COURSE OBJECTIVE: The objectives of the course are to enable students to learn and to have a good working practice of English.	
LEARNING OUTCOME: After completion of this course students will be capable to understand English language & improved communication skills.	
COURSE CONTENT	
Unit -1	
Prose (A.G. Gardiner)	
4.1 Unity of mind – A. P. J. Abdul Kalam	
4.2 The wonder of new millennium – Michael David	
4.3 After twenty years – O’Henry	
4.4 Engine trouble – R. K. Narayan	
4.5 JRD’s Words of inspiration to Sudha Murthy	
Unit - 2	
Poetry	
5.1 Up – hill – Christina Ro	
5.2 A different History – Sujata Bhatt	
5.3 Kindness – Sylvia Plath	
Unit – 3	
English Grammar& Usages	
6.1 Clauses – Coordinating and subordinating	

- 6.2 Conjunctions
- 6.3 Combining Sentence
- 6.4 WH Question
- 6.5 Speech Writing
- 6.6 Dialogue – Play Writing.

Learning Resources: (Latest Edition)

Text Books: 1. Murphy, M. J. – Understanding Unseens

- 2. Hooper – An Introduction to the Study of Language and Literature
- 3. Hudson, W. H. – Introduction to the Study of English Literature
- 4. Iyengar, K. R. Srinivas and Nandakumar, Prema – Introduction to the study of English Literature (Sterling, 1984)

INTRODUCTION TO HEALTH ADMINISTRATION	
Subject Name	
Subject Code 402	
Course Objective: The objective of the course is to enable students to have a good understanding of Health Administration.	
Learning Outcome: On successful completion of this course student will be able to understand and apply principles, including theory and techniques of health care.	
Course Contents	
Unit - 1	1.1 Meaning & Concept of Health, Disease , Care and Administration Various levels of prevention/ care & cure, levels of management, Health administration in India; 1.2 Organization of health services at Centre, State & District level, General introduction to organization of health care delivery system in India. 1.3 Various committees for recommendations on health care;
Unit-2	2.1 National Health Programs in details 2.2 Population demography & its medical significance 2.3 Reasons for increasing Need and demand for medical care and Need/Demand assessment 2.4 Factors determining Availability and Cost of medical care steps/techniques to reduce the cost of medical care.
Unit-3	1.1 Urban medical care system in metropolitan cities. 1.2 Rural medical care including the role of State, NGO’s, Private medical practitioners and community at large 1.3 Organization and administration of better medical care Information Education & Communication (IEC) Inter sectoral Co-ordination 1.4 Healthcare resource planning and allocation

<p>Unit- 4</p>	<p>1.1 Alternative systems of health care:-General introduction and their role in overall healthcare system, Yoga Therapy & its Global relevance. 1.2 Rehabilitation 1.3 WHO and other International Health Agencies. 1.4 Immunization, International recommendations for immigrant's vaccination 1.5 Quarantine and Isolation.</p>	
<p>Learning Resources: Text Reading: K Park Park's Text Book of Preventive and Social Medicine. B.K. Mahajan Text Book of Preventive and Social Medicine. WHO Publications on International Vaccination.</p>		

Subject Name	HUMAN RESOURCE MANAGEMENT	
Subject Code 403		
Course Objective:		
The course objectives are to help the students develop understanding of the dimensions of management of human resources, with particular reference to personnel management policies and practices in India. Efforts will also be directed towards developing their communication and decision making skills through case discussion, role playing and panel discussion.		
Learning Outcome:		
After the successful completion of this course student will be able to:		
<ul style="list-style-type: none"> • Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. • Administer and contribute to the design and evaluation of the performance management program. • Develop, implement, and evaluate employee orientation, training, and development programs. 		
Course Contents		
Unit - 1	1.1 Field of HRM: Concept, Traits, 1.2 Roles and Responsibilities of HR Manager	
Unit-2	2.1 Acquisition- Recruitment, Selection, Induction, Placement. 2.2 Development _ Training, Performance Appraisal.	
Unit-3	3.1 Compensation – Wage and Salary Administration, Compensation. 3.2 Maintenance _ Grievance Handling, Discipline. 3.3 Employee Engagement	
Unit- 4	4.1 Separation – Turnover, layoff, Discharge, Retrenchment, VRS. 4.2 Future Trends in HRM.	
Learning Resources:		
Text Reading:		
<ol style="list-style-type: none"> 1. .P.K. Gupta, Human Resource Management,2010,Dreamtech Press, New Delhi 2. Bohlander, Human Resource Management,14th edition Cengage, India,2009 3. V SP Rao Human Resource Management,2009,Excel Books ,New Delhi 4. Monir H. Tayeb, International Human Resource Management, Oxford, 2009 5. Patnaik, Human Resource Management,3rd edition,PHI,2009 6. Subba Rao, International Human Resource Management, 2009,Himalaya 		

Subject Name	HOSPITAL OPERATION II
Subject Code:	404
Course Objective:	
The subject is to acquaint the student with the day today working and the working environment of hospitals. The student should be familiarized with the hospital supportive services which are one of the key issues in hospital administration.	
Course Contents	
UNIT	
1	1.1 Introduction, Meaning, Scope and Significance of Patient care services, 1.2 Role of hospital Administrator.
2	2.1 OPD services with special emphasis to reduce overcrowding in OPD. Admission and Discharge, 2.2 IPD – Accident and Emergency services-procedure of medico legal formalities
3	3.1 Laboratory, 3.2 Radio-imaging (X-Ray, CT, MRI, PT) and Blood Bank with special emphasis on Time-Motion study to remove bottlenecks.
4	4.1 Operation Theatre- How to optimize use of OT, Scheduling and familiarization with modular concept in OT operations. 4.2 ICU with emphasis on latest trends in Equipments
5	5.1 CSSD Services 5.2 Ward Management 5.3 Nursing Services 5.4 Hospital acquired infections with latest trends in detection and controlling.
6	6.1 Rehabilitation Services. 6.2 Billing Services-Billing procedure with introduction to on-line billing procedure. 6.3 Front Office Services.
7	7.1 Telemedicine 7.2 Medical Tourism, 7.3 Accreditation of Services.
Text Books:	
<ul style="list-style-type: none"> • Hospital operations-1 (Clinical services) by Sangeetha Natarajan, Parshva publications, Sonapat (Haryana) • BM,Sakharkar, “Principals of Hospital Administration planning-latest edition 	

Subject Name: Introduction to Medicine	
Subject Code: 405	
Course Objective: The aim of the course is to enable students to have an understanding of medicine as is necessary for a Hospital Administrator.	
Learning Outcome: After successfully completing the course student will be able to explain and apply effective clinical approaches to prevention and <i>early</i> detection of <i>common</i> diseases.	
Course Contents	
Unit - 1	History of medicine. Principles of Medicine Tropical Diseases and Current health problems in the country, with special reference to current trends in prevention & cure with emphasis on following diseases at least : Malaria, Amoebiasis, worms, filarial, dengue , chikungunya, herpes, chickenpox, measles, HIV-AIDS, cholera, typhoid,
Unit-2	Instructions in comprehensive medical care. Correlation of medicine with applied anatomy and physiology, biochemistry, pathology and pharmacology;
Unit-3	To make the student well versed for understanding Etio-pathology & related aspects, Pathogenesis, Provisional Diagnosis, Related Investigations, Ruling out of suspected diseases, Management, Complications & sequelae and their Management, in various important diseases like: Bronchial Asthma, COPD, Myocardial Infarction, Angina pectoris, RHD & Rheumatic fever, Cardiac arrest, Cardiac failure, Hypertension, Diabetes, Thyroid disorder, Cancers and palliation, Peptic ulcer, Hepatitis, Ulcerative colitis, IBS, Crohn's Colitis, CVA (stroke), meningitis & encephalitis, parkinsonism, alcoholism & drug addiction, de-addiction, Epilepsy, Migraine, Various nephropathies, Nephrotic syndrome, ARF & CRF, Dialysis, Concept of Brain Death
Unit- 4	Medical rehabilitation Instructions on routine procedures e.g. infusion, transfusion, paracentesis, tapping of effusion, CSF etc
Unit-5	General instructions in Pediatrics including social pediatrics
Learning Resources: Books recommended: Text book of Medicine by: Aspi .F. Golwalla Davidson's Text book of Medicine	

Subject Name	INTRODUCTION TO MARKETING MANAGEMENT	
Subject Code 406		
Course Objective: The objectives of the course are to introduce and develop the basic principles of marketing management to the students of hospital administration		
Learning Outcome: On successful completion of the module students will be able to: <ul style="list-style-type: none"> • Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations. • Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. 		
Course Contents		
Unit - 1	1.1 Marketing-Conceptualizing task and Philosophies of Marketing Management. 1.2 Marketing Systems and Marketing Environment.	
Unit-2	2.1 Buyers' Behaviour- Importance of understanding consumer behaviour, Cultural influence, Influence of Social class, 2.2 Buying behaviour, Decision making process in buying	
Unit-3	3.1 Marketing Influence System and Marketing Research - Planning and formulation of Research Projects, Investigation procedure, 3.2 Basic methods of collecting data, Analysis and Evaluation of data, Marketing Segmentation and Targeting.	
Unit- 4	4.1 Marketing Mix - Conceptual understanding of Marketing Mix elements.	
Unit -5	5.1 Product decision - Product Concept, Product Mix, 5.2 New Product Development and Product Life Cycle.	
Unit-6	6.1 Pricing decision - Demand elasticity, 6.2 Factors affecting pricing, pricing approaches.	
Unit-7	7.1 Channel decision and Physical distribution.	
Unit-8	8.1 Promotion decision - Communication process, Promotion mix, 8.2 Advertising, Sales Promotion, Personal Selling and Publicity.	
Unit- 9	9.1 Introduction of Healthcare & Hospital Marketing	
Learning Resources: Text Reading: 1) Philip Kotler ,”Principles of Marketing”, Prentice Hall India		

Subject Name	FINANCIAL MANAGEMENT	
Subject Code 407		
Course Objective:		
The objectives of this course are to help the students learn the concepts, tools and skills of Financial Management and its application in the efficient conduct of business.		
Learning Outcome:		
Upon successful completion of this subject students will be able to:		
<ul style="list-style-type: none"> • Understand both the theoretical and practical role of financial management in business corporations. • Analyze the finances of individual corporations both in terms of their performance and capital requirements 		
Course Contents		
Unit - 1	<p>1.1 Financial Management finance function aims of finance function financial management goals of financial management</p> <p>1.2 Financial decisions Relationship of Finance with other disciplines viz. Economics, Accounting & others.</p> <p>1.3 Scope of Financial Management and Organization of finance Function.</p>	
Unit-2	<p>2.1 Time Value of Money: Introduction, Future Value of a Single Cash Flow, Multiple Flows and Annuity.</p> <p>2.2 Present value of a Single Cash Flow, Multiple Flows and Annuity.</p>	
Unit-3	<p>3.1 Leverage Analysis: Introduction, Operating, Financial and Combined Leverage,</p> <p>3.2 Relationship of Leverage with Capital Structure, EBIT EBT EPS analysis, leverage problems.</p>	
Unit- 4	<p>4.1 Current Assets Management- Working Capital Management: meaning, concept, types, need and importance of a working capital, determinants of working capital requirement,</p> <p>4.2 Operating cycle approach to working capital, Computation of Working Capital.</p> <p>4.3 Financing Current Assets; behavior of current assets and pattern of financing.</p>	
Unit- 5	<p>5.1 Current Assets Management- Management Of Cash: Introduction, Motives for holding cash</p> <p>5.2 Objectives of Cash Management, cash forecasting and preparing cash budgets, Cash Management Techniques</p>	
Unit-6	<p>6.1 Current Assets Management- Receivables Management: Introduction & Objectives, Cost & Benefits of maintaining receivables, credit policy variables (credit standards, credit Analysis),</p> <p>6.2 Credit Terms, Collection Policies</p>	
Unit-7	<p>7.1 Current Assets Management- Inventory Management Introduction, Objectives, and Cost & Benefits associated with Inventory, nature of inventory and its role in working</p>	

	capital, 7.2 Importance of Inventory Management, inventory management techniques	
<p>Learning Resources:</p> <p>Text Readings</p> <ol style="list-style-type: none"> 1. M.Y.Khan & P.K.Jain, “Financial Management”, Delhi: Tata Mc Graw Hill, 4TH Edition 2000. 2. I.M.Pandey, “Financial Management”, New Delhi: Vikas Publication House, 8th Ed., 2001. 2. R.P.Rustogi, “Financial Management”, Galgotia Publication, Reprint 2000. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Prasanna Chandra, “Financial Management”, New Delhi: Tata Mc Graw Hill, 1993 2. S.C.Kuchhal, “Financial Management”, Allahabad: Chatanya Pub. House, 1995 4. V. K. Bhalla, “Working Capital Management”, 2nd Ed.1998, Anmol Publication, New Delhi, 1998. 5. R.P.Rastogi, “Graded Problems and Solutions in Financial Management”, Golgotha Publication, New Delhi, 5th Edition 2000. 		

Subject Name	EPIDEMIOLOGY	
Subject Code 408		
Course Objective: The objective of the course is to help the students gain and understanding of the events & diseases essential for understanding and managing healthcare organizations.		
Learning Outcome: Upon successful completion of this course students will be able to:		
<ul style="list-style-type: none"> • Explain the importance of epidemiology for informing scientific, ethical, economic and political discussion of health issues. • Comprehend basic ethical and legal principles pertaining to the collection, maintenance, use and dissemination of epidemiologic data. • Apply the basic terminology and definitions of epidemiology. • Calculate basic epidemiology measures. 		
Course Contents		
Unit - 1	Evolution of Medicine, Community Medicine and Public Health. Environment - Physical, (Mental) And Its Role In Health / Disease. Levels Of Prevention And Intervention Principles Of Epidemiology. Types Of Epidemiology And Epidemiological Studies. Disease - Causation, Multiple Cause Theory, Progress of Disease Process.	

Unit-2	Modes Of Transmission Of Diseases - Communicable Diseases. Epidemiology of Communicable Diseases. Waterborne Diseases. Typhoid, Cholera Viral Hepatitis - All Types, Poliomyelitis, Amoebiasis Control And Prevention Of Water Borne Diseases Investigation And Control Of Diarrheal Diseases In Children
Unit-3	Droplet Infections (Air Borne) - Mode Of Spread And Control Tuberculosis And National Tb Control Programme Measles And German Measles, Mumps, Chickenpox And Herpes Zoster, Influenza, Diphtheria
Unit- 4	Diseases Transited Through Vectors And Their Control Malaria And Modified Malaria Control Programme Filaria And Filaria Control Programme Arboviral Diseases - Yellow Fever And Dengue, K.F.D. Plague And Control of Plague
Unit-5	Diseases Transited Through Ticks / Housefly / Bugs. Diseases Transited Through Contact Leprosy - Leprosy Eradication Programme
Unit-6	Sexually Transmitted Diseases - Transmission And Control Syphilis, Gonorrhoea, Lgv, Chancroid, Treatment And Control Aids, Tetanus, Trachoma Nosocomial Infections - Hospital Acquired Infections Infection Through Food/Fish/Milk And It's Control Health Education Concepts In Nutrition Occupational Health And E.S.I.S. Rehabilitation
Learning Resources: Text Reading: K. Park text book of PSM	

SEMESTER V

Subject Name	PURCHASE AND MATERIAL MANAGEMENT
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Subject	501
Course Objective: The aim of the course is to enable students to have a better understanding of management of purchase and materials in Hospital and Health Industry.	
Learning Outcome: Upon successful completion of this course the student will be expected to: <ul style="list-style-type: none"> • Describe factors that influence materials flow. • Plan and control manufacturing systems. • Improve communications and understanding of all functions in a manufacturing process. 	
Course Contents	
Unit - 1 Material Management	1.1 Objective of materials Management and importance of materials management. 1.2 Integrated materials management. 1.3 The Role of Materials and Purchase Management in Business. 1.4 Integrated Materials Management Concept, Need, Definition
Unit-2 Organization of Material Functions	2.1 Organization structure, centralized Purchasing. 2.2 Decentralization, Delegation of power, Materials and user department.
Unit-3 Materials Planning and Budgeting	3.1 Introduction to Planning, Advantages of Planning, 3.2 definition of Planning and budgeting, 3.3 Planning approaches for materials management. 3.4 Materials Budgeting: Meaning, Factors Governing Materials Budget and Limitations of materials budgets.
Unit- 4 Ordering Systems	4.1 Purchase Policy, cash Purchase, Tender system Rate and Running Contract, subcontracting, systems contract etc. 4.2 Purchasing Cycle- Purchasing activities, indent status, chasing and follow-up Transportation, incoming inspection, Bill settlement, Documentation, Right Price. 4.3 Right Time of Purchasing Right method of material handling, Right mode of material Transport, Right Quality Right, source and Right Buyers sellers Relations.
Unit – 5 International Buying	5.1 Why imports, Import policy, classification of imports, objective of control, preliminary formalities, source selection, 5.2 Licencing procedures, letter of credit, Documentation, bill of lading, custom clearance etc. 5.3 Vendor Rating- Relevance of good supplier, need for vendor

	<p>evolution, goals of vendor rating, Advantages of vendor rating, parameters of vendor rating.</p> <p>5.4 Warehousing Management- objectives of stores, location and layout, preservation of items, Management of Receipts, issue control, store documentation.</p>
<p>Learning Resources:</p> <p>Text Reading:</p> <ol style="list-style-type: none"> 1. JR Tony Arnold, Intro to Materials Management, 6e-(Indian Adaptation) Pearson 2. Peter Baily, Procurement: Principles and Management, 10/e Indian Reprint, Pearson 3. Raghuram, Logistic and Supply Chain Management, Indian Macmillan Publishers 4. Rajendra Mishra, Materials Management, 2009, Excel Books, 	

Subject Name	INTRODUCTION TO SURGERY	
Subject Code: 502		
<p>Course Objective:</p> <p>The objectives of the course are to enable students to learn and develop better understanding of principles of surgery, as is necessary for hospital administrators.</p>		
<p>Learning Outcome:</p> <p>To understand the basic practices of surgery in hospitals</p>		
Course Contents		
Unit -1	<ol style="list-style-type: none"> 1.1 Principles of surgery, including Orthopedics and Surgical diseases in infancy and childhood. 1.2 The procedure and precautions followed during an operation, essentials of manpower, equipment & materials requirements before, during, and after surgery 1.3 Instruction in sterilization techniques, minor surgical procedures 1.4 Introduction to anesthesia 1.5 Diagnostics in Surgery. 1.6 Theoretical aspects of common operative techniques. 1.7 Endoscopes and Microsurgery. 	

	<p>1.8 Lectures on ophthalmology and ENT on relevant topics for Hospital Administration:</p> <p>1.9 Cataracts, Corneal Transplant, Myringotomy, Tympanoplasty, Surgical treatment of complications of otitis media, Tonsillectomy, Carcinoma Larynx, Nasal polyp, Antral puncture, SMR, Septoplasty, ENT Endoscopy, Reconstructive surgery</p> <p>1.10 Post-operative care, Surgical ICU</p>	
Unit-2	<p>2.1 Cardiac interventions: Angioplasty, Ballooning, Open Heart Surgery,</p> <p>2.2 Neurosurgery: Burr hole, Craniotomy, Spinal Surgery, Steriotaxy, Tumours,</p> <p>2.3 Urosurgery: Lithotripsy, prostatic surgery, uro-endoscopic procedures.</p>	
Unit-3	<p>Theoretical and aspects of</p> <p>3.1 Pre anesthetic check up</p> <p>3.2 Pre-operative investigations: Blood examinations, Urine analysis, stools and sputum examination, Radiological examination etc.</p> <p>3.3 Pre-operative medication & preparation</p> <p>3.4 Operating Room Culture and procedure</p> <p>3.5 The surgical ward</p> <p>3.6 Infusions and transfusions.</p> <p>3.7 Vene- section.</p> <p>3.8 Tracheostomy</p> <p>3.9 Incision and drainage of abscesses, Dressings</p> <p>3.10 Wound suturing and dressing – Suture Materials</p> <p>3.11 Vasectomy & NSV.</p>	
<p>Learning Resources:</p> <p>Text Reading:</p> <ul style="list-style-type: none"> • Lovelock, 'Introduction To Surgery, Textbook of Surgery: Belly & Love 		

Subject Name	RESEARCH METHODOLOGY
Subject Code 503	
<p>Course Objective:</p> <p>The Course is designed to equip the students with the concepts of research methodology applicable to business problem. The emphasis will be on the application of concepts and tools to various business situations.</p>	
<p>Learning Outcome:</p> <p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • Understand some basic concepts of research and its methodologies • Identify appropriate research topics • Select and define appropriate research problem and parameters 	

Course Contents	
Unit –1 Introduction to Research Methodology	1.1 Meaning Objective, Motivation Types, approach Significance Methods and Methodology Scientific Method, Process, 1.2 Criteria of Good research.
Unit-2	2.1 Defining the Research Problem. 2.2 Research Design. 2.3 Sampling Design.
Unit-3	3.1 Measurement and Scaling techniques. 3.2 Methods of Data collection. 3.3 Processing & analysis of Data 3.4 Sampling Fundamentals.
Unit- 4	4.1 Concepts of testing of Hypothesis. 4.2 Chi square test. 4.3 Analysis of Variance & Covariance. 4.4 Non Parametric methods of Distribution free test in testing of Hypothesis. 4.5 Multivariate technique analysis.
Unit - 5	5.1 Interpretation and report writing. 5.2 Role of computers in research.
Learning Resources:	
Text Reading:	
1. William G. Zikmund, Business Research Methods, 7th edi. Cengage Learning,	
2. K.N. Krishnaswamy, Sivakumar, Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education 2008	
3. J. K. Sachdeva, Business Research Methodology, 2008, Himalaya Pub. House	
4. AB Rao Research Methodology for Management and Social Sciences, Excel Books	
5. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI. 5th edition 2008	

Subject Name	INDIVIDUAL AND INTERPERSONAL BEHAVIOUR
Subject Code 504	
Course Objective:	
The objectives of the course is to provide the students with the basic concepts of individual and interpersonal behaviour so as to enable them to be better managers in the Hospital Industry.	

Learning Outcome: Upon successful completion of this course students will be able to: <ul style="list-style-type: none"> • Understand the main theories of personality • Describe the major theories of perception • Relate personal factors, role theory and conflict to individual attitudes and behaviour • Describe the organizational issues relating to individual attitudes and behaviour. 	
<h2>Course Contents</h2>	
Unit –1 Foundations of Individual Behaviour	1.1 Biographical characteristics, Learning and learning theories, Perception and its role in managerial decision making. Personality – Determinants and Attributes, Attitude. 1.2 Motivation Needs, contents and processes, Maslow’s Hierarchy of needs, Herzberg’s Two Factor theory, ERG theory Vroom’s Expectancy theory, Behaviour modification.
Unit-2 Foundations of Group Behaviour	2.1 Defining and Classifying Groups, Group Structure and Processes, Process of Group formation. 2.2 Group decision, making, Group v/s teams, Team effectiveness, Communication – Process, fundamentals and issues.
Unit-3 Leadership	Trait theories, Behavioural theories – Ohio State Studies, Michigan Studies and Managerial Grid 3.1 Contingency theories – Fidler model and Hersey and Banchard’s 3.2 Situational theory 3.3 Contemporary issues in Leadership
Unit- 4 Organizational Change and Stress Management	4.1 Forces of Change, Resistance to Change, Lewin’s three step model 4.2 Stress Management – Potential Sources, Consequences and Coping Strategies for stress.
Learning Resources: Text Reading: <ol style="list-style-type: none"> 1. Human Resource Management – Gary Dessler, Pearson Education 2. Managing Human Resources – Devid B. Balkin, Pearson Education 3. Organisational Behaviour by Stephen Robbins, PHI. 4. Organisation Behaviour by Fred Luthans, PHI. 	

Subject Name	FORENSIC MEDICINE AND TOXICOLOGY
Subject Code 505	
Course Objective: The objectives of the course are to enable students to learn and appreciate the significance of Forensic Medicine and Toxicology, necessary for hospital administrators.	

Learning Outcome:

At the end of the course students will be able to:

- Understand the field of forensic toxicology and how poisons are classified.
- Understand what are the routes by which a poison can be administered and also know in detail regarding antidotes.

Course Contents

FORENSIC MEDICINE	
Unit – 1	<p>1.3 Legal procedure – Definition- Court and their Jurisdiction, Inquest, Summons, Certificate, Dying declaration, dying deposition.</p> <p>1.4 Medical Ethics –Medical Etiquette, Disciplinary control, consent in Medical practice.</p> <p>1.5 Medical negligence, Duties of doctor and rights of doctor.</p> <p>1.6 Post Mortem Examination</p>
Unit – 2	<p>1.7 Death in a medico legal aspect.</p> <p>1.8 Death from Asphyxia.-Handing strangulation, suffocation, drowning.</p> <p>1.9 Injuries from Burn and Scalds.</p>
Unit – 3	<p>1.10 Sexual offence –Rape. Abortion and Medical termination of Pregnancy.</p> <p>1.11 Injuries –Abrasions, Bruises, Incisions, Stab injury, Gunshot injury, Laceration.</p> <p>1.12 Identity – Dactylography (Finger print).</p> <p>1.13 Infanticide.</p> <p>1.14 Insanity and its Medicolegal Aspect. (McNaughten’s Rule).</p>
TOXICOLOGY	
Unit - 4	<p>2.1 Corrosive Acid – Mineral Acid.</p> <p>2.2 Metallic Poisoning – Arsenic ,Lead poisoning</p> <p>2.3 Inebriant Cerebral Poisons.-Alcohol.</p> <p>2.4 Somniferous Cerebral Poisons- Opium and its alkaloids.</p> <p>2.5 Asphyxiants –Carbondioxide and Carbon monoxide .</p>
Unit - 5	<p>2.6 Deliriant Cerebral Poisons.-KennabisIndica (Bhang),Cocaine ,Bellodona.</p> <p>2.7 Spinal Poisons –NuxVomika.</p> <p>2.8 Animal Poisons-Snake poison etc.</p> <p>2.9 Inorganic Irritant Poisons –organphosphorus.</p> <p>2.10 Cardiac Poisons –Tobacco,Cyanide poisoning.</p>

Learning Resources:**Text Reading:**

Medical Jurisprudence & Toxicology by 1)Modi 2) C K Parikh B.V Subramanyam, "Medical Jurisprudence and Toxicology", Butterworths India

Subject Name	INTRODUCTION TO OBSTERICS AND GYNAECOLOGY
Subject Code 506	
Course Objective: The objectives of the course are to enable students to learn and to have a good understanding of Gynecology and Obstetrics, as is necessary for Hospital Administrators.	
Learning Outcome: To understand the physiology of the female reproductive system as well as the principles of obstetrics and gynecology.	
Course Contents	
Unit –1	Principles of Obstetrics & Gynecology and care of the new born, maternal health and family planning : 1.1. Physiology of Reproductive System 1.2. Menarche, Menstrual disorders, Menopause 1.3. DUB, Carcinoma of cervix , uterus, ovaries 1.4. Infertility and recent treatment modalities (AIH,AID),in-vitro fertilization
Unit – 2	2.1 Physiological Changes during pregnancy 2.2 Ante Natal Creeper Natal care 2.3 Normal labor, complications, Home delivery v/s Hospital delivery 2.4 Ante Partum Hemorrhage (APH).
Unit – 3	3.1 Caesarian section with its indications 3.2 PPH, various puerperal problems 3.3 Post Natal care, postnatal vaccination 3.4 Infant & maternal mortality in developing countries, MTP
Unit -4	4.1 Family planning and contraception
Unit - 5	5.1 Reproductive and Child Health Care and Programme
Learning Resources: Text Reading: 1) Shaw, "Text Book of Gynecology", 1999. 2) Z Rosenwaks , "Gynecology Principles & Practices", 1990 3) Linda J.O'Connor&Rebecca, "Obstratics& Gynecological care in Physical Therapy", 1990. 4) C S Dawn : Text book of Obstetrics	

Subject Name	SYSTEM ANALYSIS AND DESIGN
Subject Code 507	

Course Objective:

The objective of this course is to help students to understand the basics of Information Systems, and issues related to Design and Development of Information Systems.

Learning Outcome:

After successfully completing this course, students will be able to:

- Gather data to analyze and specify the requirements of a system.
- Design system components and environments.
- Build general and detailed models that assist programmers in implementing a system.
- Design a database for storing data and a user interface for data input and output, as well as controls to protect the system and its data.

Course Contents

Unit - 1	1.1 Introduction to Information Systems: Definition, Information Systems and Society, Information Systems and Organization, 1.2 Technological Versus Behavioural Aspects, A Framework for Managerial End Users, System Concepts, 1.3 A Business as a System, Information Processing Concepts, Information Systems Concepts.
Unit-2	2.1 System Concepts and The Information Systems Environment: The Systems Concept: Definition, Characteristics of a System, Central Objective, Elements of a System, Types of Systems, 2.2 The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and the Role of System Analyst.
Unit-3	3.1 System Analysis: System Planning and Initial Investigation, Information Gathering, 3.2 The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis.
Unit-4	4.1 System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design, Design of Online Dialogue, Data Models, IPO, and HIPO.

Learning Resources:**Text Reading:**

1. James A. O'Brien, "Management Information Systems", Galgotia Publications Pvt. Ltd., New Delhi, 1996
2. Elias M. Awad, "System Analysis and Design", Galgotia Publishing Pvt. Ltd., New Delhi, 2001

Suggested Readings

3. James A Senn, "Analysis and Design of Information Systems", McGraw-Hill Publishing Company, New Delhi, 1998
4. Muneesh Kumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi, 1999
5. Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems", Prentice Hall of India Pvt. Ltd., New Delhi, 2000

Subject Name	Social Media Marketing
Subject Code 508	
Course Objective: The objective of this course is to help students in becoming an expert in marketing techniques by use of social media platforms.	
Learning Outcome: After successfully completing this course, students will be able to choose appropriate tools for marketing on social media platforms as per requirement & target audience.	
Course Contents	
1	Introduction to social media marketing: Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies.
2	Content designing for social media platforms: Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc.
3	Facebook and Instagram advertising and marketing: Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies

4	Twitter, LinkedIn, YouTube, Pinterest advertising and marketing: Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies
5	Metrics of social media marketing: What is to be measured- Parameters to measure impact- volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time.
Learning Resources: Text Reading: <ol style="list-style-type: none"> 1. Internet age - Marketing with social media, Dr Apoorva Palkar, Amit Jadhav, Himalaya publication 2. Social Media Marketing – Tracy Tuten, Sage Publications 3. Social Media Marketing 1st Edition, Michael R. Solomon, Tracy Tuten - Pearson Education. 4. Social Media Marketing - A Strategic Approach 1st Edition, Nicholas Bormann, Donald Barker, Krista Neher, Melissa Barker - Cengage. 5. Social Media Marketing All-in-One for Dummies, Zimmerman Jan - John Wiley and Sons Inc. 6. Advance Social Media Marketing--Tom Funk. 7. Social media marketing for dummies-- Shiv Singh 8. Marketing and Social Media – A guide for libraries, museums and archives – Christie Koontz and Lorrie Mon, Rowman and Littlefield. 9. Social Media & Mobile Marketing: (Includes Online Worksheets), Puneet Singh Bhatia – Wiley. 10. Social Media Marketing, Kristina Lane - Lap Lambert Publishing. 	

Subject Name	Healthcare Insurance
Subject Code 509	
Course Objective: The objective of the course is to enable students to learn and to have a good understanding of Healthcare Insurance, as is necessary for Hospital Administrators.	
Learning Outcome: By the end of the course, students will be familiarized with concept of health insurance, its scope and applicability	
Course Contents	
Unit –1	Introduction to Health Insurance and the Health system in India, Health Insurance Products in India

Unit – 2	Health Insurance in Private Health Sector	
Unit – 3	Health Insurance in developing and developed countries	
Unit -4	Different Health Insurance Policies – Analysis and Management	
Unit - 5	Concept of combined Life Insurance and Health Insurance	
Unit- 6	GOI & State Govt. Policy in implementation of Health insurance	
Unit- 7	Hospitals / TPA / Insurance Company / Relationship and Problems.	
Unit- 8	Customer service in health insurance, Health Insurance fraud	
Learning Resources:		
Text Reading:		
1) Insurance Management - Dave		
2) National Insurance - Monographs on Insurance Management		
3) IRDA Guidelines on Health Insurance - Govt. of India		

SEMESTER VI

Subject Name	MEDICAL LAWS AND MEDICAL ETHICS
Subject Code 601	
Course Objective: The aim of the course is to enable students to have an understanding of all those laws which are applicable on health care delivery systems and hospital and a good understanding of medical ethics.	
Course content:	
Legal Aspects of Healthcare: Introduction to law	
Sources of law Contract and antitrust-Purpose of contract Types of contracts -Legality of object - Conditions Remedies Contracts of Adhesion Employment contracts Restraint of trade Civil procedure and trial practice Discovery and examination before trial Memorandum of law Evidence Jury deliberation and determination Damages Appeals Execution of judgments Corporate liability Authority of health care corporation Duties of health care-corporations-Laws in Healthcare.	

Personnel

Medical staff - Organization - Privileges Bylaws Reappointments Physician-patient relationship Nursing and law Practice of nursing Liability by departments and health care professionals Nurse licensure Nurse practice roles - Ambulatory care centers Emergency departments Certification of Health care professionals Licensing Health care professionals.

Information-Management

Introduction Managing information Patient consent definition determination act Proof of consent Refusal of treatment Statutory consent Patient self-Consent and judicial intervention Defence and failure to inform Legal reporting requirements Communicable diseases Births and deaths-Risk management and incident reporting.

Protection

Issues of Procreation Circuit and district court decisions Wrongful birth, life, and Child abuse conception Patient rights and responsibilities Patient rights Admission Discharge Transfer - Patient bill of rights Patient responsibilities Patient Advocacy Acquired immune deficiency syndrome AIDS and health care workers AIDS and the right to know The right to treatment - News media and confidentiality - Negligence Occupational safety and health act.

Ethic

Health care ethics: Ethics committee End of life issues Organ donations Malpractice insurance policy- Liability of professional Medical Liability Insurance - Self-insurance Medical staff insurance coverage Labour relations Unions and health care organization Labour rights Patients' rights during labour disputes Employment discipline and discharge-Public policy issues Interference with employment activities Fairness.

Book:

1. MORRISON/ETHICS IN HEALTH ADMINISTRATION 2006
2. Ethical Challenges in the Management of Health Information, 2nd Edition Laurinda Harman, RHIA, 2nd Edition, ISBN 0763747327.9780763747329, Jones & Bartlett, 2006
3. Law of Contract- Avtar Singh
4. Company Law - Avtar Singh
5. Special Contracts - Avtar Singh
6. Negotiable Instruments Act- Avtar Singh
7. Business Law-K.R.Bulchandani
8. Partnership Act-Avtar Singh.
9. Law of Consumer - Universal Publications
10. Law and Medical Profession Eastern Law
- 11 Related Acts - Kamal Law Book House

Subject Name	MANAGEMENT OF QUALITY
Subject Code : 602	
Course Objective:	
<p>The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of healthcare organizations. Student is expected to develop a diagnostic and problem solving approach. It will help the students to sharpen his comprehension, analytical, descriptive and international skills.</p>	

Learning Outcome: On successful completion of the module students will be able to:	
<ul style="list-style-type: none"> • Explain the different meanings of the quality concept and its influence. • Describe, distinguish and use the several techniques and quality management tools. 	
Course Contents	
Unit - 1	1.1 Basic Concept, Definition, Terminology of Quality Management 1.2 Quality Policy and Objectives.
Unit-2	2.3 Organization for Quality, Quality Circles. 2.4 Economics of Quality.
Unit-3	3.1 Quality Assurance, Zero Defect Concepts. 3.2 Quality Specifications. 3.3 Statistical Aids in Limits and Tolerances.
Unit- 4	4.1 Inspection. 4.2 Manufacturing Planning for Quality. 4.3 Sampling Plans for Attributes and Variables and Various Control Charts. 4.4 Total Quality Control
Unit-5	5.1 ISO (International Organization for Standardization) – QMS – ISO 9001:2000, 5.2 JCI Standards for Healthcare & Hospitals, NABH (National Accreditation Board of Hospitals)
Learning Resources: Text Reading: 1) D.D. Sharma, text book of Quality Management	

Subject Name	INTRODUCTION TO HOSPITAL PLANNING
Subject Code 603	
Objective: The aim of the course is to enable students to have a better understanding of various planning systems in the hospitals.	
Learning Outcome: At the end of the course students should be able to define hospital planning and its roots in hospital-centric approach	
Course Contents	
Unit 1	1.1 Planning as a management function. Steps of planning. 1.2 Hospital Planning: Meaning & scope
Unit 2	2.1 Concept of building a Hospital,

	2.2 Availability of Finance & land 2.3 Feasibility Studies catchments area and demand analysis
Unit 3	3.1 Guiding principles in planning Hospital facilities & services 3.2 Planning of type, size and facilities for Hospital 3.3 Operational plan and functional plan 3.4 Facility Master Plan 3.5 Design (Internal & External Aspects)
Unit 4	4.1 Planning of Equipment Organizational plan 4.2 Administrative Services including Executive suit, Professional service unit, financial management unit, HIS, Nursing service administration unit, HRM unit, P R Deptt., Marketing
Unit 5	5.1 Basics for requirements for Clinical Service Departments. and Ancillary departments OPD, Emergency, Lab., Radiology, Nuclear Medicine, Surgical, Labour room & delivery room, 5.2 Physical Medicine & rehabilitation, Occupational & recreational therapy
Unit 6	6.1 Speech & hearing, Pulmonary unit, CATH lab, Nursing Unit (pediatric, obstetrics & Gyaec, Psychiatric, Isolation, ICU, ICCU and Nursery), Admission
Unit 7	7.1 Department, MRD, CSSD, Materials Management, Food Service, Landry, Repair Maintance & Engineering , Air conditioning, Medical Gases, Communication, BMW Management.
Recommended Text :	
Text Books on Hospital Planning and Management by : Mc Caullay, Kunders, Tabish, Shaktikant Gupta ,BM Sakharker,	

Subject Name	Innovations in Healthcare
Subject Code: 604	
Objective: The objective of the course is to acquaint the students with changing scenes of health and disease, the latest diagnostic and therapeutic approaches and emerging issues at National & International levels.	
Course Content: Changing patterns of Diet & Nutrition, Changing patterns of Life Styles and their effects on Health, Changing concepts of Quality of Life, Changing socio economic standards, Changing pattern of Health & Disease Newly emerging diseases & Stress related disease pattern, Shift from curative, to Health promotion & disease prevention Role of Doctor and medical personnel as a community advisor Advanced Scientific methods in Pathology, Microbiology, Biochemistry, Histopathology, Serology, Immunology, Blood Bank etc. Advanced Scientific methods in Radiology, Radio diagnosis & Radiotherapy Advanced Scientific methods in Medical and Surgical Diagnosis and Treatment Computerized organ functions, Blood gases, Multi para monitoring, Ventilators, Defibrillators, Pace makers, Various Endoscopies, Endoscopic diagnosis , biopsies & Endoscopic surgeries etc. Laparoscopic & Minimal Invasion Surgery Uro dynamic studies, flowmetry, Uro endoscopic procedures, Lithotrypsy Haemo and Peritoneal Dialysis.	

Various advanced Neurodiagnostic procedures , methods of treatment including Stereotaxy Cardiac procedures like Angiography , Angioplasty, medicated stents, routes for stenting , CABG ,Micro vascular techniques, closed cardiac procedures, Heart –lung machine Microscopic surgery in ophthalmology , ENT Phaco emulsification in ophthalmology Use of C-arm, Illizarov, and other modern techniques in Orthopaedics Lasers in Diagnosis and Treatment. CO2 and Yag Lasers. Use of Lasers in ophthalmology, dermatology, Robotic surgery Infertility diagnostics, Artificial Insemination, AID, AIH, IVF, Sperm bank , Surrogate motherhood Plastic surgery Organ Transplant : Kidney, Cornea, Liver , Heart , others Stem cells and their importance . Need for stem cell banks Nanotechnology Medical Tourism : Video conferencing : Concept, material requirements at provider’s end, Mediator, User’s end, process, advantages , disadvantages Online view and interference of interventional and surgical procedures Tele Medicine : Concept, prerequisites, material requirements at provider’s end, Mediator, User’s end, process, advantages , disadvantages Health Insurance and TPA Globalization and its effects on Indian Healthcare Industry and Healthcare all over the Globe

Subject Name	Business Ethics and Management by Indian Values
Subject Code	605
Course Objective:	The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making.
Learning Outcome:	Upon successful completion of this subject students will be able to: <ul style="list-style-type: none"> • Define organizational ethics. • Explain the respective ethical challenges facing the functional departments of an organization
Course Contents	
Unit - 1	1.4 Indian Ethos: Concept, Culture and Management. Is Management Culture bound? (Discussion)
Unit-2	2.1 The Sources of Indian Ethos in Management: Vedas, Upanishads, Puranas, Shastras, Shrutis and Smritis.
Unit-3	3.1 Value for Indian Managers: Values & Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management.
Unit- 4	4.4 Ethico - Moral Management: Ethics and Morals and Intellect of Emotions?, Science & Technology Vs. Ethics & Morals, Vedantic Ethics & Back to roots
	5.1 Work Ethics & Ethics in & Work: Life Goals or Purusharthas, Gunas & Avagunas, Karma and Yoga, Sanity in over heated Organisations. 5.2 The Indian Heritage & Productivity: Philosophical aspects of Productivity,

Unit- 5	Essence of the Indian heritage, Energy Processing and the Manager - Sadhak, India's Non centralized culture, and the Productivity Ethics.
Learning Resources:	
Text Readings:	
1. Chakraborty, SK; "Ethics in Management Vedantic Perspective", Oxford University Press, New Delhi, 1995.	
2. Chakraborty, S.K.; "Management by Values - Towards Cultural Congruence", Oxford University Press, 1991.	
3. Chakraborty, S.K.; "Management Transformation by Values - A Corporate Pilgrimage", Sage Publication, 1993.	
4. Jitatmanand, Swami; "Indian Ethos in Management".	
5. For Unit-3, please refer Chapter-1 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.	
6. For Unit-4, please refer Chapter-2 of "Management by Values-Towards Cultural Congruence" by S.K. Chakraborty.	
7. For Unit-5, please refer:	
(a) Chapter-9 of "Ethics in Management-Vedantic Perspective" by S.K. Chakraborty.	
(b) Chapter-4 of "Managerial Effectiveness and Quality of Work-life-Indian Insight" by S.K. Chakraborty.	

Subject Name	MARKETING OF HOSPITAL SERVICES	
Subject Code: 606		
Course Objective:		
The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Marketing of Hospital Services.		
Learning Outcome:		
By the end of the unit, a candidate will be able to:		
<ul style="list-style-type: none"> • Critically analyze, evaluate and use own reasoning when dealing with complex issues • Synthesize the forces affecting the environment and their impact and implications on marketing in the health care sector • Systematically assess factors affecting marketing decisions 		
Course Contents		
Unit - 1 Introduction to Marketing of Hospital Services:	1.11 Introduction to Marketing of Hospital Services: Concept of Services; Characteristics of Hospital Services, 1.12 Challenges in Hospital Services Marketing.	
Unit-2 Consumer Behaviour	2.1 Understanding buying behaviour for hospital services; 2.2 selection criteria; 2.3 Decision Making for Hospital services.	
Unit-3 Services Marketing		

Mix	3.1 Introduction to the Hospital Services Marketing Mix
Unit- 4 Hospital Services	4.1 Structure of Hospital Services; 4.2 Service Product Model; 4.3 Designing new hospital services.
Unit – 5 Pricing	5.1 Role of price in communicating hospital service value and quality; 5.2 Factors involved in pricing hospital services; 5.3 Service pricing methods and strategies.
Unit – 6 Distribution	6.1 Marketing channels for hospital services; 6.2 Distribution strategies for hospital services; 6.3 Challenges in distribution of hospital services; 6.4 Role of Internet in distribution of hospital services.
Unit – 7 Promotion	7.1 Integrated marketing communications for hospital services; 7.2 Creating hospital service promises; 7.3 Using marketing communications tools for hospital service promotion
Unit – 8 People	8.1 The key role of employees in a hospital service business; 8.2 Concept of Service encounter – Moment of Truth; 8.3 Managing hospital service employees.
Unit – 9 Physical Evidence	9.1 Physical evidence: Hospital Service Environment; 9.2 Nature of physical evidence; 9.3 Importance of physical evidence in hospital services; 9.4 Managing Hospital Service Clues.
Unit – 10 Process	10.1 Hospital Service as a process; 10.2 Different process aspects and managerial challenges; 10.3 Strategies for managing hospital service process – Blue Printing; 10.4 Co-creation: Customers as ‘co-producers’ 10.5 Self Service Technologies, Managing hospital experience.
Unit – 11 Hospital Service Strategies	11.1 –Service Triangle; External Marketing; Internal Marketing; Interactive Marketing
Unit – 12 Hospital Service Quality	12.1 Concept and Importance of quality in Hospital Services; 12.2 Customers evaluation criteria for service performance; 12.3 Service Quality Models - Parsuraman-Zeithamal-Berry (PZB) Gaps Model - SERVQUAL, and Gronroos model; 12.4 Managing Service quality.
Unit – 13 Strategic Issues in Hospital Service Marketing	13.1 Patient Complaints, Satisfaction, Loyalty; 13.2 Relationship Management.
Learning Resources: Text Reading: 1. Services Marketing –Lovelock, Wirtz&Chatterjee, Pearson. 2. Services Marketing – Zeithaml, Bitner, Gremler&Pandit, TMGH. 3. Strategic Marketing For Health Care Organizations - Building a Customer-Driven Health System – Philip Kotler, Joel Shalowitz and Robert J. Stevens , Jossey Bass.	

Subject Name	Relation Data Base Management System	
Subject Code 607		
Course Objective: The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.		
Learning Outcome: At the end of this course students will be able to understand the basic principles, theory and practice of using relational databases.		
Course Contents		
Unit -1 Database Management System	1.13 Data, Database, Database Management Systems, 1.14 Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, 1.15 Entity Relationship Model (E-R Model) Normalization Theory, Codd’s Rules for RDBMS.	
Unit-2 Relational Database Management System	2.1 Concepts of RDBMS, Components of RDBMS, 2.2 Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, 2.3 Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.	
Unit-3 SQL/PLSQL	3.1 Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop..Endloop, while loop etc. 3.2 Working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.	
Learning Resources: Text Reading: 1. SK Singh, Database Systems-(Indian Original) Pearson 2. McFedden, Jeffrey Hoffer-Modern Database Management, 9e-(Indian Adaptation) Pearson 3. Alexis Leon & Methews Leon, Database Management Systems, Vikas Publ New Delhi, 4. Rob Coronel, Database Systems & Design, Implementation & Management , Thomson Learning , Bangalore.		

Subject Name	SERVICE MANAGEMENT
Subject Code	608
Course Objective: The objective of the course is to acquaint the students with relevance of service management in Healthcare industry.	
Learning Outcome: Students will be able to define & implement key concepts of service management on field & design a service business model.	
Course Contents	
UNIT	Understanding Services: The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Distinctive Characteristics of Services - Customer Participation, Simultaneity. Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership. Classification of Services, Core Vs. Supplementary Services, B2B and B2C services
1	
2	Services Marketing and Service Excellence: Services Marketing Triangle, External versus Internal Orientation of Service Strategy, Positioning the Service Offering, Important Vs. Determinant attributes, Positioning and Brand Creation, Positioning Maps, Designing and Managing Service as a Process, Balancing Demand and Capacity Service Leadership and Excellence: Concept of Service Leadership, Principles of Service Leadership, , Integrating People and Process for Service Leadership, Concept of Service Excellence, Managing Service Productivity, Developing the Relation Focused Service Excellence
3	Designing the Service Enterprise: Service Design, Development and Automation: New Service Design And Development, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Coproducer, Customer Contact Approach, Service Blueprint, AI's Role In Customer Service, Role of MIS in Service Management, Challenges of Services, Service Encounter, Distributing Services through Physical and Electronic Channels.
4	The Service Encounter: Concept of the Service Encounter, Role of Technology, The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection and Training, Creating an Ethical Climate. The Customer Expectations and Attitudes,
Learning Resources:	
Text Books:	
<ul style="list-style-type: none"> • Service Management, Fitzsimmons & Fitzsimmons, Irwin/McGraw- Hill • Service sector Management an Indian Perspective, C. Bhattacharjee 	

- **Service Business Management, Dr. Abhay Kulkarni, Himalaya Publication**

Subject Name	ENTREPRENEURSHIP
Subject Code	609
Course Objective: The objective of the course is to acquaint the students with Entrepreneurship and its relevance to managerial decision making.	
Learning Outcome: By the end of the course, students will be able to think outside the box. It will create opportunity, instills confidence by leaning concepts of entrepreneurship.	
Course Contents	
UNIT	Content
1	1.1 Entrepreneur: Concept, Nature, definition, 1.2 Characteristics, functions, kinds, Role 1.3 Difference between Entrepreneur & Manager
2	2.1 Entrepreneurship: Concept, Nature, definition, 2.2 Characteristics, importance, role of entrepreneurship in development of economy 2.3 Ethical dimensions. 2.4 Theories of Entrepreneurship 2.5 Innovative theory, 2.6 Theory of social change, 2.7 Theory of model personality 2.8 Theory of social behavior
3	3.1 Entrepreneurial environment: Political, Economical, Technical, Social Cultural, International 3.2 Women entrepreneur: Nature, Definition Features, Indian perspective, Govt. policy, support, Environment, Challenges & Strategies for empowerment 3.3 Entrepreneurship Strategies & Policies: Need and types of business strategies, Concept of Entrepreneurial strategies, Need for effective Entrepreneurial policy factors governing Entrepreneurial competencies
4	4.1 Creativity and Innovation 4.2 Entrepreneurship Development Programs 4.3 Industrial sickness in small business enterprises: Definition, 4.4 Magnitude, Criteria of identification, Causes, Steps for Revival, 4.5 SICA 4.6 Choice of Organization 4.7 Sole Proprietorship, Partnership, Joint stock co., Co-operative

5	5.1 Strategic Management in Small Business Enterprises 5.2 Strategies for Growth, Stability, 5.3 Merger, Diversification, Acquisition, 5.4 Joint venture, Conglomeration, 5.5 New frontiers of Entrepreneurship 5.6 Intrapreneurs: Concept, features, Rationale, 5.7 Distinction with Entrepreneurship 5.8 Factors of success 5.9 Institutes supporting Small Business Enterprises: 5.10 Central level, 5.11 State level, Others.
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Learning Resources:

Text Books:

- **Entrepreneurship-Strategies & Resources by Marc.J.Dollinger, 3rd edition, Pearson education.**
- **Entrepreneurship & New Venture Formation by Thomas W.Zimmerer, Norwan M Scarbrough, Prentice hall.**
- **Entrepreneurship & Small Business Management by M.B.Shukla**
- **Entrepreneurship development Small Business Enterprises –Poornima Charantimath**
- **Entrepreneurship development –R.K.Suri**
