



SRM

INSTITUTE OF SCIENCE & TECHNOLOGY
(Deemed to be University u/s 3 of UGC Act, 1956)

SRM INSTITUTE OF SCIENCE AND TECHNOLOGY
(Under section 3 of UGC Act, 1956)
FACULTY OF MANAGEMENT

MBA –HOSPITAL MANAGEMENT
(For Students admitted from academic year 2018-2019 onwards)

CURRICULUM AND SYLLABUS - 2018

FACULTY OF MANAGEMENT
SRM INSTITUTE OF SCIENCE AND TECHNOLOGY
SRM NAGAR, KATTANKULATHUR – 603 203

MBA-HOSPITAL MANAGEMENT- CURRICULUM - 2018

SEMESTERWISE CREDIT

SEMESTER-1	28
SEMESTER –II	26
SEMESTER-III	31
SEMESTER-IV	17
TOTAL CREDIT	102

SEMESTER-I

Subject Code	Subject	L	T	P	C
HM18101	Managerial (Micro) Economics	1	0	2	2
HM18102	Business Communication	2	0	2	3
HM18103	Legal and Business Environment (Micro and Macro)	1	0	2	2
HM18104	Financial Reporting, Statements and Analysis	2	0	2	3
HM18105	Marketing Management	1	0	2	2
HM18106	Operations Management	2	0	2	3
HM18107	Computer Applications for Business	1	0	4	3
HM18108	Organizational Behavior	1	0	2	2
HM18109	Entrepreneurship	1	0	2	2
HM18110	Business Statistics and Analytics for Decision Making	2	0	2	3
HM18111	Managerial Skills for Effectiveness	2	0	2	3
					28
SEMESTER-II					
HM18201	Indian Economy and Policy	1	0	2	2
HM18202	Indian Ethos and Business Ethics	1	0	2	2
HM18203	Corporate Finance	2	0	2	3
HM18204	Indian Financial System and Financial Markets	2	0	2	3
HM18205	Marketing Research	1	0	2	2
HM18206	Project Management	2	0	2	3
HM18207	Quantitative Techniques	2	0	2	3
HM18208	Organization Design	1	0	2	2

HM18209	Corporate Strategy	1	0	2	2
HM18210	Corporate Social Responsibility and Sustainability	1	0	2	2
HM18211	Human Resources Management	1	0	2	2
					26

SEMESTER-III

Subject Code	Subject	L	T	P	C
HM18301	Fundamentals of Hospital Administration	2	0	2	3
HM18302	Epidemiology and Bio-Statistics	2	0	2	3
HM18303	Hospital and Healthcare Services Marketing	2	0	2	3
HM18304	Operations Management In Hospitals	2	0	2	3
HM18305	Hospital Support Services-I	2	0	2	3
HM18306	Hospital Support Services-II	2	0	2	3
HM18307	Hospital Information System	2	0	2	3
HM18308	Legal Aspects In Healthcare	2	0	2	3
HM18309	Quality Management in Hospitals	2	0	2	3
HM18310	Risk Management and Health Insurance	2	0	2	3
HM18311	Summer Internship	0	0	2	1
					31
SEMESTER-IV					
HM18401	Medical Tourism Management	2	0	2	3
HM18402	Safety and Disaster Management	2	0	2	3
HM18403	Medical Terminology	2	0	2	3
HM18404	Medical Ethics	2	0	2	3
HM18405	Internship/ Field Work / Project Report	0	0	10	5
					17

SEMESTER I

HM18101	MANAGERIAL(MICRO) ECONOMICS	L	T	P	C
		1	0	2	2

COURSE OBJECTIVES

- To empower students to acquire decision making ability in various business situations with Indian Economic Policies.
- To apply economic reasoning in taking investment decisions.
- To implement business policies relevant to sustainable development of Indian Economic Policies.
- To evaluate market analysis and forecast future business commensurate with Indian Economic Planning Goals.

Unit I The Economic Way of Thinking

Meaning and Importance of Managerial Economics: Introduction, Meaning, Nature, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of Managerial Economics

Unit II Demand and Supply Analysis

Meaning of Demand: Type-I Demand Short term demand: Theory of demand, Law of Demand, Elasticity of Demand, Shifting and expansion of demand- Exceptions to law of demand. Type-II Demand Long term demand: Demand Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods-Criteria for Good Demand Forecasting, - Meaning of Supply: Type-I short term supply: Theory of supply, Law of supply and Elasticity of Supply. Type-II Long term supply: theory of long run supply- Exceptions to the Law of Supply, Changes or Shifts in Supply.

Unit III Production and Cost Analysis

Introduction, Meaning of Production and Production Function, Type-1 production-short run production. Type II production-long run production, Cost of Production: Various types of cost of production (internal cost and external cost) Type I Cost of production: Short run cost of production analysis. Type II cost of production: Long run cost of production analysis. Cost-output Relationship-production capacity determination (excess capacity and reserve capacity of production determination)

Unit IV Objectives of Firm and Price Determination

Profit Maximization Model Vs. Sales Maximization Model-Types of market structure – Perfect Competition and Imperfect Competition-Price Determination under Perfect Competition, price and output determination (short run and long run). Imperfect Competition: (i) Monopoly: (private monopoly and public monopoly-dead weight loss) (ii) Monopolistic competition (excess capacity determination problem) (iii) Oligopoly competition: Price and output determination, collusive oligopoly and price leadership-(i) various pricing strategies (Marginal cost pricing, full cost pricing and average cost pricing) and (ii) non pricing strategies: cartels, mergers and acquisitions, take over, advertisement sales promotion and after sales service, various advanced theories of pricing.

Unit V Game Theory and Asymmetric Information

Components of a Game, Mutual knowledge vs Common Knowledge-Non-cooperative vs. Cooperative Games- Prisoners' Dilemma and Equilibrium in Dominant Strategy- Maximin Strategy- Nash Equilibrium and Refinements Applications-Why Market Fails-Adverse Selection Problem (Hidden Information), Lemon Markets/Insurance-Other Applications-Moral Hazard Problem (Hidden Actions)-Principal agent Problem- Applications- Signaling and Screening-Incentive Scheme/Mechanism Design-Managerial Implications.

Learning Resources

1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 5th Ed., 2008.
2. Michael R. Baye. Managerial Economics and Business Strategy. McGraw-Hill/Irwin, New York, USA, International edition, 5th edition, 2006.
3. W. Bruce Allen, Neil A. Doherty, Keith Weigelt and Edwin Masfield. Managerial Economics: Theory, Applications, and Cases. W.W. Norton & Company, Ltd., London, 6th edition, 2005.
4. M.S. Bhat and A.V. Rau. Managerial Economics and Financial Analysis. BS Publications, Hyderabad.
5. David Kreps, Game Theory and Economic Modeling, Oxford University Press. 1990.
6. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.

HM18102	BUSINESS COMMUNICATION	L	T	P	C
		2	0	2	3

Course Objectives

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

Unit I Introduction

Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

Unit II Employment Communication

Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

Oral Communication

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non – verbal communication, Body language, Paralanguage.

Unit III Written Communication

Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

Business letters and Reports

Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing, letter for Job Application, Thank You Letter, Letter of Complaint, Memos.

Unit IV Group communication

Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

Presentation Skills

What is a presentation: elements of presentation- designing a presentation, advanced visual support for business presentation,

types of visual aid, appearance & posture, practicing delivery of presentation.

Unit V Corporate communication:

Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

Learning Resources

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta - Business Communication (Orient Blackswan)
4. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
6. Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication)

HM18103	LEGAL AND BUSINESS ENVIRONMENT (MICRO AND MACRO)	L	T	P	C
		1	0	2	2

Course Objectives

On completion of this course the participants expected to

- Describe the salient provisions relating to Indian contract act, Sale of Goods Act, IPR, Companies Act, and other acts relating to public interest.
- The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties

Unit I

Introduction to Business laws - Business Management and Jurisprudence; Structure of the Indian Legal Systems: Sources of Law, Manager Legal System –Right to Information Act.

Unit II

Fundamentals of Contract Laws - Formation of Contracts, Principles of Contract Laws, Legality of object Consideration; Performance of Contract; Discharge of Contract, Quasi contracts, Contract Management.

Unit III

Special Contracts: Bailment & Pledge, Indemnity and Guarantee- Contract of Agency- Sale of Goods Act: Principles of Sales of Goods, Transfer of ownership & Property, Consumer Protection Laws, Laws relating Business organizations.

Unit IV

Partnership Trusts - Company form of organization, Formation of Company; Rights, Duties and Liabilities of Directors; Winding up of the Company

Unit V

Protecting the property of Business - Copyright, Trademark, Secret, Geographical Indications - Alternate Dispute resolutions.

Learning Resources

1. Ravindra Kumar- Legal Aspects of Business-Cengage-2016
2. Akhileshwar Pathak, Legal aspects of business- Tata McGraw-Hill,2016
3. N.D.Kapoor, Mercantile Law , Sultan & Sons, 2012

HM18104	FINANCIAL REPORTING, STATEMENT AND ANALYSIS	L	T	P	C
		2	0	2	3

Course Objectives

- To equip the students with practices and procedures of financial reporting including accounting concepts, conventions, policies and generally accepted accounting principles (GAAP)
- To enable the student to attain practical knowledge of various aspects of an annual report including note on accounts and management discussion and analysis.
- To equip the students with a detailed understanding of the tools and techniques of financial statement analysis including the ramifications of CAGR.
- To introduce to the students the practical aspects of financial statement analysis through contemporary case studies for credit analysis and equity research

Unit I

Financial reporting – meaning – methods – principles – reporting practices- financial statements- income statements- balance sheets and cash flow statements – accounting concepts and conventions – accounting standards and GAAP

Unit II

Additional information in annual report-segment reporting, notes to financial statement -full disclosure –comparative statement – management discussion and analysis.

Unit III

Tools for analysis and interpretation of financial statements – vertical and horizontal analysis – trend analysis – common sized statements and ratio analysis – uses and limitations

Unit IV

Liquidity and solvency analysis using cash flow statement-the dilemma of cause and effect-Prerequisites often effective financial statements-case studies

Unit V

Introduction to credit analysis, equity research and business analytics – use of financial information for decision making – contemporary case studies

Learning Resources

1. The analysis and use of financial statements-third edition- Gerald I. white, Ashwinpaul C. Sondhi, Dov Fried
2. Financial accounting for managers by Dr. Narayana Swamy, Indian institute of Management, Bangalore, Tata-McGraw Hill,2018 edition

HM18105	MARKETING MANAGEMENT	L	T	P	C
		1	0	2	2

Course Objectives

- To understand the Market, Marketing and Marketing Management
- To know how marketing strategies drive businesses.
- To focus marketing attention to deliver value to target customers.
- To differentiate between products and services & able to build brands
- To design & develop new products to deliver value & price, distribute & communicate through offers and build up customer value.

Unit I

Introduction to Marketing Management-concepts-scope-Marketing Management Philosophies -Analyzing Marketing Environment – Ethical behavior- corporate social responsibility-Market Competition- case studies.

Unit II

Consumer Behavior- concepts-Evolution of consumer oriented markets- factor influencing consumer behavior –individual factors-Market Segmentation- bases for segmenting consumer markets and business markets-Target Marketing- selection of strategies-one to one –one to many marketing - Positioning for Competitive Advantage- marketing information-innovation-cases.

Unit III

Product and Services- Product Classification- Branding- Product Life Cycle- New Product Development - Product Extension Strategies-cases.

Unit IV

Pricing-concepts-importance-objectives-determinants-types- strategy- Tactics- Place-channel distribution-intermediaries and their functions –channel structure -channel alliances-cases.

Unit V

Promotion Decisions –objectives-promotional mix- Factors affecting- sales promotion-trade sales-personal selling –advertising and public relations-creative decisions in advertising-cases.

Learning Resources

1. Philip Kotler , Kevin Lane Keller " Marketing Management" 15th Edition, Person Publications Limited, 2017.
2. Noel Capon and Siddharth Shekar Singh," managing Marketing-An Applied Approach", Wiley India Pvt Limited 2017.
3. Kenneth E.Clow. Donald Baack, "cases in marketing management," 5th edition ,Person india Ltd, 2014.
4. Arunkumar and Meenakshi, " Marketing Management ," Vikas Publishing House , 2015.
5. Ramasamy and Namakumari, Marketing management – Global perspective –Indian context, 5th edition, Macmillan Publishers India Ltd, 2014.
6. Rajan Saxena, Marketing Management ", 5th Edition, Tata McGraw Hill Publishing Co Ltd., 2017.

HM18106	OPERATIONS MANAGEMENT	L	T	P	C
		2	0	2	3

Course Objectives

- To enable the students to understand the fundamental concepts of operations management
- To provide awareness on the roles and responsibilities of operations managers in different organizational contexts
- To build the confidence among the students to handle production and operations related activities in the manufacturing and service organizations
- To describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

Unit I

Operations Management – Introduction, Operations as a Source of Competitive Advantage – Tradeoffs and Combinations – Difference between Manufacturing and Service Operations – Services as Part of Operations Management – Operations Management: System Perspective, Functions, Challenges and Current Priorities - Operations Strategy – Strategy Formulation Process – Strategic Decisions in Operations – Make or Buy Decisions – Simple Cost Analysis (Numerical) , Break Even Analysis (Numerical) and Economic Analysis (Numerical) – World Class Manufacturing

Unit II

Process Analysis – Process flow Charting – Planning premises and process implication–Performance analysis measures – Determinants of process Characteristics – Types of Processes and Operations Systems – Process-Product Matrix – Process Selection – Facility Location Factors – Decision Methods (Numerical) - Layout Planning – Types of Layouts – Designing Product and Process Layouts – Line

Balancing (Numerical) – Capacity Planning – Measures in Capacity (Numerical) – Framework – Alternatives for Capacity Augmentation

Unit III

Forecasting and its Types – Design and Developing Forecasting Systems – Sources of Data and Methods of Forecasting (Numerical) – Accuracy of Forecasts – Inventory Management: Deterministic Demand Model – Economic Order Quantity (EOQ) – Economic Batch Quantity (EBQ), – Selective Inventory Control Techniques – Continuous and Periodic Review Inventory Models (Numerical)

Unit IV

Supply Chain Management – Need, Components, Structure and Measures – Lean Vs Agile Supply Chains – Aggregate Production Planning (Numerical) – Need, Managing Demand and Supply – Basic Strategies and Methods – Materials Requirement Planning (MRP I) (Numerical) – Basic Building Blocks, Logic and Using MRP System – Manufacturing Resource Planning (MRP II) – Master Production Schedule

Unit V

Project management – Phases, Framework, Tools and Techniques – Addressing Time and Resource Constraints – Gantt Chart – Quality Management – Meaning, Dimensions of Quality for Products and Services – Cost of Quality – Old and

New Quality Improvement Tools – Statistical Quality Control – Control Charts for Variables and Attributes (Numerical) – Sustainable Operations Management – Notion of Sustainability, Framework, Reverse Logistics, Remanufacturing and Challenges

Learning Resources

1. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
2. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
3. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, Production and Operations Management: Manufacturing and Services, McGraw Hill publications, 1998
4. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House, 2014
6. Shailendra Kale ., Production and Operations Management, McGraw Hill Educations(India) Private limited, 2013
7. Chary, S.N., Production and Operation Management, 5e, 5th Edition, Tata McGraw Hill education private limited, 2016

HM18107	COMPUTER APPLICATIONS FOR BUSINESS	L	T	P	C
		1	0	4	3

Course Objectives

- The students will learn the basics of information systems, its application in business and the relationship among Organization, Technology and Management
- The student will gain knowledge in generating business documents.
- The students will be able to create effective Dash boards, evaluate the financial impact of
- Loans, Investments and Financial Viability of project options by using MS-Office Excel.
- The student will be acquainted with creating Database and Electronic Presentation

- The students will gain insight on applications of Computer Networks in Business.

Unit I Relationship among Organization, Technology and Management

Running and Managing a Business in the Digital Era – Strategic Business Objective of Information System Data and Information - Functions of an Information System – Dimensions of Information Systems – Business Information Value Chain – Contemporary Approaches to Information Systems – Business Processes and Information System – Systems for different Management Groups – HR - Finance- Operations - Marketing – Enterprise Application Architecture - SCM – CRM – KMS – Collaboration – Business Benefits of Collaboration and Social Business

Unit II Application of MS-Word in Business

Microsoft Word – Menus and Tool Bar –Creating and Formatting Tables - Formatting of Letters – Quotation – Invoice – Purchase Order – Sales Order – Application of Mail Merge in Business – Designing the word document with Images and Graphs – Conversion of word to PDF and PDF to Word

Unit III - Application of MS- Excel in Business

Menus and Options in Excel – Types of Charts and Graphs – Pivot Table – Relational Operators – Financial Functions – Boolean – Logical Functions – Analyzing the financial impact of Loans and Investment – Amortization Schedule – Evaluating alternative project options.

Unit IV Application of MS- Access and Power Point in Business

Introduction to Microsoft Access – Creating a Database - Tables – Queries and Query Design - Introduction to Power Point – Tool bar – Icons – Commands – Navigation – Creation of Slides – Animation

– Templates – Designing Presentations – Slide Show Controls – making notes on pages and Hand outs – Printing presentations – Customizing Presentations – Auto Content Wizard – Creating Links in Slides

Unit V Computer Networks

Overview of Network – Communication Processors – Communication Media – Types of Network – Network Topologies – Network Protocols – Network Architecture.

Learning Resources

1. Management Information Systems-Managing the Digital Firm, Kenneth C Laudon & Jane P Laudon, 14th Edition, 2017 ,Pearson India Education Services Pvt. Ltd.,
2. Succeeding in Business with Microsoft Excel 2013 – A Problem Solving Approach , Debra
3. Gross, Frank Akaiwa, Karleen Nordquist , Cengage Learning , 1st Edition, 2014.
4. Computer Networks, Andrew S.Tanenbaum, 4th Edition, 2007,Pearson Education
5. Business Application Software by Ait Johri, Himalaya Publication House, 1st Edition, 2012 Introduction to Information Technology, ITL Education Solutions Limited, Research and development Wing, 2nd Edition 2012, Pearson Education
6. Microsoft Office 2007: Introductory Concepts and Techniques, Gary Shelly, Thomas J.
7. Cashman, Misty Vermaat , Windows Vista Edition , 2007,Thomson Learning Publishers

HM18108	ORGANISATIONAL BEHAVIOR	L	T	P	C
		1	0	2	2

Course Objectives

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

Unit I - Focus and Purpose

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models. Disciplines that contribute to OB field. Challenges and opportunities for OB.

Unit II- Individual Behaviour

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation- Theories – Importance – Types – Effects on work behavior.

Unit III –Group Behavior

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

Unit IV- Leadership and Power

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

Unit V- Dynamics of Organizational Behaviour

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives – Organizational effectiveness
Developing Gender sensitive workplace

Out Come

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

Learning Resources

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition,
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

HM18109	ENTREPRENEURSHIP	L	T	P	C
		1	0	2	2

Course Objectives

- To understand how the players are involved in the ecosystem
- To understand the roles of skill, experience, motivation and culture of Entrepreneurship
- To analyze how the Business plan is framed and the challenges involved in it
- To reflect on the financial institutions and Venture feasibility analysis

Unit I

Entrepreneurship and Intrapreneurship- similarities and variances- India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business, Incubators- Rural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-set- Key attributes an entrepreneur – Desirable and non acquirable attitudes and behaviors- Readiness- The right time, right age, right conditions

Unit II

Myths and realities of entrepreneurship-Transition from college/regular job to the world of startups-Personal finance- Explaining to family-Entrepreneurial stress-Composition- Complementarily-Difference life stages-Relative importance- Disagreements-Idea. Opportunity and retrospective determinism-To solve something felt and experienced Vs I want to be an entrepreneur-

Unit III

Where can ideas come from-Creating and appropriating value- Scarcity, choice and tradeoffs-identifying 'paying customer', developing market understanding-Narrowing focus-End user profiling

, Ideal Persona- Market Segmentation-Market sizing,-Marketing plan, pricing- strategy-Rigor of another kind: Heuristics and Gut –feel

Unit IV

Business plan- How to develop it- What all should it have, what it shouldn't have –Unit economics, scalability -copy, defensibility - Venture feasibility analysis –Pitching-Legal Matters-Organizational form –partnership, sole proprietorship, corporation- Intellectual property copyright-trademarks-Tax, Personnel law, contract law, Law vs Ethics- Legal expenses, hiring the service provider- Digital haves and Have-nots-Digital economy as a resource-Promotion tools – the value of likes and shares- Matchmakers-Long tail markets-Micro-Apps-Funding and Incubation

Unit V

Informal capital-Friends & Family, Angel –Introduction to the world of Venture Capitalists- Evaluation criteria employed by VCs-Selecting the right VC- Financing Mix and the Financing continuum-shareholding –Cliff-Vesting schedule-Relative Importance of Operational involvement, Idea/Patent, Driving force and capital infusion-go-live What proof of concept is needed-Minimum viable product – Name of product/service-Website/Visiting card/Office space-Struggles-Causes of failure-Product/market, financing, managerial , Resilience --How many attempts Valuation and Harvesting –Valuation methods-Term sheet-Strategic sale, negotiations-Management succession

Learning Resources

1. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2011

3. Jayshree Suresh, Entrepreneurial Development, Margham Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.

HM18110	BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING	L	T	P	C
		2	0	2	3

Course Objective

- The objective of the course is to make the students familiar with statistical techniques and their applications in managerial decision making. Applications of inferential statistics in managerial decision making

Unit I

Introduction – Variable types and data measurement scales – Descriptive statistics – Data visualization (Charts and Graphs) – Descriptive analytics

Unit II

Probability – Types of Probability – Rules and Conditions of Probability – Random variable-discrete distributions-Continuous distributions – using excel

Unit III

Introduction to sampling distributions – Sampling distribution of mean and proportion – Application of central limit theorem – Sampling techniques – Estimation: Point and Interval estimates for population parameters of large sample and small samples – Determination of sample size.

Unit IV

Hypothesis testing: Parametric and non-Parametric one sample and two sample tests for means and proportions of large samples (z-test) – One sample and two sample tests for means of small samples (t-test) – F-test for two sample standard deviations – using excel

Unit V

Correlation analysis – Simple linear regression – Multiple regression – Data analysis using excel

Learning Resources

1. David R. Anderson , Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for Business & Economics, Revised 13th Edition, 2018
2. T N Srivastava,† Shailaja Rego, Statistics for Management Paperback, 2017
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
4. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition, Cengage Learning, 2015

HM18111	MANAGERIAL SKILLS FOR EFFECTIVENESS	L	T	P	C
		2	0	2	3

Course Objectives

- To familiarize the students to the basic concepts of managerial skills in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

Unit I -INTRODUCTION TO PERSONAL SKILLS

Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change, learning of skills and applications of skills- Negotiation and assertiveness skills.

Unit II -ORGANISATIONAL CULTURE

Building organizational culture- Building peer support for team's projects, Identifying operational and strategic gaps, identifying mentor to support professional development – role of Mentor in professional development – Leadership challenges and strategies in organizational development – Mapping personal leadership and Learning journey

Unit III Inter Personal Skills

Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas. Reflective assessment on dimension of managerial success.

Unit IV Team Building

Team building: Developing teams and team work, advantages of team, leading team, team membership. Team management, networking skills, interaction across business functions Skill development and skill application.

Unit V Communication

Communication related to course: oral presentations, conducting meetings, Meetings-preparation, importance and benefits of meetings, course of meetings, principles of chairing meetings,

common mistakes and drawbacks. reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.

Outcomes

- i) The students should be able to describe and discuss the elements of effective management,
- ii) discuss and apply the planning, organizing and control processes,
- iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

Learning Resources

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Wehrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
5. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
6. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012

SEMESTER-II

HM18201	INDIAN ECONOMY AND POLICY	L	T	P	C
		1	0	2	2

Course Objectives

- To empower the students to understand Indian economic Policy's threats and opportunities in business
- To understand the business participation in Indian economy
- To reap the benefit of Indian economic Fiscal policies (subsidy, grants and aids for the future business)
- To direct the business and to forecast future business towards the goal of Sustainable Development of Global Economy and Indian Economy.

Unit I

Introduction to Colonialism of British Rule in India: De-industrialization of Indian economy- Business enterprises-Growth and development-economic reforms

Unit II

Indian Economic Growth and Development: Silent features of underdeveloped economy-economic factors and non-economic factors- poverty and inequality. Latest trend in Indian Economic Planning. Factors determining economic Development: Resource Profile of the Economy – Natural Resources – Infrastructure -Human resources -- National Income and Capital Formation - Growth and economic reforms.

Unit III

Overview of Indian Economy Development: Macroeconomic Overview – Fiscal and Monetary Policy –Foreign Trade and Balance of Payments - Financial Sector Performance and impending reforms

Unit IV

Policies towards Agriculture: Green Revolution and its impact on economy and environment – Agriculture Finance and Agriculture Marketing – Agriculture pricing policy (Procurement Pricing and Minimum Support Pricing) – Subsidies and Food Security-Post harvest management techniques.

Industrial Development during plans: Industrial Policy and Licensing – Public enterprises and privatization – Micro Small and Medium Enterprises –Service sector- Industrial Labour in India – Industrial sickness.

Unit V

Financial and Commercial Banking in India- Industrial finance and Development Banking in India-Government Reforms towards Emerging Global Economy –issues on climate changes, ozone layer depletion, bio-diversity failures and human health deterioration and disparities in Global resource and energy sharing between developed economies and developing economies.

Environment Regulatory Framework: Environment treaty of Montreal Protocol, Kyoto Protocol and Paris Protocol-Indian role and participation in Global Environmental Regulation- Liberalization , Privatization , Globalization – Issues.

Learning Resources

1. Uma Kapila , “Indian Economy, 17th Edition: Performance and Policies”, Academic Foundation, 2017.
2. Chetan Ghate, Kenneth M. Kletzer, “ Monetary Policy in India: A Modern Macroeconomic Perspective”, Springer, 25-Nov-2016.
3. Nilanjan Banik , “The Indian Economy: A Macroeconomic Perspective”, SAGE Publishing India , 2015.
4. Bharat Jhunjhunwala, “ Globalisation and Indian Economy”, Gyan Publishing House, 2007.

5. Bimal Jalan, "Indian Economy", Penguin UK, 22-Sep-2004.
6. Raj Kapila, Uma Kapila, "India's Economy in the 21st Century: A Collection of Select Articles", Academic Foundation, 2002

HM18202	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		1	0	2	2

Course Objectives

- To equip students to understand Indian ethos
- To appreciate the concepts of business ethics in leadership
- To analyze the choice of tools for resolving ethical dilemma

Unit I

Elements of Indian ethos-union rather than dominion status of human beings-renunciation of self-laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection - Brain stalling, the Indian ethos for management-corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)

Unit II

Management ideas from Vedas, Mahabharata, Bible, Quran, Artha Shastra, Thirukkural, Kautilya's Arthashastra. Indian Heritage in Business, Management. Production and consumption-Ethics Vs Ethos, Indian Vs Western Management, Work Ethos and values for Indian managers-Relevance of value based management in global change-Impact of values on stakeholders, Trans-cultural Human values, Secular Vs spiritual values, value system in work culture.

Unit III

Stress management-meditation for mental health, yoga, contemporary approaches to leadership—Joint Hindu Family Business- Leadership Qualities of Karta- Indian systems of learning-

Gurukul system of learning-Advantages-disadvantages of Karma, importance of Karma to managers-Nishkama Karma, Laws of Karma, Law of creation-Law of Humility-Law of Growth-Law of Responsibility-Law of Connection-Corporate Karma Leadership--Transactional leadership Vs Transformational leadership-servant leadership.

Unit IV

Understanding the need for ethics, ethical values, myths and ambiguity, ethical codes, ethical principles in business; Theories of Ethics, Absolutism Vs Relativism, Technological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD)

Unit V

Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing, HRM, international business. Ethical culture in Organization, Developing codes of ethics and conduct, ethical and value based leadership. Role of scriptures in understanding ethics, Indian Wisdom & Indian approaches towards business ethics.

Learning Resources

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, 2009.
2. Swami Anubhavananda, Aryakumar, Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.
3. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas publishing Noida, 2008.
4. Joanne B. Ciulla, Ethics the heart of Leadership, Praeger, London 2004.
5. S.K. Bhatia, Business ethics and Managerial values, Deep & Deep publications. New Delhi, 2008.

HM18203	CORPORATE FINANCE	L	T	P	C
		2	0	2	3

Course Objectives

- To learn the financial tools needed to make good business decisions
- To enable the basic insights of corporate finance theory
- To emphasize the application of theory to real business decisions

Unit I Introduction

Introduction to Financial Management-Corporate Finance – Nature and Scope - Role of Financial Institution –Time Value of Money

Unit II Investment Decision

Investment Analysis – Risk Analysis Probability Approach- Business Failures, Mergers, Consolidations and liquidation.

Unit III Financing Decision

Cost of capital-Valuation of common stock, preference shares and fixed income securities-Bond valuation theorems- WACC Capital Markets – Valuation of the Firm- Inflation and Financial Decisions. Derivatives – Futures and Options- Dividend Valuation Model - Dividend Policies – Walter Model – Gordon Model – Payment Ration divided as a residual payment – M.M. Irrelevance Doctrine

Unit IV Working Capital Management

Working Capital Management-Cash conversion cycle-Cash management-Inventory Management-Receivables management- Estimation of working capital requirements

Unit V - Foreign Collaboration and Introduction to Capital Market

Foreign Collaboration – Business Ventures Abroad. International Financial Institutions & Multinational Corporations- Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets

Learning Resources

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10th Edition, Tata McGraw-Hill Publishers, 2012.
2. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2007.
4. Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2008.
5. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
6. Madura, J., International Corporate Finance, 10th Edition, Cengage Learning, 2012.
7. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K., Corporate Finance, 8th Edition, Tata McGraw-Hill Education, 2008.

HM18204	INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS	L	T	P	C
		2	0	2	3

Course Objectives

- To equip the students take potential concrete decisions on sourcing the funds and also on investing the funds.
- To expose them tussle with the gravity of Risk in financial markets.

Unit I -Indian Financial System

Overview of Indian Financial system –Financial Institutions – Financial Instruments – Financial markets –Financial Services - Indian economy at a glance –Digitalization in Financial system –pros and cons – Financial Sector reforms -Recent Developments and Challenges ahead.

Unit II Indian Banking System

Overview of Indian Banking System, Functions of banks, modern day banking - key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Banking reforms – Role of Banks in Indian Financial system – other Financial Institutions – other services by banks.

Unit III Securities Market

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –systematic and unsystematic risk - SEBI – money market – Debt market.

Unit IV - Foreign Exchange Market

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

Unit V- Derivatives Market

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives - Derivatives market in India.

Learning Resources

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPS',– PHI Learning, 2011.
4. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
5. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011

HM18205	MARKETING RESEARCH	L	T	P	C
		1	0	2	2

Course Objectives

- To develop a research plan for execution.
- To comprehend and apply effective marketing research techniques to solve day today marketing problems.
- To set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.
- Learn the value of scientific research for problem solving and decision making .

- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

Unit I

Background to Research- Developing research proposals-Research paradigms Contributions of research to theory and practice-Research Ethics-Literature Review-Identifying, accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Augmentation-case studies.

Unit II

Qualitative Methods- The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research-case studies.

Unit III

Quantitative Methods-Data and Variables-The Nature of Quantitative Research-Descriptive and Inferential Statistics-Sampling-Designing and Coding Questionnaires-Data Entry and Screening-case studies.

Unit IV

Hypothesis Testing-Association-Correlation Coefficients Bivariate, Regression-Association-Chi-square Tests-Difference- t-tests-Difference- ANOVA-Reliability, Validity and Rigour-Reporting a Quantitative Study-case studies

Unit V

Research Proposal-Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals-case studies.

Learning Resources

1. Malhotra, Dash "Marketing Research: An applied orientation" 7th Ed. Pearson Ltd, 2015.
2. Brown Suter Churchill, Marketing Research , 8th edition, Cengage Learning India Pvt Ltd,2015
3. G.C. Beri, 'Marketing Research', 4th edition, Tata McGraw-Hill Education.2007
4. Churchill, Lacobucci&Israel, Marketing Research-A South Asian Perspective'CengageLearning, India edition, 2010.
5. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research – text and cases', All India Traveler Book Seller 12th edition ,2014
6. Raymond Kent, Marketing Research – Measurement, Method and application', International Thomson Business Press edition 2, 2011
7. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning ,2015
8. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business Research Methods, International Edition, 9e, Cengage Learning, 2014.

HM18206	PROJECT MANAGEMENT	L	T	P	C
		2	0	2	3

Course Objectives

- To empower the students to get insights of basic concepts on project management
- To create awareness on the roles and responsibilities of project managers
- To build the confident among the students to take up any kind of projects
- To sharpen the planning, scheduling and controlling skills of the students with respect to individual projects

Unit I

Projects – Definition and Objectives – Project Management Vs General Management – Roles and Responsibilities of Project Manager – Selection of Project Manager – Selection of Projects – Understanding Project Life Cycle

Unit II

Project Planning – Contents of Project Plan – Planning Scope of Projects – Planning Project Team – Work Breakdown Structure (WBS) – Planning Project Schedule – CPM and PERT – Gantt Charts – Schedule Compressions

Unit III

Budgeting the Project – Methods of Budgeting – Cost Estimation – Improving Cost Estimates – Budget Uncertainty and Risk Management – Planning Resource – Expediting the Project – Resource Loading and Leveling – Allocating Scarce Resources to Projects – Risks in Projects

Unit IV

Quality Definition for Projects – Cost Benefit Analysis – Quality Plan, Requirements, Metrics and Checks – Standards for the Project – Projects Quality management plan – Stakeholder Identification, Analysis and Communication Planning

Unit V

Understanding Different Fundamental Contract Types and Some of the Variants – Earned Value Management – Project Control – Designing the Control System - Behavioral Aspects in Project Management – Project Evaluation Criteria and Measurement – Project Auditing Process and Report – Project Closure Types, Process and Report

Learning Resources

1. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010 Reprint 2016
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
3. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
4. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
5. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
6. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010

HM18207	QUANTITATIVE TECHNIQUES	L	T	P	C
		2	0	2	3

Course Objectives

- To develop and investigate the OR models by facilitating the various problem solving techniques.
- To Analyze and examine the results with the proposed recommendations for decision making in order to incorporate in the organization.
- To explore the mathematical software to solve the proposed models
- To apply the mathematical tools to solve the optimization problems
- To Identify and develop the operational research models.

Unit I

Introduction to Linear Programming (LP) - LP Formulations - Graphical Solution - Simplex Method - Using Excel solver to solve LP Problems - Duality Concepts – Mathematical Formulation of Integer programming (IP) and Basic Problem in Gomory's Cutting Plane Method – Dynamic Programming: Algorithm, Shortest Route Problem

Unit II

Transportation problem, Assignment problem - Trans-shipment problem – Travelling salesman Problem

Unit III

Network Models: Shortest Path Problem, Maximum Flow Problem, Minimum Spanning Tree – Sequencing: M Job 2 Machine and 3 Machine Problems – Decision Theory: Decision Making Under Certainty and Uncertainty

Unit IV

Queuing Theory: M/M/1: FCFS/N and FCFS/ ∞ Models - Replacement Models: Replacement of Equipment Fails Suddenly, Replacement Policy when the Value of Money Changes with Time and Group Replacement Models

Unit V

Game theory: Saddle Point Determination, Dominance Property, Two Person Zero-sum Game, Graphical Method with 3 x 3 Game – Simulation: Monte Carlo Simulation, Application in Inventory Management and Queuing

Learning Resources

1. Hamdey A.Taha, Introduction to operations research, Prentice Hall India, Tenth edition, 2017

2. Fredericks, Hiller, Gerald J.Lieberman Bodhibrata Nag Prectam basu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
3. Pannerselvam . R, Operations research, Prentice Hall of india, 2009
4. J.K.Sharma, Operations research Theory and applications, 2012
5. Pradeep prabakarpai, Operations research - Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003
7. Prof.V.Sundaresan, Prof. Ganapthi subramanian, Prof.Ganesan, Resource Management Techiques, A.R. Publications, 2016

HM18208	ORGANISATION DESIGN	L	T	P	C
		1	0	2	2

Course Objective

- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Unit I - Organization & its environment

Meaning of Organization – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications. The Organization's Environment- the Changing Environment

Unit II - Organizational Design

Organizational Design – Determinants – Components – Types - Basic Challenges of design – The Role of Strategic Direction in Organization Design-A Framework for selecting Strategy and

Design- Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

Unit III - Organizational Strategy & Culture

Organizational strategy-Organizational design -Alternative structures-Management process - Authority and organizational control mechanisms Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

Unit IV- Organizational Change

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process –Managing organizational conflict, power and politics Organization Development – HR functions and Strategic Change Management - Implications for practicing Managers. Organization Size, Life Cycle and Decline.

Unit V- Organization Evolution and Sustenance

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational decision making and organizational learning & knowledge management Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Out Come

Students will be able to analyze organizations more accurately and deeply by applying organization theory.

Learning Resources

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, Cengage, 9th edition 2011
2. Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.
6. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 6th Edition 2011.
7. Richard L. Daft, Understanding theory & Design of Organizations, Cengage, Western, 10th Edition 2012.

HM18209	CORPORATE STRATEGY	L	T	P	C
		1	0	2	2

Course Objectives

- To design and formulate a strategy and implement the same effectively in an organizational environment
- To assess the business environment and gain the ability to create sustainable competitive advantage to the organization
- To enable to implement a strategy and control deviations if any.

Unit I - Overview of strategic Management

Introduction to strategic management-phases of strategic management-impact of globalization and its challenges to strategic management-environmental scanning-process of strategic

formulation-Mintzberg's modes of strategic decision making-Responsibilities of the Board-Carroll's four Social responsibilities of business.

Unit II - Environmental scanning and Industry analysis

External Environmental analysis-Environmental scanning-Identifying external strategic factors-Industry Analysis: Porter's approach to industry analysis-stake holder analysis & Non-market strategy-categorizing international industries-strategic types-competitive intelligence-strategic audit-EFAS.

Unit III - Organizational Analysis and strategy formulation

Core and distinctive competencies- competitive advantage and firm resources-generic strategies and competitive advantage-determining the sustainability of an advantage-dynamics of competitive advantage and value chain-competing through business models-value chain analysis-industry value chain analysis-scanning functional resources and capabilities-corporate culture-strategic audit-SWOT-TOWS matrix-business level strategies-corporate strategies-portfolio analysis-corporate parenting-functional strategies-strategic choice-grand strategy.

Unit IV - Strategy implementation, evaluation and control

Strategy implementation-Process of implementation-types of organizational structures-process of evaluation and control-types of controls-techniques of control-strategic information systems-competitive advantage to corporate advantage-corporate governance and corporate ethics

Unit V - Strategic change and innovation

Strategic change-disruptive innovation-corporate social responsibility-competitive advantage to corporate advantage-

integrative analysis-strategic issues of public sectors, small business organizations and non-profit organizations

Learning Resources

1. Thomas L.Wheelen and J.David Hunger Concepts in strategic management and business policy, Pearson Education Limited, 2015.
2. Charles W.L.Hill, Gareth R. Jones, Strategic Management- An integrated approach, Cengage Learning, 9th edition, 2016.
3. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
4. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011.

HM18210	CORPORATE SOCIALRESPONSIBILITY AND SUSTAINABILITY	L	T	P	C
		1	0	2	2

Course Objectives

- To introduce the background and history of corporate social responsibility and its impact on social welfare
- To familiarize the students with the international framework of CSR and the legislations that are currently in force to ensure compliance
- To grasp the current issues and implications of CSR on social development and progress
- To capture the Indian scenario and the CSR practices by Indian and foreign MNC's

Unit I

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of

sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

Unit II

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

Unit III

CSR-Legislation In India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

Unit IV

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism. Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs.

Unit V

Global Compact Self Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in

CSR.CSR as a Strategic Business tool for Sustainable development.
 Review of successful corporate initiatives & challenges of CSR.Case
 Studies of Major CSR Initiatives.

Learning Resources

1. Wayne Visser and Nick Tolhurst, The World Guide to CSR -, Green leaf publishing, 2017.
2. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach, Broad view press, 2011.
3. The A to Z of corporate social responsibility, Wayne Visser, Dirk Mattern, Manfred Pohl, Nick Tolhurst, An ICCA Publication, 2010

HM18211	HUMAN RESOURCES MANAGEMENT	L	T	P	C
		1	0	2	2

Course Objectives

To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

Unit I - Perspectives in Human Resource Management

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

Unit II -The Concept of Best Fit Employee

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits

Unit – III -Training and Executive Development

Career Planning & Development Training needs analysis - Types of training methods –purpose- benefits- resistance. Training Models - Executive development programmes – Common practices - Benefits – Self development – Knowledge management- Delivery Methodology, Evaluation, Capacity Building.

Unit IV -Sustaining Employee Interest

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships. Employee Engagement

Unit V - Performance Evaluation and Control Process

Performance Appraisal-Types, methods, limitations and problems, ethics, Potential Appraisals Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

Out Come

Students will gain knowledge and skills needed for success as a human resources professional

Learning Resources

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012

4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management, Oxford,2012.

SEMESTER-III

HM18301	FUNDAMENTALS OF HOSPITAL ADMINISTRATION	L	T	P	C
		2	0	2	3

Course Objectives

The aim of this course is to enable

- Professional management practice in healthcare
- Understand the management process and integrated approach in management
- Manage service organizations by accepting the inbuilt challenges
- Manage hospitals by understanding the complexity, levels and role of hospital administrator
- Understand the current issues that have an implication in administration
- Practice hospital administration

Unit I Management Concepts and Theories

Management and Organizations - Management Role- Levels of Managers and Management Skills - Classical School- Behaviour School-Management Science School

Unit II Management Functions and Process

Planning- Organizing -Staffing - Directing-Controlling

Unit III Services, Health and Hospitals

Services- Classification of Service Organization- Characteristics- Challenges History of Medicine-Healthcare Revolution-Health-Dimensions of Health- Indicators of Health Types of Healthcare Organizations- Composition of Health Sector- Types of Care-Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization.

Unit IV Hospital Management: Levels and Roles

Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities

Unit V Current Issues in Healthcare

Accreditation- Tele health-Health Tourism- Health Insurance and Managed Care -Disaster Management - Hospital Wastes Management

Learning Resources

1. Peter M Ginter, W. Jack Duncan, Linda E Swayne,'Strategic Management of health care organization'8th edition,Wiley,2017
2. Gupta,'Hospital Administration and Management: A comprehensive guide', Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016
3. Elaine La Monica, 'Management in Health Care',Macmillan Press Ltd, London,2010
4. J.E. Park and K. Park, 'Textbook of Preventive and Social Medicine' (M/S Banarsidas Bhanot Publishers, Jabalpur,2011
5. B.M. Sakharkar, Principles of Hospital Administration and Planning ,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009.
6. C.M. Francis and et al., Hospital Administration,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009.
7. S.Srinivasan (ed.), Management Process in Health Care ,Voluntary Health Association of India, New Delhi,2009
8. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India Pvt. Ltd., New Delhi

HM18302	EPIDEMIOLOGY AND BIO - STATISTICS	L	T	P	C
		2	0	2	3

Course Objectives

- Provide students knowledge and understanding of Epidemiology Of Disease And Community Health
- Demonstrate an understanding of the essential principles of modern bio-statistical methods
- Learn about their application in all areas of public health, health, demography, and social sciences aimed at understanding and improving human wellbeing
- Undertake research projects that makes a contribution to the body of knowledge for human wellbeing

Unit I Epidemiology of Disease and Community health

Concept of health and disease; Epidemiological Triad; Disease Control and Prevention strategies, Communicable diseases Epidemiology-Terms and Definitions; Chain of disease transmission, Non-Communicable diseases and its Epidemiology - Standard methods of study.

Unit II Epidemiology Study Designs

Epidemiology Study Designs –Observational Studies - Descriptive Studies, Analytical Study - Ecological Study; Experimental Study - Measures of Occurrence - Incidence and Prevalence; Measures of Association - Risk and Odds ratios

Unit III Fundamentals of Biostatistics

Introduction – Definition, Types of Data, Tabulation of Data, Presentation of Data – Frequency distribution and Graphical Methods, Measures of Central Tendency and Dispersion, Normal distribution.

Unit IV Hypothesis Testing

Null and alternate hypotheses, Type I and Type II errors, p value, Steps in hypothesis testing, t tests, Chi square tests, correlation and regression.

Unit V Demography

Demographic cycle, Population growth, Population structure-Age pyramid, Sex ratio, Population density, Family size, Mortality and Morbidity, Literacy and Life expectancy, Population policy and National Demographic Goals, National Health Programs and International Health Programs.

Learning Resources

1. Leon Gordis, Epidemiology, Elsevier Saunders, 5th Edition, 2017.
2. K. Park, Park's Textbook of Preventive and Social Medicine 24th Edition, Banarsidas Bhanot Publishers, 2017.
3. B. Burt Gertman, Basic biostatistics: Statistics for public health practice, Jones and Bartlett publishers, 2008.
4. High Yield Biostatistics, Epidemiology and Public Health, - Anthony N Glaser, 4th Edition.-Lippincott Williams and Wilkins, 2013
5. R Bonita, R Beaglehole and T Kjellström, Basic Epidemiology, 2nd Edition, WHO Publication, 2006

HM18303	HOSPITAL AND HEALTHCARE SERVICES MARKETING	L	T	P	C
		2	0	2	3

Course Objectives

The aim of this course is to

- Apply marketing in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming customer satisfaction.
- Define the Market, target and focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation.
- Analyze wholeness of customer costs and price sensitivity; develop access to services;
- Use promotional tools as communication tools which help to create awareness, knowledge
- Use Social Marketing in marketing ideas and causes, which would change the behavior of target group Practice Health Services
- Use Public Relations

Unit I Introduction to health care sector and Services

Trends in Health care sector-Concept of Services -Importance of Hospital services Marketing-Service characteristics-Service Triangle-Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research.

Unit II Holistic Marketing

Holistic Marketing-Interactive marketing-External Marketing-Internal marketing – Scope- Objectives – strategies-Roles of a service employee.

Unit III Market analysis and design of health care service products

Defining Market- Forecasting Demand -Market Segmentation and Targeting - Target Marketing-Positioning-Designing health care service products -New service development process-PLC-Physical evidence-Marketing Organization for Hospitals.

Consumer Analysis -Consumer Buying Process-Buyer Behaviour-Consumer Adoption Process

Service Quality Management-- GAP model, SERVQUAL model - Service recovery strategies

Unit IV Strategic Marketing Mix Decisions

Product (Service) Decisions - Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision -Service Life Cycle Decision-physical evidence

Pricing Decisions- Pricing Objectives in Healthcare- Pricing Strategy Place Decisions- Major Distribution Decisions- Strengthening Referral System

Promotion Decisions-Sales Force in Healthcare Organizations-Advertising in Healthcare Industry

Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Service Portfolio Strategy - Market Expansion Strategy-Target Market Strategy- Competitive Positioning Strategy.

Unit V Public Relations

Introduction to Public Relations -Meaning of Public Relations-Classification of Public from Healthcare Marketing Perspective-Evaluation of Public Relations - Public Relations Process- Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public-Establishing Image and Attitude Goals for the Key Publics-Developing Cost Effective Public Relations Strategies-Implementing Actions and Evaluating Results-Community Opinion Surveys to Assess the Image of an Organization -

Public Relations Tools - Materials: Written and Audiovisual - Media : News, Events, Speeches and Information Services-Social Marketing

Learning Resources

1. Eric N.Berkonitz, 'Essentials of Health care Marketing' 4th edition, JB learning,2017.
2. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations ,Prentice Hall Publication,2012
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion,Health Administration Press ISBN 1-56793-150-2
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy,Prism Books Pvt. Ltd., Bangalore, 2000
5. Vora, 'Hospital management from service sector perspective' Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016.
6. Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995) ISBN 1- 85775-028-4

HM18304	OPERATIONS MANAGEMENT IN HOSPITALS	L	T	P	C
		2	0	2	3

Course Objectives

At the end of this course candidate will be able to:

- Understand the functional operations in Hospitals
- Familiarize with the operations of supporting services and procurement management of Hospitals
- Implement quality management system in hospital and healthcare organizations

Unit I Front Office & Clinical Services operations in Hospitals:

Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment . Clinical Departments – Out patient department (OPD) –

Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Unit II Operations of Supportive Services in Healthcare:

House Keeping –Linen and Laundry, Bio Medical Waste Management - Food Services - Central Sterile Supply Department (CSSD) and infection control process

Unit III Purchase operations

Organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing,

Unit IV Quality Assurance Operations in Hospitals:

Quality of services in Hospitals, Certifications & Accreditations of Hospitals, Quality Management in Hospitals, Quality Indicators, and Quality Evaluation of Performance.

Unit V Inventory Management in Hospitals:

Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis and HIS in Store Management.

Learning Resources

1. Langabeer, 'Health care operations Management', JB Learning, 2015
2. Essentials For Hospital Support Services And Physical Infrastructure by Madhuri Sharma, Jaypee publishers, 2010
3. Joshi SK, 'Hospital Administration' Jaypee Publishers, 2009
4. Opportunities in Hospitals & Healthcare Administrations by Pradeep Bhardwaj, Jaypee publishers, 2008.

5. Dr Girdhar J Gyani ,'Handbook of health care quality and patient safety' , Jaypee Publishers,2014
6. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India,2010.
7. Hospital Operations Management – Compiled by Mahalingam A.
8. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Response Books, New Delhi, 2009
9. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007.

HM18305	HOSPITAL SUPPORT SERVICES-I	L	T	P	C
		2	0	2	3

Course Objectives

- To understand the role of administrator in patient care planning and management
- To develop the skills of planning are location, design and layout of clinical services from staff / customer point of view.
- To develop the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)
- To understand the need and importance of equipment and physical facilities
- To understand as well as develop the skills of developing Policy and Procedures for Clinical Services

Unit I Hospital Planning

Concept of Planning- Guiding Principles in Planning Hospital Facilities and Services- Regional Planning and Factors to be emphasized - Steps in Hospital Planning; Planning Team and Stages of Project-Estimation, Architech Brief and Master Plan- Selection of Site and Decision on Land, Space and Utilities

Unit II Outpatient Services

Objectives -Functions - Location, Design and Layout - Policy and Procedures -Organization-Staffing - Equipment and Facilities -Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work -Managing Time : Waiting Time and Total Time- Specialty, Sub-specialty and Super Specialty Clinics-Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts : Day Care, Reservation, Appointment by Phone- Medico-social Works / Patient Counselling -Other Facilities : Pharmacy, Gifts Shop, Prayer / Meditation Room

Unit III Trauma Care : Emergency and Casualty Services

Objectives - Functions - Location, Design and Layout- Policy and Procedures-Organization- Staffing- Equipment and Facilities - Key Result Areas and Performance / Quality Indicators-Disaster Management : Principles and Classification - Life Saving Drugs - Ambulance and Paramedic Services-Medico-legal Procedures - Forms and Registers to be maintained- Communication System

Unit IV Inpatient Services

Inpatient Care: Objectives- Functions - Locations, Design and Layout- Policy and Procedures-Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators - Admission, Transfer, Billing and Discharge Procedures - Managing Deaths

Intensive Care Units : Objectives -Functions- Location, Design and Layout - Policy and Procedures- Organization - Staffing - Equipment and Facilities-Key Result Areas and Performance / Quality Indicators - Types of ICUs

Unit V Operation Theatre

Operation theatre: Objectives- Functions -Location- Design and Layout -Policy and Procedures- Organization -Staffing - Equipment and Facilities -Key Result Areas- Daily Planning and Scheduling- Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques -Clinical Protocols -Sub-stores- CSSD- Immediate Postoperative Recovery Rooms- Safety Issues

Learning Resources

1. Dr.D.K.Sharma and R.C.Goyal,'Hospital Administration and Human resource Management' 7th edition PHI learning,2017
2. B.M. Sakharkar, Principles of Hospital Administration and Planning,(Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2009
3. C.M. Francis and et al., Hospital Administration,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2004
4. NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
5. R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers P. Ltd., New Delhi,1995.
6. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi.2005
7. G.D. Kunders, Designing for Total Quality in Health Care,Prism Books Pvt. Ltd., Bangalore,2010

HM18306	HOSPITAL SUPPORT SERVICES-II	L	T	P	C
		2	0	2	3

Course Objective

- Understand the lay-out, location, functions, special requirements of Diagnostic and other essential supportive services for effective delivery of health care services.

Unit I Laboratory Services-Radiology Services

Definition - Types - Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Unit II Nutrition and Dietary services – Pharmacy services – Medical Records services.

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Unit III Laundry services – House keeping services – CSSD

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Unit IV Ambulance services – Mortuary services – Hospital security services.

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

Unit V Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Need and scope of Biomedical engineering departments in modern hospitals Energy conservation methods .

Learning Resources

1. Sharma, 'Essentials of hospital support services and Physical Infrastructure, Jaypee Publishers,2010
2. Hospital and facilities planning and Design – G.D.Kunders, Prism Books Pvt. Ltd., Bangalore, 2010.
3. Sangeetha Natarajan, Hospital Supportive services' 1st edition, Excel books,2010
4. Anthony Kelly, 'Strategic Maintenance planning'elseier,2006.
5. Clinical Engineering Principles and Practices - Webster J.G(editor) and Albert M.Cook(editor)
6. Antony Kelly,'Maintenance Planning and Control', Butterworths, 1984.
7. Jacob Kline,'Hand Book of Bio-Medical Engineering'elsevier, 1988.

HM18307	HOSPITAL INFORMATION SYSTEM	L	T	P	C
		2	0	2	3

Course Objectives

The course will help to

- Identify and appreciate areas of Computer and IT Applications in Hospitals and Healthcare Programs
- Understand Hospital / Health Information System – HIS
- Perform System Study from analysis phase to implementation phase of software development
- Get an overview of the software for hospitals and practice basic skills of using computers in Health Care

Unit I Basics of Computers and Management Information System

Computers and its Parts IT : Appropriateness and as focus of Organizational Change Software and Hardware Selection : Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures Networking : Importance, Types, Methods of Networking, Network Planning and Management LAN Security : Protecting Health Care Information, Internal Vs

External Threats.

Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Methods of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management.

MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS - Role of IT in Office Automation -Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology.

Unit II Systems Management, Software Applications and Developmental Process

System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining Need Analysis System Analysis Feasibility Test : Economic, Technical, Political & Socio-cultural Factors Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract

Software Development Procedure : Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation. After Development Procedure: Maintenance, Updates, Modules Addition Features of Software in Hospitals and Health Care

Unit III Hospital / Health Information System – HIS

Objectives, Characteristics, Elements, Categories -HIS for Various Levels of Management (Top / Middle / Operational) Integrated HIS (IHMS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

Unit IV Application of Computers in Hospitals and Health Programs

Need and Importance of IT in Health Care Centralized Vs Decentralized Integrated Online HIS Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping Implementing wireless computerized patient records Complexity in computerizing Hospitals Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

Unit V Latest Advancement in Technology

Geographical Information System (GIS): Digitizing Map, Software and Hardware Required for GIS Clinical Practices through Internet and Telehealth, Electronic Medical Documentation and Smart Cards Useful Websites in Health Care Future Trends in Health Care Information Systems.

Learning Resources

1. Karen a.Wager,Francis W.Lee,John P.Glaser,'Health care Information System-A practical approach for Health Care Management,4th edition,Wiley,2017
2. Mary Jo Browie and Michelle A. Green, 'Essentials of Health Information Management: Principles and Practices,Paperback,2015.
3. Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva) Marlene Maheu, Pamela Whitten & Ace Allen, E-Health,
4. Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203
5. Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan) WHO
6. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey) 2010

HM18308	LEGAL ASPECTS IN HEALTH CARE	L	T	P	C
		2	0	2	3

Course Objectives

- The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.
- Understand basic structure of judiciary in India
- Get an over view of legal issues in hospital administration
- Understand medical laws and legal commitments

Unit I Basic structure of judiciary in India and its functions.

Constitution of India - political power -legal power - subordinate judiciary - Higher judiciary - Their constitution, jurisdiction and powers - Functions: sovereign functions vs. welfare function.

Unit II Legal issues in hospital administration:

Medical Records - Definition - importance of Medical Records - Statutory provisions - Doctrine of estoppel - Bolam test - Vicarious liability- negligence - medical negligence - kinds of negligence - gross and criminal negligence - Egg-shell skull doctrine - provisions for emergency cases - medico-legal issues- suspicious death - production of medical records before a court - Deposition of medical professional before a court.

Unit III Medical Profession and legal commitments

Medical professionals and their duties to society - Definitions and meaning of legal phrases used in Criminal Law - The dying declaration - Summons to the medical practitioner - Rights of unborn child - Medico-legal concerns - Pollution control legislations - Biomedical waste disposal - The Drugs and Cosmetics Act, 1940 - Medical Ethics - Doctor-patient contract - Consent by patients and informed consent - Law of torts - professional negligence - Consumer Protection Act, 1986.

Unit IV Medical Legal Commitments

MTP Act – PC&PNDT Act - Mental Health Act - Euthanasia - State Medical Councils - Indian Medical Council - Human Organ Transplantation - Legal and Ethical Issues of HIV in Medical Practice - Handling RTA/MLC cases in Hospitals - Medical confidentiality - Patients' interest - IHO, WHO, NGO.

Unit V Medical laws and its applications in hospital administration

The Biomedical Waste (Management and Handling) Rules - Radiation Safety System -Exemption of Income Tax for Donations- Tax Obligations.

Learning Resources

1. J. Stuart Showalter, 'The Law of Health care Administration' 8th edition, Health administration publisher, 2017
2. Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi) 2009
3. N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi) ISBN 8170142067
4. Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies (Jaypee Brothers, New Delhi) ISBN 8171797318.
5. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management :A Holistic Approach (Jaypee Brothers, New Delhi) ISBN 8171797202

HM18309	QUALITY MANAGEMENT IN HOSPITALS	L	T	P	C
		2	0	2	3

Course Objectives

The course will help to

- Understand Managing Quality as an institutional philosophy in Healthcare Organizations
- Understand the Process of cultural change will emphasize on Leadership Commitment, Training, Managing Change, Team Work and Communication
- Identify Customers and individual behaviours that demonstrate customer service
- Develop skill to apply quality concepts and tools
- Develop skill to analyze patient's expectations and satisfaction

Unit I Fundamentals

History, Need and Importance of Quality Management- Core Values, Concepts and Model -Dimensions of Quality -Principles of Quality Management : Structure, Process and Outcome Quality Vs Productivity Vs Profitability- Cost of conformance and non-conformance to Quality -Major Components in Quality Setting- Objectives -Quality Investment -Activity Monitoring -Performance Assessment- Quality Management Process -Leadership Commitment -Corporate Framework on Quality- Transformation of Corporate Culture- Customer Focus -Process Focus -Collaborative Approach -Education, Training and Development -Learning by Practice and Teaching- Benchmarking -Quality Measurement

Unit II Quality Foundation, Tools and Techniques

Leadership- Team Work- Communication- Problem Solving - Managing Time- Tools and Techniques -Flow Chart -Cause and Effect Diagram -Pareto Diagram Statistical Process Control(SPC)

Unit III Healthcare Quality

Quality / Customer Service -Define Customer and Identify Customers Customer Experience : Core Service & Delivery of Service -Excellent Customer Service ; Caring Service- Individual Behaviour : Stress-Communication and Interpersonal Relationship- Patient Satisfaction - Rights and Responsibilities of Patients Satisfaction and Delight Quality Indicators of Patient Satisfaction- Clinical Quality-Complication and Infection Rate- Admission, Follow Up and Continuity of Care -Measuring Quality -Setting Objectives and Agreeing upon Standards Develop Key Result Areas and Performance Indicators- Feedback : Customers, Staff, Suppliers, etc. Quality Audit and Review Techniques.

Unit IV Organisation and Roles in Quality

Quality Policy: Commitment to Patients and Staff- Code of Conduct for Health Professionals -Job Description of Quality Manager- Quality Steering Committee Quality Council- Quality Teams: Task Force, Quality Circle- Obstacles to Practice Quality

Unit V Recent Trends

ISO Certification; BS Mark Accreditation: JCI Quality Awards Scheme -Business Process Reengineering.

Learning Resources

1. Sanjay Mohapatra, K. Ganesh et al, 'Service quality in Indian hospitals-perspectives from an emerging Market' Springer, 2018
2. Wilson CRM, 'Hospital Wide Quality Assurance' (Saunders, Ontario)
3. Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)
4. Richard Smith (ed.) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9
5. Nankemp and Eileen Richardson, Quality Assurance in Nursing Practice a (Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8)
6. Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)
7. Hugh C.H. Kogh, Total Quality Management in Health Care (Longman Publication) ISBN 0582 04696
8. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Arnold, London) ISBN 0-340-55273-5

HM18310	RISK MANAGEMENT AND HEALTH INSURANCE	L	T	P	C
		2	0	2	3

Course Objectives

The course will help to

- Understand the basics of health insurance
- Develop skills in managing risks
- Do costing thereby design benefit package and set premium
- Understand provider payment mechanism Design and plan community health insurance
- Understand managed care Study different system and components of managed care

Unit I Health Insurance, Market Failure and Risks

Concept of Health Insurance- Types, origin, evolution and importance: Private Health Insurance for profit ,Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance Public Health Insurance : National Health Insurance, Social Health Insurance Fundamental difference among various Health Insurance Schemes Various models of CHI and MHI tested / implemented in developing countries Health Insurance in Indian Context

Social security: A fundamental concept- Risk and Insurance- Demand and Supply for Health Insurance -Economics of Scale- Welfare Loss from Health Insurance- Actuarially Fair Premium, Expected Loss, Load Factors -Market failure and role of Government

Risks : Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning

Risk Management Tools

Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system Adverse Selection: Collective membership, group policies

Cost Escalation : Treatment Protocol, fixed fee per illness Fraud and Abuse (free rider): Insurance covered with photograph

Unit II Designing Benefit Package and Premium setting

Designing Benefit Package : Introduction Issues to be considered : Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand Costing the Benefit Package : Cost of pharmaceuticals, consultations, diagnostic support services, ;hospitalization, additional services and operating costs Premium Setting : Calculation and determining Premium

Unit III Provider Payment Mechanism

Introduction-fee for services-case payment- daily charge-bonus payment- flat rate payment- capitation- salary-global budget- DRG- Comparison of different payment systems

Unit IV Designing and Planning of Community Health Insurance

Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection- Data collection and analysis: household survey questionnaire design, production of information- Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management- Preparing for Implementation: Practical and logistics Implementation : Launching, enrolment, premium collection, waiting period Monitoring and Evaluation

Unit V Managed Care

Origin, Growth and Development of Managed Care -Importance - Management Functions of Managed Care -System of Managed Care- Health Maintenance Organization (HMO)- Preferred Provider Organization (PPO) -Exclusive Provider Organization (EPO)- Physician Hospital Organization (PHO) -Independent Practitioner Organization (IPO)- Components of Managed Care System Contractor Provider Network Patient Access Systems Utilization Management Claims Payment Customer Service Quality Management .

Learning Resources

1. Michelle A. Green, 'Understanding health Insurance-A guide to Billing and Reimbursement' Paperback,2016
2. L.M. Harpster and M.S. Veach, Risk Management Handbook for Healthcare Facilities (American Hospital Association, USA, 1990)
3. Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 2000)
4. A.V. Rickel and T.N. Wise, Understanding Managed Care (Karger, USA 2000)
5. Gupta P.K, Insurance and Risk Management, Himalaya Publishing House, 2006.
6. My Collection of HI – Material and Books, 2007.
7. Insurance Exam – Material, 2006
8. American Books – Managed Care On History of Health Insurance – Origin –Development & Growth – 2007.
9. Insurance – Compendium – Given by Venugopal, 2005.

HM18311	SUMMER INTERNSHIP	L	T	P	C
		0	0	2	1

Hospital and health care Internships provide a platform for knowledge transmission beyond the class room. The project work is assigned for 1 credit hours to demonstrate students ability to apply learned skills, push boundaries and propose and explore much needed solutions across all disciplines and cultures grooming them with the skills the Hospital and health care industry demands.

The duration of the project is for six weeks.

SEMESTER-IV

HM18401	MEDICAL TOURISM MANAGEMENT	L	T	P	C
		2	0	2	3

Course Objective

- To gain an incite of medical tourism industry and management of health tourism services

Unit I Global health care

Medical tourism-Conceptual framework of globalization and Medical tourism-WHO resolution-International trade and Health-Strengthening safety and Service delivery.

Unit II Destinations for medical tourism

Global destinations-SWOT analysis of Medical Tourism Destinations

Unit III Structure of the Industry and services

History of health tourism Industry in India-Types of Medical Tourism-Types of treatment in medical Tourism: Outbound-Inbound-Intrabound health Tourism services-Factors affecting Medical Tourism

Unit IV Health tourism in India

International patient services-Key operators-India's competitive environment-Government support to Indian health tourism Industry-Market Dynamics-Factors driving health tourism-Profiles of hospitals offering health tourism services

Unit V Medical tourism Management

Global Health tourism Market-Destination guidelines-Planning - Safety, quality and accreditation issues-Case management Considerations-Travel and Transportation-Health insurance-Financing Medical treatment-Cost containment -Legal rights affecting Medical Tourists-Medical Malpractice Issues.

Learning Resources

1. Maria K.Todd, 'Medical Tourism Business Development',5th edition, Kindle books,2017
2. Edward Kelly, 'Medical Tourism'-WHO-2013
3. Milica Z. Bookman, Karla R. Bookman 'Medical tourism in developing countries'Paperback,2007.
4. www.ibef.org-'Health tourism :Destination India' India brand equity foundation
5. John Breese'The definitive guide to Medical Tourism 'Prong media,2010

HM18402	SAFETY AND DISASTER MANAGEMENT	L	T	P	C
		2	0	2	3

Course Objective

- To familiarize the students to identify the areas of safety and risk and managing of the same.
- To understand the basic concepts in Disaster management
- To understand disaster planning, role and responsibilities of hospital administrators in disaster management.

Unit I

Security Organization and Management: Security Sensitive Areas – Functions of Hospital Security Department – Security Organization and Physical Security Measures - Need for Security Technology – Contract Security Agency –Effective Security Management in Hospitals –Security Committee – Periodic Security Audit

Unit II

Hospital Acquired Infection (HAI): Objectives – Control and Prevention – Housekeeping –Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal – Antibiotic Policy–Hospital Infection Control committee – Composition – Role and

Functions – Surveillance –High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

Unit III

Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Electric Installations –Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

Unit IV

Radiation – Biological Effects of Radiation – Radiation Protection and Safety – Principles in the Layout of a Diagnostic X-ray Room – Contrast Media – Magnetic Resonance Imaging – Planning Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Radiation Protection Aspects – Radioactive Waste Collection and Disposal –Procedure for Obtaining Clearance.

Unit V

Disaster Management – Basic Concepts – Disaster Classification – Disaster Process – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities –Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill. TRIAGE

Learning Resources

1. National disaster Management guidelines-Hospital safety, Publication of NDMA-GOI, 2016
2. Shailendra K. Singh, Safety & Risk Management, Mittal Publishers – 2006.
3. Stephen Ayers & Garmvik, Text Book of Critical Care, Holbook and Shoemaker, 2006.
4. Community Medicine – Recent Advances by AH Suryakantha – Published by Jaypee
5. Brothers Medical Publishers (P) Ltd., New Delhi – 2008.
6. Hospital Administration – by D.C. Joshi & Mamta Joshi – Published by Jaypee – New Delhi - 2009
7. J.H. Diwan, Safety, Security & Risk Management, APH – 2005.

HM18403	MEDICAL TERMINOLOGY	L	T	P	C
		2	0	2	3

Course Objectives

- Understand the anatomy and physiology of human body, medical terms and terminologies in use in hospitals
- Understand illness, causes, classification and description of diseases
- Understand the causes, mode of spread, control and prevention of common infections in the hospitals and community

Unit I Human Anatomy and Physiology

Digestive System - Respiratory System- Circulatory System - Central Nervous System- Muscular Skeletal System- Reproductive System- Excretory System- Endocrine Glands- Special Senses-

Unit II Medical Terminology

Reasons for using medical terms - Glossary of medical terms: major diseases and medical specialties

Unit III Roots, Prefixes, Suffixes, Abbreviations and Symbols

Common roots : element referring to, usage and definition -
Common prefixes and suffixes Common abbreviations: departments,
time, general healthcare, routes of medication, and laboratory
Symbols

Unit IV Illness

Defining Illness: Direct and indirect causes Classification and
description of disease

Unit V Infection Control

Medical aseptis, Nosocomial infection and communicable diseases
Reservoir, carrier and mode of transmission Infection control
measures Sterilisation and aseptic techniques Infection control
committee : purpose, composition and terms of reference

Learning Resources

1. Barbara AGylys, Maryellen Wedding, Medical Terminology Systems: A body systems approach,8th edition, Quincy Mc Donald Publishing,2017.
2. Stedman's Medical Dictionary (Williams&Winkins, Baltimore) ISBN 0-683-07922-0
3. William F. Ganong, Review of Medical Physiology (McGraw Hill, Boston) ISBN 007-144040-2
4. K. Park, Textbook of Preventive and Social Medicine/S Banarsidas Bhanot Publishers,2011
5. John V. Basmajian and Charles E. Sloncker, Grant's Method of Anatomy: A Clinical Problem – solving Approach (BI Waverly Pvt. Ltd., New Delhi) ISBN 81-7431-033-9
6. Roger Waston, Anatomy and Physiology for Nurses (Prism Books Pvt. Ltd., Bangalore)2009

HM18404	MEDICAL ETHICS	L	T	P	C
		2	0	2	3

Course Objectives

- To Introduce Medical ethics and guidelines to code of conduct and issues in Health care.

Unit I Introduction to Medical Ethics and ethical theories

Introduction to medical ethics-Moral Development-Relativism-Ethical theories-Utilitarianism-Natural Law theory-Justice as fairness- Decisions based on Ethical Principles -Case presentations and case studies.

Unit II Moral Principles in health care

Non Malfeasance, Beneficence, utility, Distributive justice, Autonomy-Role of Patient-Doctor-Patient Relationship -Case studies

Unit III Moral Issues in health care

Indignities, Denied Information, Invaded privacy, coerced decisions, Wrong treatments and medications-Case studies

Unit IV Law and guidelines to code of conduct

Laws-statutes-Administrative Regulations- Common Law - Constitutional law-Codes of Conduct- Law and Morality-Basic rights- Case presentations and case studies

Unit V Ethical issues

Confidentiality-Truth telling-Informed consent-Abortion-Seriously ill patients-Euthanasia-Medical experimentation-Cloning-Justice and health care system

Learning Resources

1. Ruth.B.Purtille and regina F.Doherty,Ethical Dimensions in Health professions,5th edition,Paperbak,2018
2. Shaun D Pattinson, 'Medical Law and Ethics' 4th edition, Sweet and Maxwell publishers,2014
3. Erich H. Loewy,' Textbook of Medical Ethics' Springer 2009
4. CM Francis, 'Medical Ethics' Jaypee Publishers,3rd edition,2007

HM18405	INTERNSHIP / FIELDWORK/PROJECT REPORT	L	T	P	C
		0	0	10	5

Healthcare Management Internships for five credit hour enables students to gain a multitude of experiences in a health care atmosphere aligning their interest and potential with the expectation of the corporate. During the Internship students are expected to:

- Work on communications, marketing, operations, administrative, research and other areas.
- Keep in contact with the program instructors regarding tasks for the project Healthcare Management coursework which is an outbound experiential learning.
- Completion of a project provides learning and gives a practical exposure to industry demands. They gain, hands on experience for a better understanding and demonstrate their ability to apply learned skills.
- The students are expected to record their learning in a systematic manner and submit a project report (In consultation with Academic guide and institutional guide) for evaluation. Efforts to be taken to check plagiarism and publish the same as an article in a journal
- The duration of the project is for six weeks.