

**MASTER OF BUSINESS ADMINISTRATION
HOSPITAL AND HEALTHCARE MANAGEMENT**

**Under Regulations- (R-2024)
(w.e.f. 2024-25 admitted batch)**

Course Structure and Syllabi



**THE APOLLO UNIVERSITY
MURUKAMBATTU - CHITTOOR (Dt) 517127
ANDHRA PRADESH**

PROGRAM OUTCOMES (PO)

PO 1: Apply advanced managerial principles and healthcare expertise to tackle intricate challenges in hospital and healthcare management.

PO 2: Conduct in-depth analysis of healthcare issues and employ analytical acumen to make well-founded decisions.

PO 3: Innovate and devise solutions for complex healthcare management dilemmas, considering public health, safety imperatives, and ethical considerations.

PO 4: Undertake evidence-based research, proficiently analyse data, and derive sound conclusions to enhance healthcare delivery and outcomes.

PO 5: Effectively utilize cutting-edge management techniques, tools, and technologies within healthcare contexts.

PO 6: Evaluate and address intricate societal, legal, ethical, and environmental challenges pertinent to contemporary healthcare management practices.

PO 7: Demonstrate a nuanced understanding of the societal and environmental impacts of healthcare solutions, advocating sustainable practices.

PO 8: Uphold stringent ethical standards and embody professional responsibilities essential to effective healthcare leadership.

PO 9: Collaborate in diverse multidisciplinary teams and varied healthcare settings.

PO 10: Articulate proficiently within the healthcare community and with stakeholders to achieve organizational objectives effectively.

PO 11: Apply advanced management principles to proficiently lead and manage healthcare projects and initiatives.

PO 12: Embrace continuous lifelong learning to adeptly navigate advancements in healthcare management and technological innovation.

PROGRAM EDUCATIONAL OBJECTIVES (PEO):

PEO 1: Comprehend and integrate emerging trends and sophisticated technologies in healthcare management for career advancement and advanced academic pursuits.

PEO 2: Innovate and craft strategic solutions for intricate healthcare management challenges, synthesizing business acumen with healthcare insights.

PEO 3: Foster a commitment to perpetual learning, ethical leadership, and sustained professional growth in the dynamic field of healthcare management.

PROGRAM SPECIFIC OUTCOMES (PSO):

After successful completion of the program the graduates will be able to:

PSO 1: Employ specialized knowledge and managerial skills to analyse complex healthcare management issues effectively.

PSO 2: Implement advanced management principles and technical expertise to optimize healthcare service delivery and operational efficiency.

PSO 3: Demonstrate mastery in healthcare management practices to address real-world challenges encountered in hospital and healthcare environment

THE APOLLO UNIVERSITY

ACADEMIC REGULATIONS

SCOPE:

This Academic regulation provide a framework for the regulatory guidelines of all programs offered by The Apollo University. It includes procedures and practices that are to be followed to ensure academic standards in the University. The regulations are approved by the Academic Council. These regulations may be amended from time to time with the approval of the Academic council for the benefit of students or sometimes to reflect the changes suggested by the statutory bodies.

Information regarding amendments (if any) to the regulations will be communicated to the students by publishing in the University website. Students must follow the amended regulations as they might impact the process for the award of degree. The decision of the Vice Chancellor shall be the final in case of any discrepancy. These regulations apply to all students, despite the program of study.

1. ADMISSION INTO THE PROGRAM

The University admits the students in two modes. One through the convenor quota as per the Andhra Pradesh Private Universities Act, for which the admissions will be carried out through the convener quota by the Govt of Andhra Pradesh. The other is through University quota for which the following procedure will be followed:

- A. The applicant shall satisfy the entrance requirements specified by The Apollo University and in accordance with guidelines of statutory councils for Post-graduation.
- B. The Applicant shall be qualified in the qualifying examination for a particular program.
- C. The Applicant secures a rank in national level entrance exam or suitable such test conducted by The Apollo University / professional body.
- D. The Applicant qualifies in the specified state or national level examinations prescribed by The Apollo University.

The Apollo University will widely notify the counselling schedule for admissions into the academic programs in the media. The provisional admission will be given to the eligible students during the counselling scheduled by The Apollo University. The selected candidates will be provisionally admitted into the program of his/her choice if the candidate meets the program specific requirements in addition to academic performance qualifying

exam. Admission is purely based on merit and so merely meeting the requirements will not ensure admission. The University does not discriminate based on gender, race, region, religion, disability or nationality. The University reserves the right to make admissions based on various criteria which is specified in the admission brochure.

2. ELIGIBILITY CRITERIA

Postgraduate programs

The qualifying exam eligibility for MBA HHM program is given Annexure 1. The student should have passed the qualifying exam. Candidates of any age group shall apply for this programme.

Convener Quota: The student seeking admission to MBA HHM program under convener quota shall qualify in the relevant entrance exam conducted by the Government of Andhra Pradesh.

University Quota: For getting admission under University quota, percentage of marks obtained in the qualifying exam, the rank obtained in TAU entrance exam or any recognized national level examination in the year of admission will be considered.

Counselling

All the eligible students need to apply for admission and must attend counselling conducted by TAU as per the schedule for the university quota.

3. PROGRAMS

The Apollo University offers variety of programs which includes certificate, undergraduate, postgraduate, and Research. The list of programs on offer for the academic year 2022-23 are annexed in Annexure 2 and those of 2023-24 are annexed in Annexure 3.

Minimum duration of the program

The minimum duration of each program depends on the type of program, viz., undergraduate, postgraduate, integrated programs, etc., and the faculty which offers the program. The maximum duration of the program is N+2 years, where N stands for the minimum duration of the program as mentioned in Annexure 2 and 3. If the student has not obtained the minimum number of credits within the stipulated time, the Vice-Chancellor may extend the maximum

duration in extenuating circumstances upon receiving a request along with reasons from the student for not completing the program on time.

4. Program Elective and Faculty Elective

The program and faculty electives facilitates the education student-centric. It provides the opportunity for the learner to choose the courses from a basket of core, elective, and skill enhanced courses. All programs of study are designed to meet the specified number of credit requirements. The courses taken by the student in each semester as part of program are allotted some credit points based on the number of hours assigned. Upon successful completion of the course, the student secures the number of credits allotted for that course. Once the minimum number of credits of the program is achieved, the degree can be awarded, subject to fulfilment of all other relevant conditions.

5. STRUCTURE OF THE PROGRAM

The Program structure Consists of

- i) Faculty Courses
 - A. Faculty Core
 - B. Faculty Electives
- ii) Program Courses
 - A. Program Core
 - B. Program electives
- iii) Internships and Project Work.

Each course* is assigned a certain number of credits depending upon the number of contact hours (lectures/tutorials/practical) per week. (*one course means one subject)

- Core/Elective Courses = 3 Credits
- Internship 1&2= 3 Credits
- Summer Internship and Project Work= 6 Credits

In general, credits are assigned to the courses as detailed below:

- A classroom lecture/ tutorial of 60 min (1 hr) duration per week, spread over the entire semester, shall be considered as one credit.
- For project work/ Internship, one credit shall be considered as 30 hours stipulating the student to complete 90 or 180 hours based on credits allotted in each semester.

6. MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

7. REGISTRATION

Any of the following student must register for the courses opted in a particular semester during the scheduled registration period.

- i. a new student who enrolls into any program
- ii. an existing student who is continuing on rolls from the preceding regular semester
- iii. a former student, i.e., who has not enrolled in the preceding regular semester or who has availed academic break or detained and got readmission

Each newly admitted student shall attend an induction/ orientation program prior to commencement of the first semester. During this program academic advisors assist the students in choosing the courses. Existing student may register online by using their registration number and mail ID through the Apollo ERP portal. Class schedules are available approximately two weeks before the beginning of every semester for each program. The concerned head of the department must approve class schedule.

8. ATTENDANCE REQUIREMENTS

- Students should earn a minimum of 80% attendance in the current semester to become eligible to write the Semester End Examinations.
- The monthly statement of attendance will be displayed on the School Notice Board/ Apollo ERP by the respective School within the first five working days of the following month.
- Candidates who are falling short of 80% attendance will be detained on the recommendation of the Dean and are not eligible to appear for the current semester examinations. The students who are detained in the current semester will not be allowed to register for the next semester and they have to repeat the same semester by paying the tuition fee prescribed. However, they can write arrear subjects, if any.

9. EVALUATION

The assessment of the student's performance in a Theory course shall be based on two components: Continuous Evaluation (40 marks) and Semester-end examination (60 marks). A

student has to secure an aggregate of 40% in the course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of 24 marks (i.e. 40%) in the theory component at the semester-end examination. Internship/ Project Work/ Viva voce etc. are completely assessed under Continuous Evaluation for a maximum of 100 marks, and a student has to obtain a minimum of 50% to secure Pass Grade.

Details of Assessment Procedure are furnished below in Table 1.

Table 1: Assessment Procedure

S. No.	Component of Assessment	Marks Allotted	Type of Assessment	Scheme of Evaluation
1	Theory	40	Continuous Evaluation	<ul style="list-style-type: none"> i) Twenty (20) marks for mid examinations. Three mid examinations shall be conducted for 20 marks each; average of the best two performances shall be taken into consideration. ii) Ten (10) marks for Quizzes, Assignments and Presentations. iii) Ten (10) marks for periodic evaluation, case studies and projects
		60	Semester-end Examination	<ul style="list-style-type: none"> iv) Sixty (60) marks for Semester-end examinations
	Total	100		
2	Internship	100	Continuous Evaluation	<ul style="list-style-type: none"> i) (80) marks for periodic evaluation of Internship report by the Project Supervisor. ii) Twenty (20) marks for final Report presentation and Viva-voce, by a panel of internal examiners. iii) Students shall undergo THREE internships during the course of time and

				the evaluation shall be done at the end of respective semester.
3	Project work	100	Continuous Evaluation	iv) (80) marks for periodic evaluation and technical report writing by the Project Supervisor. ii) Twenty (20) marks for final Report presentation and Viva-voce, by a panel of internal examiners

GRADING SYSTEM

Based on the student performance during a given semester, a final letter grade will be awarded at the end of the semester in each course. The letter grades and the corresponding grade points are as given in Table 2.

Table 2: Grades & Grade Points

Sl. No.	Grade	Grade Points	Absolute Marks
1	O (Outstanding)	10	90 and above
2	A+ (Excellent)	9	80 to 89
3	A (Very Good)	8	70 to 79
4	B+ (Good)	7	60 to 69
5	B (Above Average)	6	50 to 59
6	C (Average)	5	45 to 49
7	P (Pass)	4	40 to 44
8	F (Fail)	0	Less than 40
9	Ab. (Absent)	0	-

SEMESTER GRADEPOINT AVERAGE (SGPA)

A Semester Grade Point Average (SGPA) for the semester will be calculated according to the formula:

$$SGPA = \frac{\sum [C \times G]}{\sum C}$$

Where

C=number of credits for the course,

G=grade points obtained by the student in the course.

A student who earns a minimum of 4 grade points (P grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course.

CUMULATIVE GRADE POINT AVERAGE (CGPA)

A similar formula is used to arrive at Cumulative Grade Point Average (CGPA), considering the student's performance in all the courses taken in all the semesters up to the particular point of time.

Table 3 shows the CGPA required for the award of class after the successful completion of the program.

Table3: CGPA required for award of Class

Class	CGPA Required
First Class with Distinction	$\geq 8.0^*$
First Class	≥ 6.5
Second Class	≥ 5.5
Pass Class	≥ 5.0

*In addition to the required CGPA of 8.0 or more, the student must have necessarily passed all the courses of every semester in first attempt.

11. REAPPEARANCE

- a. A student who has secured 'F' grade in a Theory course shall have to reappear at the subsequent Semester end examination held for that course.
- b. A student who has secured 'F' Grade in Internship /Project work etc shall have to reappear for Viva – voce scheduled by the school / department.
- c. A student who is declared fail (F) in a course/s can apply for revaluation within one week from the date of publication of results with a fee prescribed by the university. The marks /grade awarded in the revaluation is final.

11.1 Procedure for revaluation

- The students who have not satisfied with the marks awarded by the examiner can apply for revaluation of his/her answer script/s

- The students have to apply through the proper channel for revaluation and to pay the revaluation fee per paper to the university towards revaluation fee.
- Students have to apply for revaluation within 7 days from the date publication of result.
- The scripts will get valued by second examiner and if the difference is more than 15 marks, they will get valued by the third examiner. The average of the nearest two marks will be declared as the final marks.

11.2 ASSESSMENT MECHANISM

The Apollo University offers a student the benefits of the Choice based credit System. Every paper is allotted a certain number of credits as per the UGC norms. A student is awarded the specified credits on obtaining a pass in the respective paper.

The program and faculty electives have been adopted for PG Course from the year 2024-25 onwards as per the norms. The structure of the programme provides a wide range of choice for students to opt for courses based on their eligibility, aptitude and career goals.

11.3 Semester End Examination

The End semester examination will be a comprehensive examination of 3 hours duration. Two End Semester examinations are conducted in a year-

Odd semester examinations in November/ December and

Even semester examination in May/June

Internship/ Project viva will be held 1 week prior to the end of that semester.

Post-Graduation Programs

Course	Continuous Assessment	End semester	Aggregate in End semester Examinations
All PG Courses	No passing minimum	40%	40%

11.4 Post Evaluation Programme:

Under the Post Evaluation Programme there are three menus:

- Provision for improvement
- Re-totaling and Revaluation of answer scripts
- Restrictions to appear for the examinations

11.5 Provision for improvement

A student who passes a paper in the first attempt can reappear for the same paper in the succeeding End-of-Semester examination only, for improving his/her marks. Re-appearance for improvement is allowed for theory and practical subjects of all semesters, except for the final semester subjects. Revised mark statement will be issued after withdrawing the previous one, if the marks obtained in improvement are higher than the marks awarded earlier. When there is no improvement, there shall not be any change in the original marks already awarded. The improved marks shall be considered for classification but not for ranking.

Provision for Re-totaling and Revaluation of valued answer scripts

- PG candidates may apply for re-totaling / revaluation of valued answer scripts, to the Controller of Examinations through the Heads of Departments and Principal / Dean, in the prescribed forms, remitting the prescribed fee within 7 days from the date of publication of results. Revaluation of answer scripts is permissible only for the current semester papers and not for any arrear paper.

- Those wish to apply for revaluation of final semester papers can do so within five days from the date of publication of results. In re-valuation, the answer papers will be valued by an external examiner and if there is a difference of 15 marks between the two evaluations then the script will be sent for third valuation which is final and the mark awarded by the third examiner will be taken into the account.
- Revised mark statement will be issued after withdrawing the previous one, if the marks obtained in revaluation / retotalling are higher than the marks obtained earlier. In other cases, the original marks obtained earlier will be retained and the matter will be intimated to the student concerned as 'No change'.
- A candidate who applies for revaluation should not apply for retotalling.

Restrictions to appear for the examinations

Candidates who fail in any of the papers in the PG End semester examinations shall complete the paper concerned within N+2 years from the date of admission to the particular course. If they fail to do so, they shall re-register their names and take the examination in the texts/revised regulations/syllabus of the paper prescribed for the subsequent batch of candidates, in force at the time of their reappearance. In the event of removal of that paper consequent to change of regulation and/or curriculum after N+2 years period, the candidate shall have to take up an equivalent paper in the revised syllabus as suggested by the Chairman, Board of Studies concerned.

12. BETTERMENT OF GRADES

A student who has secured only a Pass or Second class and desires to improve his/her Class can appear for Betterment Examinations only in Theory courses of any Semester of his/her choice, conducted in Summer Vacation along with the Special Examinations. Betterment of Grades is permitted 'only once' immediately after completion of the program of study.

13. DETENTION AND RE-ADMISSION

If a student fails to meet the minimum attendance requirement or minimum standards for academic progression, the concerned academic head will recommend for detention and it will be notified by the concerned Dean of the School. The students who are detained in the current

semester will not be allowed to register for the next semester and they have to repeat the same semester.

The candidates who are detained or availed academic break or suspended in the previous semester/academic year and want to continue their study shall apply for re-admission to the university. The candidates shall request for re-admission to the respective Head of the Department, with details viz., Full Name, Registration Number, Department, School, Fee payment particulars with proofs and reasons for discontinuations. The concerned academic head will forward it to the Registrar with specific comments. The Registrar will notify the decision of re-admission which shall include the prescribed fee particulars, semester/ year into which readmission is granted and additional courses to be completed by the student (if any). The candidates should apply for re-admission in advance, that is before the commencement of the semester.

14. GROOMING AND ATTIRE FOR STUDENTS

Grooming and Etiquette is of great significance in the dynamic of shaping one's Personality. The Apollo University stands by a *Code of Grooming, Attire and Etiquette* that promotes a professional standard: Academic Day; Campus Placements and Non-Academic Hours on Campus.

The Dress Code to be in compliance on academic premises while attending: Formal Functions of the Institution / Lectures / Practicals / Dining Area / Library / Labs / Office Areas.

Students shall follow appropriate attire during Academic and Non-Academic hours on the campus. Students shall wear clean, neat, pressed and presentable clothing, and command respect by dressing in accordance with responsible personal norms. Students shall always wear The Apollo University ID Card with the Lanyard.

Grooming and Formal Wear - Boys:

Formal Shirts / T-Shirts with a Collar should preferably be tucked in with a Formal pair of Pants Shoes and Socks to complete the Formal Attire. Personal Hygiene should be followed and Hair should be well groomed.

Smart Casuals for Boys:

Long Kurtas / Formals / Semi-Formal Shirts with Jeans.

Grooming and Formal Wear - Girls:

Sarees / Salwar Suits / Leggings or Jeggings with Long Kurtis / Long Frocks / Long Skirts / Palazzos. Complement the outfit with proper footwear. Personal Hygiene should be followed and Hair should be well groomed.

Smart Casuals for Girls:

Jeans with long Kurtis / Long Skirts / Long Frocks.

Attire for Non-Academic Hours On Campus:

The students should be neatly attired during Non-Academic Hours on Campus.

Dress Code for Boys:

Jeans / Track Suits / T-Shirts / Trousers / Shirts.

Dress Code for Girls:

Jeans / T-Shirts or Blouses / Salwar Suits / Palazzos / Leggings or Jeggings with Long Tops / Sarees / Long Skirts / Track Suits.

DO'S AND DO'NTS FOR BOYS AND GIRL STUDENTS OF THE UNIVERSITY:

- To wear modest clothing that reflects the essence of good personal grooming standards.
- To refrain from wearing Sleeveless Clothing; Shorts; Short Tops, etc.,

PLEASE NOTE: The decision as to what constitutes Appropriate Attire vests with the Authorities of The Apollo University.

15. ELIGIBILITY FOR AWARD OF THE DEGREE

The postgraduate degree will be of 2-years of duration. A student shall be declared as eligible for the award of the degree if the candidate has successfully secured the minimum number of required credits as specified in the curriculum corresponding to the branch of his/her study within the stipulated time.

After successful completion of the program, a provisional certificate cum memorandum of grades (PCMG) will be issued to the students. The PCMG includes the secured grades and class achieved in chosen program and specialization if any, along with grades and CGPA secured by the student. The original degree will be presented in the subsequent convocation.

16. DISCRETION POWER

Not with-standing anything contained in the above sections, the Vice Chancellor may review all exceptional cases, and give his decision, which will be final and binding.

ANNEXURE 1

ELIGIBILITY FOR QUALIFYING EXAM FOR POST GRADUATE PROGRAMS

Program Type	Program Name	Eligibility
Masters	MBA Hospital and Healthcare Management	<ul style="list-style-type: none">i. Bachelor's Degree (under 10+2+3 or 10+2+4 or 10+2+2+1) year bridge course pattern of study or any other design fulfilling the mandatory requirements of 15 years of formal education), in any discipline such Humanities, arts, sciences, commerce, economics, etc.ii. Medical degrees (Allopathic, Ayurvedic, Homeopathy, Dentistry etc.), BSc Nursing, Post BSc Nursing, paramedical and allied health courses like pharmacy, physiotherapy, and occupational therapy.iii. Bachelor's degree like Engineering in any discipline or other degree holdersiv. The minimum eligibility is to apply 50% of marks or a Postgraduate degree (after completion of a bachelor's degree under 10+2+3 or 10+2+4- or 10+2+2+1-year bridge course pattern of study or any other design fulfilling the mandatory requirements of 15 years formal education) in any discipline.v. Candidates of any age group shall apply for this programme.vi. Sponsored candidates with financial support from the employer shall get the preference in admission

ANNEXURE 2
PROGRAMS OFFERED BY SCHOOL OF MANAGEMENT
FROM ACADEMIC YEAR 2022-23

Sl. No.	Program	Expanded	Level	Minimum Duration in Years (N)
1	MBA HHM	Master of Business Administration in Hospital and Healthcare Management	Master's	2
2	MBA	Master of Business Administration	Master's	2
3	BBA	Bachelor of Business Administration	Bachelor's	3

ANNEXURE 3
PROGRAMS OFFERED BY SCHOOL OF MANAGEMENT
FROM ACADEMIC YEAR 2023-24

Sl. No.	Program	Expanded	Level	Minimum Duration in Years (N)
1	MBA HHM	Master of Business Administration in Hospital and Healthcare Management	Master's	2

MBA Hospital and Healthcare Management Programme structure - Total Credits 102

THREE WEEK INDUCTION PROGRAM						
FIRST YEAR						
Semester I=24credits						
Course Code	Course Title	Periods per week			Credits	Hours per week
		L	T	P		
MBAHHMT6401	Principles of Management	3	0	0	3	3
MBAHHMT6402	Organizational Behavior	3	0	0	3	3
MBAHHMT6403	Financial Accounting	2	1	0	3	3
MBAHHMT6404	Hospital Planning and Organization	2	1	0	3	3
MBAHHMT6405	Healthcare Delivery Systems and Policy	3	0	0	3	3
MBAHHMT6406	Epidemiology and Biostatistics	3	0	0	3	3
MBAHHMT6407	Gender, Ethics and Human Rights	3	0	0	3	3
MBAHHMI6501	Internship I (Per credit 30 hours and 3 credits = 90 hours)	0	0	6	3	6
---	Communication Skills	0	0	0	0	3
---	Co-curricular activities	0	0	0	0	2
---	Physical Activity	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
Semester I Total		19	2	6	24	36
Semester II=27credits						

MBAHHMT6408	Human Resource Management	3	0	0	3	3
MBAHHMT6409	Financial Management	2	1	0	3	3
MBAHHMT6410	Healthcare Marketing	3	0	0	3	3
MBAHHMT6411	Hospital Support Services	3	0	0	3	3
MBAHHMT6412	Healthcare Quality Management	3	0	0	3	3
MBAHHMT6413	Healthcare Analytics	2	1	0	3	3
MBAHHMT6414	Research Methodology	3	0	0	3	3
MBAHHMI6502	Summer Internship (Per credit 30 hours and 6 credits =180 hours)	0	0	12	6	12
---	Computer skills	0	0	0	0	3
Semester II Total		19	2	12	27	36

SECOND YEAR

Semester III=24credits

Course Code	Course Title	Periods per week			Credits	Hours per week
		L	T	P		
MBAHH MT7501	Healthcare Operations Management	3	0	0	3	3
MBAHH MT7502	Social Science Perspectives on Health	3	0	0	3	3
MBAHH MT7503	Health Ethics and Laws	3	0	0	3	3
MBAHH MT7504	Healthcare Supply Chain Management	3	0	0	3	3
MBAHH MT7505	Digital Transformation for Healthcare	2	1	0	3	3

MBAHH MT7401	Faculty Elective -I	2	1	0	3	3
MBAHH MT7601	Program Elective-I	3	0	0	3	3
MBAHH MI7501	Internship II (Per credit 30 hours and 3 credits = 90 hours)	0	0	6	3	6
---	Workshop/Seminar	0	0	0	0	3
---	Self-learning	0	0	0	0	2
---	Extra-curricular activities	0	0	0	0	2
---	Physical Activity	0	0	0	0	2
Semester III Total		19	2	6	24	36
Semester IV=27 Credits						
MBAHH MT7506	Health Economics	3	0	0	3	3
MBAHH MT7507	Healthcare Strategic Management	3	0	0	3	3
MBAHH MT7508	Healthcare Project Management	2	1	0	3	3
MBAHH MT7509	Health Insurance	3	0	0	3	3
MBAHH MT7510	Hospital Information Systems	2	1	0	3	3
MBAHH MT7402	Faculty Elective -II	3	0	0	3	3
MBAHH MT7602	Program Elective II	2	1	0	3	3
MBAHH MI7502	Final Project (Per credit 30 hours and 6 credits = 180 hours)	0	0	12	6	12
---	Personality Development and Soft Skills	0	0	0	0	3
Semester IV Total		18	3	12	27	36

Faculty Elective (FE) and Program Electives (PE)

FE	Course Name	PE	Course Name	Remarks
1	Entrepreneurship	1	Patient Care Management	-Students shall choose two out of five in each stream, such as FE and PE - FE shall be available for all postgraduate programmes of the school. -PE shall be available only to MBA HHM students.
2	AI in healthcare	2	Global Health Management	
3	Advanced Digital Health Ecosystems	3	Operations Research for Decision Making	
4	Emerging Trends and Innovation in Healthcare	4	Healthcare Accreditation and Quality Improvement Tools	
5	Leadership Development	5	National Health Programmes and Policies	

Total Credit Hours = 24 + 27 + 24 + 27 = 102

Credit Structure and Hours to achieve the Degree of MBA HHM

Credit allocation Semester wise: Total credits 102	No of Credits	Required hours
Semester I - 24credits		
Theory	21	315
Internship I (Per credit 30 hours and 3 credits = 90 hours)	3	90
Total	24	405
Semester II-27credits		
Theory	21	315

Summar Internship (Per credit 30 hours and 6 credits =180 hours)	6	180
Total	27	495
Semester III–24credits		
Theory	15	225
Faculty Elective	3	45
Program Elective	3	45
Internship III (Per credit 30 hours and 3 credits = 90 hours)	3	90
Total	24	405
Semester IV–27 credits		
Theory	15	225
Faculty Elective	3	45
Program Elective	3	45
Final Project (Per credit 30 hours and 6 credits = 180 hours)	6	180
Total	20	495

Total Credits = 102 and Total hours of work for students = 1800

Type of courses under this programme

S N	Type of Course	Number of courses	No of Credits	Remarks
1	Core Competency Courses	19	57	Compulsory
2	Supportive Courses	0 4	12	Compulsory
3	Choice-Based Courses System	0 2	06	Choice– 2coursesoutof5
4	Disciplinary Elective courses	0 2	06	Choice–2classesoutof5
5	Value-Based Courses	0 1	03	Compulsory
6	Experiential Learning courses	4	18	Compulsory

SEMESTER I COURSES

MBAHHMT6401	Principles of Management
MBAHHMT6402	Organisational Behavior
MBAHHMT6403	Financial Accounting
MBAHHMT6404	Hospital Planning and Organization
MBAHHMT6405	Healthcare Delivery Systems and Policy
MBAHHMT6406	Epidemiology and Biostatistics
MBAHHMT6407	Gender, Ethics and Human Rights

Course Description:

The course provides an understanding of principles and management practices in various business and manufacturing sectors. It links the customer and community with planning, organizing, directing, and controlling and management principles. Further, the course concerns management practices, processes and other vital concerns.

Course Objectives:

Students undergoing this course are expected to:

1. Identify the fundamental purpose of the organisation and significant departments and functions
2. Define the roles of middle management, governing board, structure, and various other components
3. Understand the management theory and practices and apply modern management techniques and approaches to an organisational setting.
4. Define consumer concerns and issues and understand current issues and future directions of organisations in today's market, especially integrated systems.
5. Understand the evolution of management thought and processes and the different constituents involved in operating the organisation.

UNIT-I**9 Hrs**

Basics of Management theory and practice: Meaning and definition of Management, the difference between management and administration, Classical and Neo, classical theories; scientific management and Taylorism, Henry Fayol. Max Weber, bureaucratic, model Human relations approach, behavioural approaches, Operation Research approach; systems approach in management , Donabedian model, Peter Drucker, Japanese management, Modern management theories; management approaches in service, business and manufacturing industries, Integrating Sustainability into Management Practices

UNIT-II**9 Hrs**

Planning and Organising– Essentials of planning and management by objectives; strategies, policies and planning premises; decision making; major principles of managerial functional planning. Organising – nature of organising, Entrepreneurship, reengineering; organisation structure-departmentation; line/staff authority, empowerment, and decentralisation; effective organising and organisational culture, major principles of managerial functional organising.

UNIT-III**9 Hrs**

Staffing -Human resource management and selection; performance appraisal and career strategy; managing change through the manager and organisational Development, major principles of managerial functional staffing

UNIT-IV**9 Hrs**

Leading and Motivating- Human factors and leadership, leadership, committees, teams and group decisions making, communication, managerial functions of leading; Motivation – Leadership and motivation, components of motivation and rewarding

UNIT-V**9 Hrs**

Controlling - systems and process of controlling, control techniques and information technology; productivity, operations management, and total quality management; major principles of controlling

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Acquire knowledge of principles of various management concepts and their application.
2. Ability to apply to planning and organizing.
3. Capability to implement staffing in organizational setting.
4. Knowledge of motivating and leading.
5. Ability to exercise controlling function.

Text Books:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice, Essentials of Management - An International, Innovation and Leadership Perspective | 11th Edition. (2020). (n.p.): McGraw-Hill Education.
2. Cortes, A. H., Bright, D. S., Openstax. (2019). Principles of Management. Ukraine: Open Stax Textbooks.
3. Morden, T. (2017). Principles of Management. United Kingdom: Taylor & Francis.

Reference Books:

1. Short, J., Erdogan, B., Carpenter, M., Bauer, T. (2017). Principles of Management 3.0. United States: Flat World Knowledge.
2. Towers, I., Eichhorn, P. (2018). Principles of Management: Efficiency and Effectiveness in the Private and Public Sector. Germany: Springer International Publishing.
3. Bose DC (2012). Principles of Management and Administration, Indian PHI Learning

Course Description:

The course provides an understanding of the people working individually and with others in an organizational context and acquiring the knowledge, skills, and attitudes necessary for effectively managing them is an essential prerequisite for managerial effectiveness.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the psychological theories and research at individual, group and organizational levels in health care settings
2. Understand organisational behavior and management practices by examining psychological principles
3. Facilitate a critical evaluation of corporate practices and their impact on work behaviors, attitudes, and performance
4. Apply major theories and models to organisational problems, as presented in simple case studies
5. Suggest potential solutions to such problems based on theories and models in organisational behavior.

UNIT-I**9 Hrs**

Introduction: Organizational Behavior meaning; Genesis and Historical Evolution of OB; OB scope and goals; approaches to OB, emerging challenges of OB.

UNIT-II**9 Hrs**

Foundations of Individual Behaviour: Personality, Values, Perceptions, Attitudes; Job satisfaction Theories and measures ;problems of absenteeism and turnover' Individual decision-making and attribution, Learning and Motivation theories ;Emotions and Moods; Work stress, Promoting equality and respect at work places

UNIT-III**9 Hrs**

Foundations of Group Behaviour: Definition of team, need for teamwork in the health sector; Negotiation; Groups, Types of groups, group processes, group culture and social influence; Communication: Significance, Types of communication and application.

UNIT-IV**9 Hrs**

Foundations of organization structure and Organisational Systems: Understanding Organizational Structure & Design, Organization and technology, Organisational environment, Organizational culture, Organisational Power and Politics, Organisational Dynamics.

UNIT-V

9 Hrs

Organisational Development: concept, objectives and goals, process , behavioural science approach to organisational development; Change: Types of change, sources of change, the change process, the human element in change,

Total: 45 Hrs

Course Outcomes:

1. At the end of this course, students should be able to:
2. Be aware of basic understanding of the OB subject and its background
3. Understand individual behaviour
4. Apply group behavior techniques
5. Acquire knowledge of organisational structure and systems
6. Ability to exercise controlling function

Text Books:

King, D., & Lawley, S. (2022). Organizational behaviour. Oxford University Press.
Robbins, S. (2013). Organisational Behaviour. Australia: Pearson Higher Education AU.
Fred Luthans, Brett C. Luthans, Kyle W. Luthans 2015 Organizational Behavior: An Evidence-Based Approach

Reference Books:

1. L. Ashburner, 2001 Organisational Behaviour and Organisation Studies in Health Care: Reflections on the Future, Palgrave Macmillan UK
2. Cross, C., Carbery, R. (2018). Organisational Behaviour: An Introduction. United Kingdom: Bloomsbury Publishing.
3. Aswathappa, K. (2015). India: Himalaya Publishing House.

Course Description:

This course introduces the concepts of financial accounting and management accounting; to the non- accountant user of financial information.

Course Objectives:

Students undergoing this course are expected to:

1. Plan the accounting data, understand the necessity of accounting the financial transactions.
2. Ensure all documents necessary for understanding the accounting positions as per the organisational needs from time to time and strategic view.
3. Use the financial accounting data for decision making
4. Exercise control over the expenses as well as get better ideas of the revenue generation mechanism.
5. Understand the financial analysis and interpretation of financial and non- financial data to achieve financial performance.

UNIT-I**9 Hrs**

Forms of organisations: Accounting organisation, types and forms of organisation – sole traders, partnership, limited liability partnership, Limited companies, charitable and trust organisation, government and other public institutions, forms of establishment and registration of types of organisation

UNIT-II**9 Hrs**

Accounting Fundamentals: Meaning and definitions of accounting, special features of accounting in healthcare sectors, Concepts ,and conventions of accounting; Principles of double-entry book-keeping; Chart of accounts for hospitals/classification of accounts in health agencies

UNIT-III**9 Hrs**

Accounting Records and systems: Accounting equation and transaction analysis, Accounting process, accounting records; Journal, Cashbook, subsidiary books, ledger, accounting errors, the rectification of errors, bank reconciliation statements

UNIT-IV**9 Hrs**

Elements of Financial Statements: Accounts receivables, accounts payables, depreciation, bad debts, Trial balance; Preparation of final accounts, the format of financial statements trading and profit and loss account, and balance sheet as per company's act (corporate), non-profit organisations and Preparation of final accounts, the format of financial statements

trading and profit and loss account, and balance sheet.

UNIT-V

9 Hrs

Computerisation of Accounting accounting and auditing, Auditing process, Role of Auditors; Taxation Income tax, Customs duty, import and export duty, GST, Accounting for business sustainability

Total: 45 Hrs

Course Outcomes:

1. At the end of this course, students should be able to:
2. Knowledge of principles of various organisational concepts and their application
3. Ability to understand individual behaviour
4. Capability to apply group behavior techniques
5. Knowledge of organisational structure and systems
6. Ability to exercise controlling function

Text Books:

1. Gupta RL and GuptaVK. FinancialAccounting.(2021).(n.p.):Sultan Chand & Sons.
2. V.K. Goyal, Financial Accounting.(2007).India: ExcelBooks.
3. Srivastava,S.,Lal,J.(2004).FinancialAccounting:PrinciplesandPractices.India:S.Chand Limited.

Reference Books:

- 1.Gapenski,Louis.C(2007).HealthcareFinance:Anintroductiontoaccountingandfinanci almanagement4thed.Chicago:HealthAdministrationPress.
- 2.Gupta,A(2008).FinancialAccountingforManagement:AnAnalyticalPerspective.India:Pe arsonEducation.
- 3.MaheshwariS.N.&MaheshwariS.K.&MaheshwariSharadK.FinancialAccounting,6thEdit ion.(n.d).(n.p.):VikasPublishingHouse.

Course Description:

This course aims to develop the analytical skills and practical knowledge necessary to contribute effectively to the planning, development, and management of healthcare facilities, thereby playing a crucial role in shaping the future of healthcare delivery.

Course Objectives:

Students undergoing this course are expected to:

1. Analyze the spatial, functional, and infrastructural requirements of healthcare facilities.
2. Understand different elements of hospital planning.
3. Understand hospital plans for construction.
4. Awareness on aligning different departments based on need
5. Awareness of safety and security measures in hospitals.

UNIT-I**9 Hrs**

Hospital Organisation and Structure: Hospital, Function, departmentation, Management Structure, Ideal Organisation structure, hospital committee, functions of key departments on medical side, promoting Organisation culture in hospitals. Organisation charts, better patient care, hospitals, beds and utilisation, Functional hospital organization

UNIT-II**9 Hrs**

Hospital Planning: Introduction to Hospital Planning, principles, hospital plan, MIS in hospital plan, Functional areas: Material planning, product planning, manpower planning, financial planning, marketing planning, peripheral services, health education planning, equipment planning, operational plan and functional plan.

UNIT-III**9 Hrs**

Functional plans for hospital construction: Role of hospital consultant, planning stage, role of architect, working drawings, legal formalities, the hospital site, design considerations, environmental regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.

UNIT-IV**9 Hrs**

Building relationships between departments: Functional orientation among departments, communication practices, cooperation, and coordination process, building hospital department leadership and managerial capacity

UNIT-V**9 Hrs**

Safety and Security in the hospital: Safety in the hospital, security and loss prevention programme, fire safety, bomb threat, alarm system. Disaster and disaster preparedness plan in the hospital.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Familiarization of hospital planning
2. Understand the various services offered in the hospital
3. Plan and organize services provisions between the departments.
4. Coordinate and communicate between the departments
5. Understand the safety and security issues in hospital planning.

Text Books:

1. Kunders G.D., Hospitals – Facilities Planning and Management, Tata Mc.Graw Hill, New Delhi, fifth edition, 2017.
2. Humera Khan Mohd. Faisal Khan (2005) Management of Super specialty Hospitals, Deep & Deep Publications Pvt. Ltd.
3. Jha S.M., Hospital Management, Himalaya Publishing House, Mumbai, 2011

Reference Books:

1. Longest, B.B., Darr, K (2014). Managing Health Services Organizations and Systems. United Kingdom: Health Professions Press.
2. Harris, M.G (2006). Managing Health Services: Concepts and Practice. United Kingdom: Elsevier Australia.

Course Description:

This course provides students with a comprehensive understanding of the various models of healthcare delivery worldwide, the factors influencing healthcare policy development, and the implications for healthcare access, quality, and outcomes.

Course Objectives:

Students undergoing this course are expected to:

1. Understand of the complexities of healthcare delivery systems and policies
2. Knowledge to critically evaluate existing policies and propose evidence-based solutions to improve healthcare access, equity, and quality
3. Understand the dynamic landscape of healthcare delivery and policy in the 21st century
4. Understand the process of policy making
5. Understand the importance of policy implementation.

UNIT-I**9 Hrs**

Introduction to Health: Definition of Health; components of health; interdependence of the components; definition of disease; causes of diseases; communicable and non communicable diseases; diseases of life styles

UNIT-II**9 Hrs**

Healthcare Systems: Systems theory, healthcare delivery systems, historical perspectives and theoretical frameworks, Comparative analysis of healthcare models: Primary, Secondary and Tertiary health systems

UNIT-III**9 Hrs**

Healthcare Delivery Innovations and Technologies: Emerging trends in healthcare delivery: value-based care, telemedicine, and digital health; role of technology in improving healthcare access, quality, and efficiency; challenges and opportunities in adopting healthcare innovations; impact of healthcare delivery innovations on patient-provider relationships and care coordination, Ethical, legal, and regulatory considerations in the use of healthcare technologies

UNIT-IV**9 Hrs**

Health Policy: Health policy, Policy – Procedure, Health Policy Triangle, The processes of policy making

UNIT-V

9 Hrs

Health policy implementation and Evaluation: Policy implementation, top-down approach, bottom-up approach, principal–agent theory, Factors influencing implementation, Policy evaluation, Prospective vs retrospective, stakeholders analysis and policy advocacy.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Understand the Health Care Systems
2. Understand the health care delivery system.
3. Learn the main concepts of health policy.
4. Understand health policy planning,
5. Understand health policy implementation and evaluation

Text Books:

1. Health Care Systems around the World: Characteristics, Issues, Reforms. M.L. Lassey, W.R. Lassey and M.J. Jinks, eds. Prentiss Hall, Upper Saddle River, NJ. 1997.
2. Lee, Kenneth and Mills. Anne. "Policy making and planning in Health sector". 1987. Oxford University Press, Oxford.
3. Peter L. Bradshaw, Gwendolen Bradshaw "Health policy for Health care Professionals" SAGE. UK. ISBN: 9780761974017.

Reference Books:

1. The Essentials Health and Health Care, 7th Edition, Sherman Folland, Allen C. Goodman and Miron Stano, 2012
2. Leichter, HM. "A comparative approach to policy analysis: Health care policies in Four Nations". 1979. Cambridge University Press, Cambridge

Course Description:

This course provides an understanding of epidemiology for the planning and prioritizing of services, utilization of services for and managing service delivery. It gives a basic awareness of the discipline of biostatistics to understand and solve problems and for analytics based on data generated as part of the process of care provision.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the basic principles of Epidemiology
2. Understand what the different epidemiological methods are (intervention studies, cohort, case control, cross-sectional, case series) and when each are used and of these to learn to do surveys and case control studies.
3. Understand statistical associations and measurement of risk
4. Awareness on basics of analysis of epidemiological data and its display and communication.
5. Understand the application of epidemiology in hospital management and for hospital managers.

UNIT-I**9 Hrs**

Introduction to epidemiology: Definition and uses of epidemiology. Dynamics of disease transmission, basic measurements, different measures of morbidity, including incidence rates, cumulative incidence, attack rates, prevalence; the interrelationship between incidence and prevalence; different measures of mortality, including mortality rates, case fatality, proportionate mortality; comparing mortality across populations, Ensure healthy lives and promoting well-being for all at all ages.

UNIT-II**9 Hrs**

Epidemiological study designs - Observational vs experimental studies, Descriptive studies, Case-Series; Cross-sectional studies, Analytic studies: Case Control and Cohort study, Measurement of risk, Experimental study designs - Clinical trial, Field trial, Community trial

UNIT-III**9 Hrs**

Types of data and types of variables– measurement scales; Frequency distribution: Discrete and continuous variables. Descriptive Statistics: Measures of central tendency. Measures of Dispersion, Presentation of data. Introduction to probability and its distributions.

UNIT-IV**9 Hrs**

Hypothesis testing and measures of association- Hypothesis testing, Two-sided and one-sided tests of hypothesis, Type-I and type-II errors, Power, and Confidence Interval. Comparison of two means. Student's t-test & paired t-test. (b) Basic Measure of Association: Scatter Plot. Pearson's Correlation Coefficient. Chi square test. Contingency Tables: Odds Ratio and its 95 percent confidence interval, Relative Risk, and its 95 percent confidence interval.

UNIT-V**9 Hrs**

Applications of Epidemiology: Hospitals in Public Health: Notification of diseases/ disease surveillance. Screening for disease. Validity and reliability of screening and diagnostics, Extrapolating to populations- estimates of coverage, Epidemiology as a hospital management tool. Performance analysis, hospital acquired infections and quality measures

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understanding various issues of epidemiological
2. Apply research tools.
3. Use of bio statistics
4. Work with various data to conduct epidemiological studies.
5. Able to use at various levels

Text Books:

1. Epidemiology.(with Student Consult Access Online): Leon Gordis:5th Edition, Elsevier Publishers, 2013
2. Basics Of Epidemiology R, Beaglehole, R. Bonita, T. Kejjellstrom:, AITBS publishers and WHO. 2006
3. Marcello Pagano and Kimberlee Gauvreau (2000) "Principles of Biostatistics" Second Edition, Duxbury Thomson Learning, United States.
4. Introduction to Biostatistics and Research Methods, PS SundarRao& J. Richards, 2012 (Reprint) PHI Private Learning Ltd,

Reference Books:

1. Managerial Epidemiology for Health Care Organizations 2nd Edition, Peter J. Fos, David J. Fine.
2. Managerial Epidemiology Concepts and Cases, Second Edition Steven T. Fleming.
3. A Compendium of Strategies to Prevent Healthcare-Associated Infections in Acute Care Hospitals: 2014 Update; Deborah S. Yokoe Deverick J. Anderson and Sean M. Berenholtz et al. in Infection Control and Hospital Epidemiology. No. 5 Vol.35, pg 455-459, Cambridge University Press. 2014.
4. How Hospital Based Epidemiology Public Health Epidemiologist Programme supports local health departments: Research Brief, North Carolina Emergency and Disaster preparedness programme, 2011, North Carolina Public Health: accessed <http://epi.publichealth.nc.gov/phpr/phe.html>

Course Description:

The course on "Gender, Ethics, Human Rights" for hospital and healthcare management students offers a comprehensive examination of the intersections between gender dynamics, ethical considerations, human rights principles, organizational management, and governance structures within the healthcare sector.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the complex interplay between gender dynamics, ethical principles, human rights frameworks, governance structures, and management practices in diverse organizational and societal contexts.
2. Develop the knowledge, skills, and ethical awareness necessary to promote gender equality, human rights protection, ethical leadership, and effective governance in various sectors.
3. Prepare students to lead ethically and effectively in navigating complex ethical, gender-related, and human rights issues in their professional roles.
4. Critically assess governance structures and management practices through a gender-sensitive and human rights-based lens
5. Identify strategies for promoting gender equality, diversity, and inclusion within organizational management and governance frameworks.
6. Engage in interdisciplinary and collaborative approaches to problem-solving and decision-making in diverse organizational contexts.

UNIT-I**9 Hrs**

Basic Concepts Of Gender: Gender studies; Gender, Sex, Intersex, social gender, gender identity, gender role, gender stereotyping, gender division of labor, gender discrimination, gender equality, and equity, gender neutral, gender analysis, gender audit, gender balance, gender bias, gender budget, gender blind, gender norms, patriarchy, sexism, misogyny, male chauvinism, glass ceiling, intersectionality sexuality; types of sexuality

UNIT-II**9 Hrs**

Gender Theories: Overview of feminist theories; Liberal feminism, Radical feminism, Marxist feminism, Black feminism, eco feminism, cyber feminism, post-colonial feminism, Queer feminism, Intersectional feminism, socialist feminism; The genesis of the Women's Movement- First wave, second wave and third wave; Contemporary Contestations – Intersex and Transgender Movements

UNIT-III

9 Hrs

Gender And Issues: Major gender issues – national and global - causes and consequences., LGBTQIA+ issues (Gender violence in private and public spaces: Domestic violence, Dowry and bride burning, Human trafficking in women and children, rape, sex-selective abortion, female infanticide, female foeticide, child marriage, prostitution; Feminization of poverty, Female infanticide and foeticide, Female genital mutilation, Sexual harassment and assault, Acid attack, Rape, Working women's problem

Safeguard services and laws for women; Institutional mechanisms: National Commission for Women, Rashtriya Mahila Kosh, Crime Against Women Cell, Family Court, Family Counselling Centers and Crisis intervention centers

UNIT-IV

9 Hrs

Professional Values And Ethics Definitions of ethics, morals, values, and professionalism. Importance of ethical behavior in professional practice. Ethical codes, standards, and regulations governing various professions; Approaches to ethics; Overview of major ethical theories (e.g., utilitarianism, deontology, virtue ethics). Application of ethical principles (e.g., autonomy, beneficence, justice). Ethical decision-making process. Steps in the ethical decision-making process (e.g., identifying the problem, gathering information, evaluating alternatives, making a decision, reflecting on outcomes). Factors influencing ethical judgments and behavior. Ethical Dilemmas in Professional Practice; Common ethical dilemmas faced by professionals (e.g., conflicts of interest, confidentiality breaches, whistleblowing) consequences, ethical committee; Roles and Responsibilities.

UNIT-V

9 Hrs

Human rights: Definition, Nature, Classification; Evolution of Human Rights; Constitutional Provisions; Right to Life, Liberty and Dignity b. Right to Equality c. Right against Exploitation d. Cultural and Educational Rights e. Economic Rights f. Political Rights g. Social Rights; Institutions for Implementation: a. Human Rights Commission b. Judiciary; Human Right Violation and Redressal: Violation by state, Violation by individual

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Develop a critical understanding of gender concepts,
2. Gain knowledge about feminist theories, and women's movements, empowering them to advocate for gender equality and contribute to positive social change.
3. Analyze the root causes and consequences of gender issues on individuals, communities, and societies
4. Utilize critical thinking skills to evaluate the ethical implications of various courses of action and make principled decisions aligned with professional values and ethical standards.

5. Analyze the historical and philosophical foundations of human rights and they can understand their significance in promoting dignity, equality, and justice for all individuals.

Text Books:

1. Nalini Visvanathan (Ed.), (2006) The Women, Gender and Development Reader, Zubaan, New Delhi
2. Kannabiran, Kalpana & Ritu Menon. 2007. From Mathura to Manorma: Resisting Violence Against Women, New Delhi: Women Unlimited
3. Andrews, K. (1989) Ethics in practice: managing the moral corporation, Harvard Business School Press, Boston

Reference Books:

1. Human Rights in India: Historical, Social and Political Perspectives (Law in India) Hardcover – Illustrated by Chiranjivi J. Nirmal (Author)
2. History of Human Rights, Narrated by Andrea Giordani
3. Roger A. Ritvo, Joel D. Ohlsen (2004) Ethical Governance in Healthcare: A Board Leadership Guide for Building an Ethical Culture, Health Forum
4. Eileen E. Morison (2006) Ethics in Health Administration: A Practical Approach for Decision Makers, Jones and Barlett.

MBAHHMI6501

INTERNSHIP I

L T P C

0 0 6 3

Course Description:

The Hospital Internship course provides students with a unique opportunity to gain practical experience and hands-on training in a hospital setting. This immersive learning experience is designed to complement academic coursework and equip students with the skills, knowledge, and professional competencies necessary for successful careers in healthcare.

Throughout the internship, students will have the opportunity to work closely with healthcare professionals and support staff across various departments within the hospital. Under the guidance of experienced mentors, interns will actively participate in clinical and administrative tasks, gaining firsthand insight into the daily operations and challenges faced by healthcare organizations.

Course Objectives:

Students undergoing this course are expected to:

1. To provide exposure to a broad range of association management issues and one-on-one interaction with senior-level executives.
2. To involve the intern in the execution of a variety of administrative tasks in preparation for the future management of similar tasks.
3. To enhance the individual's decision-making and problem-solving skills.

Course Content

Internship in Hospital / Health Care Organisation (HCOs)

Internship I (Per credit 30 hours and 3 credits = 90 hours)

Total: 90 Hrs

Course Outcomes:

1. Practical experience, developed a deeper understanding of hospital/healthcare organization
2. Hands-on learning experience will prepare students to transition seamlessly from academia to healthcare management professional, empowering them to make meaningful contributions to hospital/healthcare management.

Text Books:

1. Handbook of Internship, SoM, TAU
2. The Ultimate Guide to Internships (2015). By Eric Woodard

Reference Books:

3. Handbook on Internship by Dr. Venkatesha K

SEMESTER II COURSES

MBAHHMT6408 Human Resource Management

MBAHHMT6409 Financial Management

MBAHHMT6410 Healthcare Marketing

MBAHHMT6411 Hospital Support Services

MBAHHMT6412 Healthcare Quality Management

MBAHHMT6413 Healthcare Analytics

MBAHHMT6414 Research Methodology

MBAHHMI6502 Summer Internship

Course Description:

Human resources are the vital sources of any organization. The management must consider humans to be rational thinkers and can turn around the organization. The organization must provide professional development and training opportunities for all the staff on a regular basis

Course Objectives:

Students undergoing this course are expected to:

1. Identify and apply factual knowledge about human resources management.
2. Utilize human resource principles, concepts, generalizations, theories and models.
3. Apply human resources management for problem-solving and decision- making.
4. Utilize skills, competencies, values, and points of view about human resources.
5. Integrate the professions of human resources management and administration

UNIT-I**9 Hrs**

Introduction to Human Resources Management- Meaning and significance; HRM and Personnel management; Human capital management; Overall role of HR function; Competencies required by HR professionals; Line manager and role in implementing HR Policies

UNIT-II**9 Hrs**

Job Role and Resourcing- Job Analysis, Job design, Human Resource Planning- Process, Aims; Recruitment- the formal and informal recruitment process, Selection process and types, Reference and Background checks, Induction, Placement, Employee retention, Training and Development- types, process, significance, Executive development.

UNIT-III**9 Hrs**

Performance Management and Compensation- Performance appraisal- process, methods; Compensation- objectives, factors influencing; Incentives and Benefits, Job evaluation, promotion, transfer, separation, mentoring, coaching

UNIT-IV**9 Hrs**

Legal aspects and Trends: Disciplinary Policies and Procedures, Termination, Privacy and Confidentiality, Sexual Harassment, ethical and moral decisions in healthcare, Unionization, Collective Bargaining, Healthcare Trends impacting Human Resource Management, Human resource information systems, Artificial intelligence in HRM, Challenges in Human Resources Management

UNIT-V**9 Hrs**

Health and Safety- Health and safety policies; Importance of health and safety in the workplace; Benefits of workplace health and safety; Conducting risk assessments, Health and safety audits, Health and safety training, employee welfare services.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

- Knowledge of principles of HRM
- Understanding employee participation
- Capability to administer compensation benefits
- Knowledge of labour prerequisites
- Ability to implement various HR laws

Text Books:

1. Armstrong M (2009). Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
2. Cascio, W (2009). Managing Human Resources. McGraw Hill.

Reference Books:

1. Martin J (2010) Key Concepts in Human Resource Management. Sage Key Concepts Series.
2. Noe, RA, JR Hollenbeck, B Gerhart and PM Wright (2009). Human Resource Management. McGraw Hill
3. Sen R (2009). Industrial Relations in India (2nd Ed). MacMillan.

Course Description:

Healthcare finance is concerned with resources allocated to create new produce goods or services, improve or modify, or any other conversational process. It deals with the creation of wealth through raising the financial resources and effective utilization of resources provided in the business

Course Objectives:

Students undergoing this course are expected to:

1. Understand the role of Financial Management
2. Understand the Functions of financial management
3. Understand the Application of financial management in the business environment and corporate sectors
4. Carry out the risk-return trade-off in financial decision-making
5. Prepare the capital budgeting and capital structure analysis

UNIT-I**9 Hrs**

Introduction to Financial Management - Principles of Financial management and financial returns; The role of financial markets; Valuation of debt and equity.

UNIT-II**9 Hrs**

Time value analysis – present and future values, annuity, amortisation; Risk and Return Analysis – standalone risk, risk pooling, portfolio risk management, measuring risk and returns

UNIT-III**9 Hrs**

Working capital management - Credit planning; Cash management; Inventory management; Management of receivables; Working capital and inflation; Capital Investment Decisions - Classification of capital investment proposals; Process of capital investment analysis; Capital budgeting process

UNIT-IV**9 Hrs**

Feasibility reports; Value and rate of return calculations; Estimation of cash flows; Cash flow evaluation techniques; Independent projects and capital rationing; Mutually exclusive projects; Capital budgeting and inflation; Capital budgeting and risk.

UNIT-V**9 Hrs**

Capital Structure Planning and Cost of Capital - Sources of funds; Capital finance decisions; Capital structure planning; Capital structure and the cost of capital; Allocation of resources; Dividend policy and retained earnings

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understanding Financial Management
2. Knowledge of the Functions of financial management
3. Understanding ability of the Application of financial management in the business environment and corporate sectors
4. Ability to Carry out the risk-return trade-off in financial decision-making
5. Preparation and interpretation ability of the capital budgeting and capital structure analysis

Text Books:

. 1. Anil Kumar Dhagat, FINANCIAL MANAGEMENT. (2011). India: Wiley India Pvt. Limited. 2. Subramanian, T., Paramasivan, C. (2009). Financial Management. India: New Age International (P) Limited,

Reference Books:

1. Bhat, S. (2008). Financial Management: Principles and Practice. India: Excel Books.
2. Banerjee, b. (2015). Fundamentals of financial management. India: phi

Course Description:

This course introduces healthcare professionals to marketing fundamentals and applications in their healthcare organizations, and connects marketing principles to innovation, operations and strategy in the health care industry.

Course Objectives:

Students undergoing this course are expected to:

1. Understand fundamental marketing principles and strategies that are relevant in healthcare ·
2. Understand relationships between marketing, operations, innovation and strategy in healthcare operations ·
3. Analyze and discuss examples of marketing in healthcare
4. Analyze marketing strategies and recommend implementation plans
5. Advanced knowledge of healthcare marketing

UNIT-I

9 Hrs

Understanding the health care system and the role of marketing- The Changing Role of Marketing in Health Care Organizations, Defining the Health Care System, Tradeoffs in Health Care System, The Health Care Industry and Marketing Environment, Determinants of the Utilization of Health Care Services.

UNIT-II

9 Hrs

Analyzing the market- Strategy and Market Planning, How Health Care Buyers Make Choices, Using Market Information Systems and Marketing, Market Segmentation, Targeting, Positioning, and Competition Research.

UNIT-III

9 Hrs

Shaping and Managing Product and Service Offerings- : Developing and Branding New Offerings, Pricing Strategies and Decisions in Health Care

UNIT-IV

9 Hrs

Designing and Managing Health Care Marketing Channels, Designing and Managing Integrated Marketing Communications, Personal Marketing Communications: Word-of-Mouth, Sales, and Direct Marketing

UNIT-V

9 Hrs

Implementing and controlling the marketing effort- Organizing, Implementing, and Controlling Marketing

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Knowledge of principles of various health care management concepts and their application
2. Ability to apply of planning for health care marketing
3. Capability to implement health care marketing
4. Knowledge of manage and design health care marketing program
5. Ability to exercise health care marketing controlling function

Text Books:

1. Kotler, P., Keller, K. L. (2012). Marketing Management. United Kingdom: Prentice Hall.
2. Berkowitz, E. N. (2021). Essentials of Health Care Marketing with Nav Scenario for Marketing. (n.p.): Jones & Bartlett Publishers.
3. Venugopal, P. (2010). Marketing Management: A Decision-making Approach. India: SAGE Pub

Reference Books:

1. Thomas, R. K. (2020). Marketing Health Services. United States: Health Administration Press.
2. Gunawardane, G. (2020). Modern Health Care Marketing. Japan: World Scientific Publishing Company.
3. Winning the health care race : Strategies for Hospital marketing excellence in India. (2023). (n.p.): OrangeBooks

Course Description:

The Hospital Support Services course offers a comprehensive exploration of the essential support functions within a healthcare facility that are vital for maintaining quality patient care and operational efficiency. From housekeeping and maintenance to dietary services and facilities management, this course delves into the critical roles and responsibilities of various support departments within hospitals

Course Objectives:

Students undergoing this course are expected to:

1. Understanding the role and scope of hospital supportive services
2. Learning principles of Organising Hospital Supportive Services
3. Knowledge of the function of various Support Services in Hospitals
4. Learning the governance and management structure of Support Services in Hospitals
5. Understanding importance of collaboration and quality assurance in support department

UNIT-I**9 Hrs**

Introduction to Hospital Supportive Services Overview of Hospital Supportive Services, Understanding the Hospital Supportive Services, Scope and Importance

UNIT-II**9 Hrs**

Principles and Methods of Organizing Hospital Supportive Services Organization in Hospital Support Services: Management, Administrative Activities of a Hospital: The Purpose of Planning, Key and Operational Planning, Planning Committees

UNIT-III**9 Hrs**

Support Services in Hospitals Laboratory Services, Bio-medical Waste Management, Medical Records, Radiology Services, Auxiliary and emergency services, Pharmacy, CSSD (Central Sterile Supply Department), Bio-medical Engineering, Food & Beverages, Laundry & Linen Services, House Keeping, Security Services, Maintenance Services, Office administration

UNIT-IV**9 Hrs**

Role of Supporting Departments in Hospital Management Structure of the Organization, Governance: Duties and Responsibilities of the Governing Board, Conflict of Interest, Management Structure: Functions of a committee, Advantages/Disadvantages of a Committee, CEO (Chief Executive Officer)

UNIT-V**9 Hrs**

Support Services Coordination and Quality Assurance Interdepartmental Collaboration: Highlighting the importance of collaboration and communication between support departments and clinical teams to ensure seamless patient care delivery. Quality Improvement Initiatives: Discussing quality assurance programs, performance metrics, and continuous improvement strategies

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of hospital supportive services
2. Understanding the scope of hospital support services
3. Knowledge of the functions of various Support Services in Hospitals
4. Learning the governance and Management Structure
5. Understanding importance of collaboration and communication between support departments

Text Books:

1. Natarajan, S. (2010). Hospital Supportive Service. Excel Books India.
2. Srinivasan A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi, 2000

Reference Books:

1. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
2. Jha S.M., Hospital Management, Himalaya Publishing House, Mumbai, 2007

Course Description:

Organizations have strongly recognized the need for quality services and considered them the tools for business development. Today quality improvement and continuous development through various methods and techniques, ability. Thus, the course provides input to the student to learn about methods, process techniques and management of quality in health care

Course Objectives:

Students undergoing this course are expected to:

1. Knowledge of basic concepts of quality in health care
2. Emphasis on leadership in quality management
3. Understand the concept of strategic quality planning
4. Establish risk management mechanism
5. Selection of pilot projects

UNIT-I**9 Hrs**

Meaning and Definition, History, Evolution of the Quality Movement- Need for Quality Management Initiatives in organizations, Theories and Principles of Quality Assurance, Deming's Principles, Juran Trilogy, Kaizen, Philip Crosby's Principles, the role of quality and operations management in healthcare in hospitals; 26 + Quality Guru's views and concepts

UNIT-II**9 Hrs**

Leadership and Total quality management; Role of leaders in the quality movement, Quality assurance; improvement science; Continuous quality improvement, Tools for Quality Management - Improvement techniques, Planning techniques, Measurement techniques, plan for improvement practices

UNIT-III**9 Hrs**

Strategic Quality planning, total employee involvement (motivation, teamwork, communication, participation, involvement, empowerment), quality awards, achievement, quality circles, statistics and quality control

UNIT-IV**9 Hrs**

Risk management -the clinical and administrative systems, processes, and reports employed to detect, monitor, assess, mitigate and prevent risks

UNIT-V**9 Hrs**

Selection of pilot projects; Quality circles; Quality Initiatives in Indian Health Care Organizations; Lean Management; six sigma; Writing quality policies and standard operating procedures; quality development tools – fish borne diagram, root cause analysis and operational tools

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of quality in health care
2. Understanding the scope of leadership and total quality management
3. Knowledge of strategic quality planning
4. Learning the risk and its management
5. Understanding selection process of pilot projects

Text Books:

1. Tricker, R. (2019). Quality Management Systems: A Practical Guide to Standards Implementation. United Kingdom: Taylor & Francis
2. Mauch, P. D. (2009). Quality Management: Theory and Application. United Kingdom: CRC

Reference Books:

1. Xavier, S. (2019). Quality Management and Quality Control: New Trends and Developments. United Kingdom: Intech Open.
2. Sharma, S. (2018). Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence. India: SA

MBAHHMT6413

Healthcare Analytics

L T P C

2 1 0 3

Course Description:

Healthcare analytics is a term used to describe the healthcare analysis activities that can be undertaken as a result of data collected claims and cost, pharmaceutical and research and development (R&D) data, clinical data (collected from electronic medical records (EHRs)), and patient behavior and sentiment data (patient behaviors and preferences, (retail purchases, e.g. data captured in running stores). This course provides insights to students about the importance of decisions by using the correct data and analysis tools. It is the need of modern hospital management

Course Objectives:

Students undergoing this course are expected to:

1. Knowledge of basic concepts of health care analytics
2. Understanding of big data tools and techniques
3. Comprehensive understanding of data analysis
4. Understanding of data visualization and representation
5. Knowledge of AI and ML techniques

UNIT-I

9 Hrs

Introduction to Business Analytics; importance and focus of predictive analytics, marketing analytics, healthcare analytics, social media analytics, supply chain analytics, retail, epidemiological analytics, customer analytics, people analytics and financial analytics

UNIT-II

9 Hrs

Big Data source, Tools and techniques – Data Issues - Organization/ sources of data, Importance of data quality, HIS, LIS, RIS, SAP, Data Mining with XLMiner and R

UNIT-III

9 Hrs

Data Analysis - Basic + Advanced excel, R / SAS, Power BI, Tableau, Qlikview , Gephi, Basic Statistics, Problem Solving

UNIT-IV

9 Hrs

Data Visualization- Data representation – Dashboards, Reports; Marketing Analytics – MEXL

UNIT-V**9 Hrs**

AI and Machine Learning in Health care -Overview of techniques and applications, Traditional machine learning methods, AI for data analytics and data mining, Design and deployment of AI and Machine Learning solutions in health care.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of health care analytics
2. Understanding the scope of big data tools and techniques
3. Knowledge of data analytics
4. Learning data visualisation
5. Understanding AI and ML techniques used in health care

Text Books:

1. Jay Liebowitz, Business Analytics: An Introduction. (2013). United States: CRC Press.
2. Laursen, G. H. N., Thorlund, J. (2010). Business Analytics for Managers: Taking Business Intelligence Beyond Reporting. United Kingdom

Reference Books:

1. Albright, S. C., Winston, W. L. (2016). Business Analytics: Data Analysis & Decision Making. Brazil: Cengage Learning.
2. Essentials of Business Analytics: An Introduction to the Methodology and Its Applications. (2019). Germany: Springer International

Course Description:

This course offers input to administrators towards identifying the key areas for research, following appropriate research tools and techniques, collecting and analyzing data, using appropriate statistics to confirm the findings, etc. Research methodology will examine qualitative and quantitative research methods appropriate to the study of management practices, including observational, quasi-experimental and experimental research designs.

Course Objectives:

Students undergoing this course are expected to:

1. Acquire and apply factual knowledge of research methods applicable to administration and critically review research reports
2. Familiarize with the methods of developing proposals which may be part of hospital management actions
3. Understand fundamental probability concepts and their relationship to inferential statistical methods.
4. Understand the uses of and distinction between qualitative and quantitative research methods
5. Formulate and test hypotheses using appropriate research methods, select and apply the correct statistical test for analysis and interpret the results of statistics

UNIT-I**9 Hrs**

Introduction to research, research process; types of research design - quantitative and qualitative, case studies; organization studies operations research; Literature Review and Review of Literature. Research title, sub-title, identification of literature, sources of literature, organization of literature as per research title, methods of citation, preparation of bibliography, referencing system and style, evaluating the quality of literature, application of review questions to validate the literature, methods, and style of preparing literature document, building literature review

UNIT-II**9 Hrs**

Quantitative Research: Methods of Measurement - Levels of measurement, Conversion of scales; Tools and Measurements - Interview schedule, Questionnaire, Tests and scales, Rating scales, Projective tests; Reliability and Validity of Instruments; Methods of controlling variance; Sampling design- Purpose of the sample, Types of sampling, Sampling and research design; Data collection and Data Analysis, tools and techniques; Descriptive Statistics, use of statistical tools, various types of statistical analysis, Statistical hypothesis, Test of significance, Parametric and non-parametric tests

UNIT-III**9 Hrs**

Qualitative Research: Introduction to qualitative research; basic steps in planning, designing and conducting qualitative research; Issues in quality, sampling, triangulation, and fieldwork; Various methods employed in conducting qualitative research - interview, focus groups, observation and structured methods; combining qualitative and quantitative research approaches; Qualitative research data management-field notes, recording, observation, coding, analyzing, interpreting data; Ethical Issues in conducting research; report writing in quantitative and qualitative research

UNIT-IV**9 Hrs**

What is a test statistic & why is it important? Visualization of Data and Descriptive Statistics, Displaying descriptive data, Normal distribution, Introduction to Probability and Probability Distributions, Inferential Methods, Hypothesis / null hypothesis, Parametric / non-parametric, Regression Analysis, Regression Applications (Predictive Modelling, Risk Adjustment, and Forecasting

UNIT-V**9 Hrs**

Measure of central tendency, probability, sampling, reliability and validity, graphic data display, frequency distribution, hypothesis development, t-tests, ANOVA, chi-square tests, linear regression, choosing an appropriate statistical test, evaluating, and interpreting of professional journal articles, and technical report writing

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of research methods
2. Understanding of drafting proposals
3. Knowledge of qualitative research
4. Learning importance of statistics
5. Understanding measures of central tendency

Text Books:

1. Handbook of Research Methodology: A Compendium for Scholars & Researchers. (n.d.). (n.p.): Educreation
2. Kothari, C. R. (2004). Research Methodology: Techniques. India: New Age International

Reference Books:

1. Hareendran, A., Chandra, V. (2017). Research Methodology by Pearson 1st Edition. India: Pearson Education India.
2. Lokanadha Reddy, G. (2016). Research Methodology and Statistics in Education. India: Discovery Publishing House.

The Summer Internship course offers students a valuable opportunity to gain real-world experience and practical skills in hospital/healthcare organizations during the summer break. This course is designed to provide students with hands-on learning experiences, exposure to industry practices, and the opportunity to apply theoretical knowledge in a practical setting. Throughout the internship, students will work closely with experienced professionals in their chosen field or industry, gaining insights into organizational dynamics, industry trends, and professional expectations. The internship may be conducted in various sectors, including business, technology, healthcare, finance, education, government, or non-profit organizations, depending on the student's interests and career goals.

After completing the course, the students shall be able to.

1. To provide exposure to a broad range of association management issues and one-on-one interaction with senior-level executives.
2. To involve the intern in the execution of a variety of administrative tasks in preparation for the future management of similar tasks.
3. To enhance the individual's decision-making and problems

Essential readings

1. Handbook of Summer Project, SoM, TAU
2. The Ultimate Guide to Internships (2015). Eric Woodward

Suggested reading

1. Handbook On Internship by Dr. Venkatesha K

SEMESTER III COURSES

MBAHHMT7501	Healthcare Operations Management
MBAHHMT7502	Social Science Perspectives on Health
MBAHHMT7503	Health Ethics and Laws
MBAHHMT7504	Healthcare Supply Chain Management
MBAHHMT7505	Digital Transformation for Healthcare
MBAHHMT7401	Faculty Elective -I
MBAHHMT7601	Program Elective–I

Course Description:

This course equips the students to develop the problem-solving skills to tackle the various operational issues, dynamics of change, and areas of improvement and development.

Course Objectives:

Students undergoing this course are expected to:

1. Identify and apply factual knowledge about operations and leadership in organisations
2. Utilize operations and management principles, concepts, theories and models with application of leadership efficiency and effectiveness.
3. Apply leadership skills and operations for problem solving and decision making.
4. Analyse the impact operations has on management strategy formulation and strategy implementation.
5. Participate in class simulation activities and case studies to integrate operations and leadership qualities with organization and performance outcomes.

UNIT-I**9 Hrs**

Operations: meaning and definition, Scope; Sharpen strategic focus competitive market of the future, operational management practices in Indian Organizations

UNIT-II**9 Hrs**

Product development and design: product development and design, aggregate planning and master scheduling

UNIT-III**9 Hrs**

Operations Management Concepts: operations decision making, systems design and capacity, facility location and layout, forecasting demand

UNIT-IV**9 Hrs**

Organisational integration (vertical and horizontal); Customer management, customer satisfaction, managing and solving the customer grievances and others; Process mapping, Process improvement, application of lean in process improvement, measuring time management – work-study and method performance-based management – performance measurement tools and techniques; quality improvement – practices and indicators; measurement of operational efficiency and cost efficiency, materials management and equipment capacity utilization

UNIT-V

9 Hrs

Organizational Development: Introduction to OD; OD Process; Designing OD interventions; HR and Strategic Interventions; application of OD in Hospitals; Change and Change management: Introduction to Hospital Organisational Change; understanding change resistance and appreciating change; mobilizing and executing change

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Have factual knowledge about operations in organisations
2. Apply operations and management principles, concepts, theories and models with application of leadership efficiency and effectiveness.
3. Apply skills and operations for problem solving and decision making.
4. Able of impact operations has on management strategy formulation and strategy implementation.
5. Integrate operations and leadership qualities with organization and performance outcomes.

Text Books:

1. James R. Langabeer; Jeffrey Helton (2015). Health Care Operations Management
2. McLaughlin, D. B. (2008). Healthcare operations management. AUPHA.
3. Kumar, S.A., Suresh, N. (2009). Operations Management. India: New Age International.

Reference Books:

1. Operations Management: Theory and Practice. (2015). India: Pearson India.
2. Stevenson, W.J. (2017). Operations Management. United Kingdom: McGraw-Hill Education.

Course Description:

The focus in this course will be on the basic concepts and theoretical approaches in understanding the society and their application to the resolution of health problems and understanding people's engagement with health institutions.

Course Objectives:

Students undergoing this course are expected to:

1. Have a basic understanding of concepts that are pertinent to health from various social sciences like anthropology, sociology and psychology.
2. Be aware of the implication of choosing a specific perspective on the scientific questions analyzed and be able to analyze the resulting policy implications.
3. Be able to understand the significance of the dynamics of society in health problems and programs.
4. Be able to use various social science concepts with rigor in their professional analysis of health situations and programs
5. Be able to evaluate health behaviors and integrate theoretical perspectives to understand healthcare utilization from both provider and beneficiary perspectives.

UNIT-I**9 Hrs**

Individual Perspective: Introduction to the course: Scope of Social Sciences in Health: Relevance of knowing the social world for Health professions; Introduction to concepts in psychology – beliefs, attitudes, individual differences, stress, and stigma; Health behaviour change in the 21st century – components, equality, targets for behaviour change; Behavioural determinants of health – personality-related factors, risk-taking behaviour, stress and stressful life events, emotions and health, adjustment and adaptation to chronic disease; Psychological models of health – health belief model, the stages of change model, social cognitive model, trans theoretical model, General Adaptation model of stress.

UNIT-II**9 Hrs**

Individuals Populations: Public Health implications of Development: Mckeown's Thesis about reasons for decline of mortality in England; A Social Science Approach; Social Model and Medical Model; Health Problems as Social Problems: In Terms of Inquiry, Analysis, Action and Challenges; Perspectives in understanding social problems; Role of Conceptual Map in understanding a problem; Equity in health status: Concept and Principles, Equity Vs

Equality; Linkage between equity and ethics; Equity in health care: Universalisation of health services as a means of attaining Equity; Human behaviour as culturally produced: Anthropological Approaches to Medicine: Medicalisation, Medical Systems

UNIT-III

9 Hrs

Engaging with Development: Linkage between Health and Development: a historical overview; Health indicators as development indicators and linkage among sectors with relation to health and development – trends in health indicators, demographic transitions and relation to health, burden of disease, current health status of the population and determinants and inequality and its implications; The right to Health and the Right to Development

UNIT-IV

9 Hrs

Systems Approach in Public Health- Concept of Health System; Diverse use of the concept of Health system and its implications; Intersectoral co-ordination; Changing Nature of Medicine and Medical care: Bureaucracy, Professionalisation, Corporatisation, Medical Industrial complex; Role of state and Health Policy

UNIT-V

9 Hrs

Utilization of Health Services Concept of Health Behaviours Illness behaviour, Treatment seeking behavior; Need to Integrate provider and Utiliser/beneficiary perspective in understanding Health care; Theoretical perspectives in health and illness: Sociology of Management; Materialist Perspective: Commission on Social Determinants of Health.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Able to get full understanding of health services requirements of various stakeholders and generating idea behind
2. Able to make a perspectives on healthcare service delivery and support to community
3. Make a difference in health service provisions
4. Analyze health systems, intersectoral coordination, and the evolving nature of medical care and health policy
5. Evaluate health behaviors and integrate theoretical perspectives to understand healthcare utilization from both provider and beneficiary perspectives.

Text Books:

1. Thomas, R. (2002) Introduction to the Sociology of Health and Illness In Society and Health, Sociology for Health Professions, Kluwer Academic publishers, Chap 1.
2. Durkheim, E. (1895) What is a social fact?, In Rules of Sociological Method,

3. Mckeown, T and Record, R G (1962) Reasons for the Decline of Mortality in England and Wales during the nineteenth Century, *Population Studies*, 16, 2, 94-122.

Reference Books:

1. Sengupta, A. (2002). On the Theory and Practice of the Right to Development, *Human Rights Quarterly*, 24, pp. 837–889.

2. Narayana, K V (1997). *Health and Development*, New Delhi: Rawat Publications, chp 1.

3. Gunatilleke, G (1984 ed.) *Intersectoral Linkages and Health Development, Case Studies*, WHO, Geneva.

4. Blumer, H (nd) *Social Problems as Collective Behaviour*,

Course Description:

This course provides a comprehensive exploration of the ethical and legal considerations within the realm of healthcare. Students will delve into the complex intersections of moral principles, legal frameworks, and professional responsibilities that govern healthcare practice and policy. Through a combination of theoretical study, case analyses, and practical applications, students will develop a nuanced understanding of the ethical dilemmas and legal issues commonly encountered in healthcare settings.

Course Objectives:

Students undergoing this course are expected to:

1. Analyze and apply ethical theories to healthcare decision-making, focusing on key ethical principles.
2. Evaluate and apply legal and ethical dimensions of patient rights, including informed consent and confidentiality.
3. Identify and address ethical obligations and challenges faced by healthcare professionals in various settings.
4. Examine and promote ethical principles related to healthcare distribution, resource allocation, and access to care.
5. Apply key health laws to ensure legal compliance and ethical practice in healthcare.

UNIT-I**9 Hrs**

Ethical Theories and Principles: Utilitarianism, deontology, virtue ethics, and principlism, and their application to healthcare decision-making. Discussions will focus on autonomy, beneficence, non-maleficence, justice, and respect for persons.

UNIT-II**9 Hrs**

Patient Rights and Informed Consent: Legal and ethical dimensions of patient rights, including the right to informed consent, confidentiality, privacy, and access to healthcare. Students will analyze case studies to understand the complexities of obtaining valid consent and respecting patient autonomy.

UNIT-III**9 Hrs**

Healthcare Professionals' Responsibilities: Ethical obligations and professional responsibilities of healthcare practitioners, including issues of honesty, integrity, competence,

and duty of care, ethical challenges faced by healthcare professionals in clinical practice, research, and organizational settings.

UNIT-IV

9 Hrs

Healthcare Equity and Social Justice: Students will explore the ethical principles underlying healthcare distribution, resource allocation, and access to care. Topics include healthcare disparities, social determinants of health, global health ethics, and the ethical responsibilities of healthcare organizations and policymakers in promoting health equity.

.

UNIT-V

9 Hrs

Health Laws: Medical Termination of Pregnancy Act, 1971, The Maternity Benefit Act, 1965, The Pre-natal Diagnostic Techniques Act, 1994, The Transplantation of Human Organs Act, 1994, The Mental Health Act, 2017, Occupational Health and Safety Association vs. Union of India and etc.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Apply ethical theories and principles to make informed healthcare decisions.
2. Ensure patient rights and obtain valid informed consent in healthcare settings.
3. Uphold ethical obligations and navigate professional challenges in healthcare practice.
4. Advocate for healthcare equity and justice through ethical decision-making and policy analysis.
5. Interpret and apply health laws to support ethical and legal healthcare practices.

Text Books:

1. Seedhouse, D. (2008). Ethics: the heart of health care. John Wiley & Sons.
2. Ashcroft, R. E., Dawson, A., Draper, H., & McMillan, J. (Eds.). (2007). Principles of health care ethics. John Wiley & Sons.
3. Roy, C. (Ed.). (2022). Health Laws in India. Taylor & Francis.

Reference Books:

1. Loewy, E. E., & Loewy, R. S. (2004). Textbook of healthcare ethics. Springer Science & Business Media.
2. Naseem, M., & Naseem, S. (2023). Medical law in India. Kluwer Law International BV.

MBAHHMT7504

HEALTH CARE SUPPLY CHAIN MANAGEMENT

L T P C

3 0 0 3

Course Description:

The course focuses in critical topics of sourcing, logistics, security and compliance, purchasing, storage and inventory management, distribution, and vendor management. Students of hospital and health administration will learn the most current and effective methods for the management of the supply chain that will contribute to success in the delivery and financing of healthcare services.

Course Objectives:

Students undergoing this course are expected to:

1. Overview of the elements of the healthcare supply chain
2. Examine both the operational and the strategic aspects of supply chain management.
3. Include a discussion of the integration of the supply chain with the clinical delivery of care.
4. Provide a sound basis of knowledge for students so that healthcare supply chain improvements can be achieved for the mutual benefit of the healthcare industry.
5. Understand emerging trends

UNIT-I

9 Hrs

Healthcare Operations and SCM: Meaning, purchasing, logistics, and Vendor-managed inventories in healthcare SCM; Efficiency, effectiveness and value; competitive dimensions of healthcare. Financial Aspects of Healthcare SCM Introduction, SCM in total material costs, Income and operating statement, balance sheet, cash flows, ratios related to inventory, value of money, break-even, crossover analysis

UNIT-II

9 Hrs

Essentials of Healthcare Supply Chain Management Traditional Versus New Ways of Managing Healthcare; Importance of Supply Chain Principles to Healthcare Management; Supply Chain Drivers for Healthcare Practices; Key Supply Chain Terminology and Concepts - Value, push strategy, pull strategy, Postponement Strategy, Bullwhip Effect, Strategic Alliance, Core Competency; integrating Healthcare Processes through Supply Chain Principles.

UNIT-III

9 Hrs

Supply Chain Transformation in the Healthcare Sector External factors that reshape the healthcare principles - Implications of the Affordable Care Act for Healthcare Supply Chains, implications of Graying Population for Healthcare Supply Chains; Change Management for Leveraging Healthcare Supply Chains - Breaking Old Habits in Healthcare Management, Initiating Change, Refreezing the Proven Best Practices; Strategic Alliances among Healthcare Partners - Finding right partners, organizational learning through partnerships.

UNIT-IV**9 Hrs**

Designing Sustainable Healthcare Supply Chains Understanding Patient Expectations and Perceptions of Healthcare Services Segmenting Target Patient Bases, Patient Relationship Management, Healthcare Service Audits; Delivering Healthcare - Inpatient, Outpatient, and Urgent Care, Access to Healthcare Services, Healthcare Facility Location, Emergency Vehicle Deployment; Sourcing Medical Equipment and Supplies; Utilizing Third-party Logistics Service Providers (3PLs) for Healthcare Deliveries; Managing Pharmaceutical Supply Chains; Handling Medical Waste.

UNIT-V**9 Hrs**

Emerging Trends of Healthcare Supply Chain Management Technological Evolution for Managing Healthcare Supply Chains; Intelligent Decision Support Systems for Healthcare Supply Chain Management; The Emergence of Medical Tourism; Blueprints for the Futuristic Healthcare Supply Chain.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Able to identify the key products or services under SCM in healthcare
2. Able to organise the resources and connect with supply chain
3. Able to link the availability of goods with cost and quality
4. Ensure uninterrupted healthcare services delivery
5. Updated with emerging trends.

Text Books:

1. Ledlow, Karl Manrodt, David Schott, Health Care Supply Chain Management. (2016). United States: Jones & Bartlett Learning.
2. Kros, J.F., Brown, E.C. (2013). Health Care Operations and Supply Chain Management: Operations, Planning, and Control. United Kingdom: Wiley.
3. Healthcare Supply Chain Management: Resource and Logistics Processes. (2010). United States: Association for Healthcare Resource & Materials Management.

Reference Books:

1. Min, H. (2014). Healthcare Supply Chain Management: Basic Concepts and Principles. United States: Business Expert Press.
2. Transportation, Logistics, and Supply Chain Management in Home Healthcare: Emerging Research and Opportunities. (2019). United States: IGI Global.

Course Description:

This course will provide an overview of the digital transformation of health care and prepare students to lead this wave of change into the future.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the components and dynamics of the digital health ecosystem
2. Understand the market trends shaping the landscape of healthcare delivery.
3. Analyze the challenges and barriers associated with the adoption and implementation of digital technologies in healthcare settings
4. Learn the potential impact of digital transformation on patient care
5. Develop strategic solutions for overcoming barriers to digital transformation in healthcare

UNIT-I**9 Hrs**

Introduction to Digital Transformation in Healthcare Overview of digital transformation: Definition, scope, and significance in healthcare. Historical context: Evolution of digital technologies in healthcare and key milestones. Drivers of digital transformation: Technological advancements, regulatory changes, market forces, and consumer demands. Challenges and opportunities: Interoperability, data security, privacy concerns, workforce readiness, and financial implications.

UNIT-II**9 Hrs**

Emerging Technologies in Healthcare: Artificial intelligence, machine learning, internet of things (IoT), blockchain, augmented reality, and virtual reality. Applications of emerging technologies: Clinical decision support, predictive analytics, remote patient monitoring, telehealth, digital therapeutics, and precision medicine.

UNIT-III**9 Hrs**

Implementation Strategies and Best Practices: Implementation framework for digital transformation in healthcare: Needs assessment, strategic planning, technology selection, and project management. Stakeholder engagement and collaboration: Engaging clinicians, administrators, IT professionals, patients, regulators, and other key stakeholders in the digital transformation process. Change management strategies: Addressing resistance to change, fostering a culture of innovation, and ensuring workforce readiness.

UNIT-IV**9 Hrs**

Data Management and Analytics in Digital Health: Data governance and management: Data collection, storage, integration, quality assurance, and security considerations in healthcare. Data analytics and insights: Leveraging healthcare data for population health management, clinical decision support, predictive modeling, and personalized medicine. Ethical, legal, and regulatory considerations: Privacy, consent, data ownership, HIPAA compliance, and other legal and ethical issues related to healthcare data.

UNIT-V**9 Hrs**

Patient-Centric Digital Health Solutions: Patient engagement and empowerment: Leveraging digital technologies to improve patient-provider communication, education, self-management, and shared decision-making. Designing patient-centric digital health solutions: Human-centered design principles, usability testing, and user experience (UX) design considerations.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Comprehensive Understanding of Digital Health Landscape
2. Evaluate the healthcare Challenges
3. Address the healthcare Challenges
4. Proficiency in Applying Data-Driven Decision Making
5. Apply Patient-Centric Digital Health Solutions

Text Books:

1. Ćwiklicki, M., Duplaga, M., & Klich, J. (Eds.). (2021). The digital transformation of healthcare: Health 4.0. Routledge.
2. Marx, E. W., & Padmanabhan, P. (2020). Healthcare digital transformation: How consumerism, technology and pandemic are accelerating the future. Productivity Press.

Reference Books:

1. Singh, S., Bhatt, P., Sharma, S. K., & Rabi, S. (2021). Digital transformation in healthcare: Innovation and technologies. In *Blockchain for Healthcare Systems* (pp. 61-79). CRC Press.
2. Belliger, A., & Krieger, D. J. (2018). The digital transformation of healthcare. *Knowledge Management in Digital Change: New Findings and Practical Cases*, 311-326.
3. Haggerty, E. (2017). Healthcare and digital transformation. *Network Security*, 2017(8), 7-11.

Course Description:

This provides students with a unique opportunity to gain practical experience and hands-on training in a hospital setting. This immersive learning experience is designed to complement academic coursework and equip students with the skills, knowledge, and professional competencies necessary for successful careers in healthcare.

Course Objectives:

Students undergoing this course are expected to:

1. To provide exposure to a broad range of association management issues and one-on-one interaction with senior-level executives.
2. To involve the intern in the execution of a variety of administrative tasks in preparation for the future management of similar tasks.
3. To enhance the individual's decision-making and problem-solving skills.

Course Content:

Internship in Hospital/Health Care Organization (HCOs)

Internship I (Per credit 30 hours and 3 credits = 90 hours)

Learning outcomes

Learning how to work in practical work environment

Transformation as a hospital and healthcare management professional with improved knowledge and skills

Total: 90 Hrs

Course Outcomes:

1. Practical experience, developed a deeper understanding of hospital/healthcare organization
2. Hands-on learning experience will prepare students to transition seamlessly from academia to healthcare management professional, empowering them to make meaningful contributions to hospital/healthcare management.

Text Books:

1. Handbook of Internship, SoM, TAU
2. The Ultimate Guide to Internships (2015). By Eric Woodard

Reference Books:

1. Handbook On Internship by Dr. Venkatesha K

SEMESTER IV COURSES

MBAHHMT7506 Health Economics

MBAHHMT7507 Healthcare Strategic Management

MBAHHMT7508 Healthcare Project Management

MBAHHMT7509 Health Insurance

MBAHHMT7510 Hospital Information Systems

MBAHHMT7402 Faculty Elective -II

MBAHHMT7602 Program Elective II

MBAHHMI7502 Final Project

Course Description:

This course will offer the fundamentals of microeconomics and health economics. The course will focus on key concepts within microeconomics and the topics include basic supply and demand analysis, consumer preferences and choice, risk and uncertainty, production and cost theories, market structure, public goods and choices.

Course Objectives:

Students undergoing this course are expected to:

1. Acquire and apply factual knowledge of Health Economics
2. Familiarize with the demand for health
3. Understand production and cost analysis
4. Understand the uses of health care markets and models
- 5 Knowledge of macroeconomics for management

UNIT-I**9 Hrs**

Health Economics Nature and scope of economics, concept of Health economics, application of economics to health and health care, Demand for health care, Determinants of demand for health care, Demand and supply of health insurance, utility theory and risk aversion in health insurance.

UNIT-II**9 Hrs**

Demand for health capital: Demand for health capital, implications of demand for health capital, Exposition to Grossman model, the investment/consumption aspects of health, Investment over time, Empirical analysis of demand for health using Grossman model, health insurance-moral hazard

UNIT-III**9 Hrs**

Theory of Production and Cost analysis: Concept of healthcare costs, cost of infection, cost of poor quality, preventive Vs curative costs, economics of chronic diseases- heart failure, renal failure, life style diseases.

UNIT-IV**9 Hrs**

Health care Markets and Models: Market structure: Nature and characteristics of health care markets, Perfect Vs imperfect markets, price determination under different market conditions, Market failure for health goods, failure of health insurance. Healthcare models: The Beveridge model: Nationalized health care, The Brisk Model: Social health insurance, The Indian Model: availability, accessibility and affordability of health care

UNIT-V**9 Hrs**

Macroeconomics for management: macroeconomics- issues and concepts, macroeconomics aggregates, national income aggregates, GDP growth and Indian Economy, determination of national income with Government and Foreign Trade- three sector and four sector models, consumption and investment model, money supply, money demand and market equilibrium, Inflation and nature causes, analysis of business cycles, economic stabilization- monetary policies, fiscal policies

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of health economics
2. Understanding of demand for health capital
3. Knowledge of production and cost analysis
4. Learning importance of health care markets and models
5. Understanding macro economics for management

Text Books:

1. Jay Bhattacharya, Timothy Hyde, Peter Tu, "Health Economics" Macmillan Education UK, 2013.
2. James Henderson, "Health economics and Policy" , International Thomson Publishing, New York.

Reference Books:

1. Robert S Pindyck and Daniel L Rubinfeld (2007), Microeconomics (6th edition), Prentice Hall.
2. Ahuja, A. (2017). Managerial Economics (Analysis of Managerial Decision Making), 9th Edition. India: S Chan

Course Description:

There is clear need for a clear focus on understanding the environment and making appropriate strategies to ensure the organizational success and meet objectives. The course offers the input for students to understand the environment, analyzing the context, develop strategies and implement the same in any organization

Course Objectives:

Students undergoing this course are expected to:

1. Understand historical development of strategic management
2. Familiarize with the content of strategy
3. Understand process of strategy formation
4. Understand the use of relevant methods
- 5 Knowledge of value framework for management

UNIT-I**9 Hrs**

Historical development of the field of strategic management and its applicability to varied organisational settings; organisational vision, mission, goals, objectives, environmental analysis

UNIT-II**9 Hrs**

Content of Strategy - dimensions on which the strategies of organizations and programs can be described; integration of various functional strategies (reach of services, development of services, resource generation and utilization, human resource development)

UNIT-III**9 Hrs**

Process of strategy formation - contemporary theories pertaining to the development of strategy in healthcare organization programs the relationship between an organization's strategy, structure, internal processes and its external environment during phases in strategy formation

UNIT-IV**9 Hrs**

Use of relevant practice-based methods, techniques and tools to facilitate analysis of strategy (forecasting methods, SWOT analysis, stakeholder analysis, monitoring techniques and evaluation procedures)

UNIT-V**9 Hrs**

Value framework within which strategic management is used in social development, especially those pertaining to enhancing social responsibility, meeting the needs of vulnerable and marginalized groups and ethical organizational practices

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Knowledge of historical development of strategic management
2. Understanding content of strategy
3. Knowledge of strategy formation
4. Learning importance of relevant methods
5. Understanding value framework for management

Text Books:

1. Saloner, G., Shepard, A., Podolny, J. (2008). Strategic Management. India: Wiley India Pvt. Limited.
2. Amason, A. (2011). Strategic Management: From Theory to Practice. United States: Taylor & Francis.

Reference Books:

1. Strategic Management. (n.d.). (n.p.): Vikas Publishing House.
2. Srinivasan, R. (2014). Strategic Management: the Indian context. india:PHI

Course Description:

The Healthcare Project Management course provides a comprehensive understanding of project management principles and practices as applied to the unique and dynamic environment of healthcare. Students will learn how to effectively initiate, plan, execute, monitor, control, and close projects within healthcare organizations, addressing specific challenges such as regulatory compliance, patient safety, and stakeholder engagement

Course Objectives:

Students undergoing this course are expected to:

1. Understand basics of health care project management
2. Familiarize with the concepts of health care projects
3. Understand process of executing and monitoring healthcare projects
4. Understand controlling and closing health care project
- 5 Knowledge of special topics of health care project management

UNIT-I**9 Hrs**

Introduction to Project Management in Healthcare: Overview of project management: Definition, principles, and importance in healthcare. Key concepts and methodologies: Project lifecycle, project scope, objectives, stakeholders, and project management frameworks (e.g., PMBOK, PRINCE2), Challenges and opportunities in healthcare project management

UNIT-II**9 Hrs**

Initiating and Planning Healthcare Projects: Project initiation: Needs assessment, defining project goals, scope, objectives, and stakeholder identification. Project planning: Work breakdown structure (WBS), scheduling, resource allocation, risk management, and budgeting. Stakeholder communication and engagement: Strategies for effective communication, managing expectations, and gaining stakeholder buy in

UNIT-III**9 Hrs**

Executing and Monitoring Healthcare Projects: Project execution: Team formation, task delegation, project tracking, and progress reporting. Quality management: Ensuring compliance with regulatory standards, quality assurance, and quality control measures. Change management: Handling scope changes, risk mitigation strategies, and addressing unforeseen challenges during project execution

UNIT-IV**9 Hrs**

Controlling and Closing Healthcare Projects: Project monitoring and control: Performance measurement, variance analysis, issue resolution, and change control processes. Resource management: Optimizing resource utilization, managing conflicts, and ensuring project efficiency. Project closure: Lessons learned, project documentation, stakeholder feedback, and transitioning deliverables to operational teams

UNIT-V**9 Hrs**

Special Topics in Healthcare Project Management: Agile project management in healthcare: Principles, practices, and application in dynamic healthcare environments. Managing healthcare IT projects: Implementation of electronic health records (EHR), telemedicine systems, and other healthcare information systems

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of health care project management
2. Understanding concepts of health care projects
3. Knowledge of executing health care projects
4. Learning controlling health care projects
5. Understanding special topics related to healthcare project management

Text Books:

1. Schwalbe, K., & Furlong, D. (2013). Healthcare project management. Minneapolis: Schwalbe Publishing.
2. Billows, D. (2002). Managing healthcare projects. Dick Billows

Reference Books:

1. Shirley, D. (2020). Project management for healthcare. CRC Press
2. Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley and Sons

Course Description:

The course offers a comprehensive exploration of the principles, policies, and practices of health insurance within the context of healthcare financing and delivery systems. Students will examine the fundamental concepts of health insurance, including risk pooling, benefit design, premium determination, and claims processing, as well as the regulatory frameworks governing health insurance markets. Through a combination of theoretical study, case analyses, and practical applications, students will gain a deep understanding of the role of health insurance in providing financial protection against healthcare expenses, promoting access to healthcare services, and managing population.

Course Objectives:

Students undergoing this course are expected to:

1. Understand basics of health insurance
2. Familiarize with the concepts of health insurance operations
3. Understand process of executing financial management of health insurance
4. Understand marketing of health insurance
- 5 Knowledge of IT applications and legal framework of health insurance

UNIT-I**9 Hrs**

Introduction: History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance-International and Indian scenario

UNIT-II**9 Hrs**

Operations in Health Insurance: Introduction to claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third-Party Administrators

UNIT-III**9 Hrs**

Economic and financial management of Health Insurance, Risk assessment, underwriting and premium setting, tax planning

UNIT-IV**9 Hrs**

Marketing and Servicing of Health Insurance: Different elements of insurance marketing, uniqueness of insurance markets, distribution channels for selling insurance: role of regulatory authority in supervising promotional activities

UNIT-V**9 Hrs**

IT Applications and Legal framework in Health Insurance: Information Technology and Insurance, legal framework and documentation, ethical issues

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of health insurance
2. Understanding concepts of health insurance operations
3. Knowledge of executing financial management of health insurance
4. Learning marketing of health insurance services
5. Understanding topics related to health insurance IT and Legal framework

Text Books:

1. Kenneth Black, Jr. Harold D. Skipper, Jr (2003). Life and Health Insurance. Pearson Education Pte. Ltd., Delhi
2. Pitacco, E. (2014). Health insurance. Basic Actuarial Models, Cham, Switzerland: Springer Verlag

Reference Books:

1. Beik, J. I. (2017). Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences.
2. Green, M. A., Rowell, J. A. C., & Hernandez, L. (2006). Understanding health insurance: A guide to billing and reimbursement (p. 774). Thomson Delmar Learning

MBAHHMT7510

Hospital Information Systems

L T P C

2 1 0 3

Course Description:

The "Hospital Information Systems" course provides a comprehensive examination of the design, implementation, and management of information systems within hospital and healthcare settings. Students will explore the crucial role of information technology (IT) in enhancing operational efficiency, clinical decision-making, patient care quality, and overall organizational performance

Course Objectives:

Students undergoing this course are expected to:

1. Understand basics of Hospital Information systems
2. Familiarize with the concepts of health information exchange
3. Understand clinical decision support systems
4. Understand Picture Archiving and Communication Systems (PACS)
- 5 Knowledge of Hospital Management Systems

UNIT-I

9 Hrs

Introduction to Hospital Information Systems: Overview of hospital information systems and their importance in modern healthcare delivery. Historical development, evolution, and current trends in healthcare IT

UNIT-II

9 Hrs

Health Information Exchange (HIE): Interoperability standards, protocols, and governance models for health data exchange. Role of HIE in facilitating care coordination, population health management, and public health reporting

UNIT-III

9 Hrs

Clinical Decision Support Systems (CDSS): Utilization of CDSS to improve clinical decision-making, patient safety, and quality of care. Integration of evidence-based guidelines, alerts, reminders, and predictive analytics into clinical workflows

UNIT-IV

9 Hrs

Picture Archiving and Communication Systems (PACS): Functionality and benefits of PACS in medical imaging management, storage, and retrieval. Integration with EHR systems, radiology departments, and other healthcare facilities

UNIT-V**9 Hrs**

Hospital Management Systems (HMS): Overview of HMS modules, including patient registration, billing, scheduling, and inventory management. Integration of HMS with other hospital information systems for seamless data flow and process automation.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Knowledge of hospital information systems
2. Understanding concepts of health information exchange
3. Knowledge of executing clinical decision support systems
4. Learning Picture Archiving and Communication Systems (PACS)
5. Understanding topics related to hospital management systems

Text Books:

1. Saini, Anil Kumar Management Information System (MIS) in Hospitals, Deep & Deep Pub., 1993
2. Hospital Information Systems- The Next Generation, Velde, Rudi Van de Springer

Reference Books:

1. Lele, R D Computers in Msdicine, Tata Mcgraw Hill Publishing Co.Ltd, New Delhi, 1988
2. Haux, R. (2004). Strategic information management in hospitals: an introduction to hospital information systems. Springer Science & Business Med

The Final Project offers students a valuable opportunity to gain real-world experience and practical skills in hospital/healthcare organisations during the summer break. This course is designed to provide students with hands-on learning experiences, exposure to industry practices, and the opportunity to apply theoretical knowledge in a practical setting. Throughout the internship, students will work closely with experienced professionals in their chosen field or industry, gaining insights into organizational dynamics, industry trends, and professional expectations. The internship may be conducted in various sectors, including business, technology, healthcare, finance, education, government, or non-profit organizations, depending on the student's interests and career goals

After completing the course, the students shall be able to

1. To provide exposure to a broad range of association management issues and one-on-one interaction with senior-level executives.
2. To involve the intern in the execution of a variety of administrative tasks in preparation for the future management of similar tasks.
3. To enhance the individual's decision-making and problem-solving skills

Essential readings

1. Handbook of Final Project, SoM, TAU
2. The Ultimate Guide to Internships (2015). By Eric Woodard

Suggested readings

1. Handbook on Internship by Dr. Venkatesha K

FACULTY ELECTIVES

MBAHHMT7401/2 Entrepreneurship

MBAHHMT7401/2 AI in healthcare

MBAHHMT7401/2 Advanced Digital Health Ecosystems

MBAHHMT7401/2 Emerging Trends and Innovation in Healthcare

MBAHHMT7401/2 Leadership Development

Course Description:

This course introduces students to the dynamic intersection of healthcare, business, and innovation. Through a blend of theory and practical application, students delve into the complexities of the healthcare industry, exploring opportunities for entrepreneurial ventures. From understanding market dynamics to navigating regulatory landscapes, students develop the skills and mindset necessary to drive positive change in healthcare. With a focus on leadership, technology, and ethical considerations, this course equips students to innovate, create, and lead impactful solutions that address the evolving needs of patients and healthcare systems.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the significance of entrepreneurship and its role in economic development.
2. Identify the key characteristics and functions of successful entrepreneurs.
3. Differentiate between various types of entrepreneurs and their contributions to different sectors.
4. Develop skills in idea generation through brainstorming, lateral thinking, and creativity techniques.
5. Gain knowledge about research and development processes, including intellectual property rights (IPR) and patenting

UNIT-I**9 Hrs**

Overview of Entrepreneurship: Meaning, importance and limitations of entrepreneurship, Characteristics and functions of entrepreneur, types of entrepreneurs, role of Entrepreneurship in promoting economic growth, access to good and services and improving overall standard of living. Idea generation: Brain storing for ideas, creativity, lateral thinking, Research and development: IPR, patenting.

UNIT-II**9 Hrs**

Sources of finance: Short term and long term sources and instruments, Commercial banks, development agencies, Indian and international funding agencies, capital market, venture and startup capital.

UNIT-III**9 Hrs**

Feasibility study: Technical Feasibility, operational Feasibility, Financial Feasibility, Economic forecasting, project report writing.

UNIT-IV**9 Hrs**

Overview of health care consultancy: Consulting industry with specific to hospital and health care professionalism and ethics in consulting, consultant-client relationship, behavioral role of consultants.

UNIT-V**9 Hrs**

Consulting process in health care: Entry: Initial contracts, preliminary problem diagnosis, terms and references, proposal to the client, consulting contracts.

Diagnosis- defining necessary facts, sources of obtaining facts, data analysis, feedback.

Action planning- possible solutions, evaluating alternatives, presentation of action.

Implementation and termination: consulting in various areas of health care management.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understand entrepreneurship's role in economic development, including characteristics of successful entrepreneurs and idea generation.
2. Conduct comprehensive feasibility studies for entrepreneurial ventures, evaluating technical, operational, and financial aspects.
3. Identify and assess various sources of finance available to entrepreneurs, including short-term and long-term options, commercial banks, venture capital, and capital markets.
4. Grasp the fundamentals of healthcare consultancy, including professionalism, ethics, and consultant-client relationships in healthcare settings.
5. Develop skills in the consulting process specific to healthcare management, from problem diagnosis to solution proposal and project implementation.

Text Books:

1. S. S. Khanka, Entrepreneurship development, S Chand & Co, New Delhi.
2. Philip Sadler, management consultancy, Kogan Page Ltd., London.
3. "Entrepreneurship: Theory, Process, and Practice" by Donald F. Kuratko

Reference Books:

1. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries
2. "Healthcare Consulting: A Guide to Consulting in Healthcare" by Vance D. Brown and Darlene J. Hart

Course Description:

This course delves into the intersection of Artificial Intelligence (AI) and Healthcare, exploring how cutting-edge technologies are revolutionizing the healthcare industry. Participants will gain a comprehensive understanding of the applications, challenges, and ethical considerations surrounding AI in healthcare.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the importance of AI in healthcare
2. Knowledge of applications of AI in Healthcare Operations
3. Understand AI in Healthcare Finance and Revenue Cycle Management
4. Knowledge of AI and Healthcare Quality Improvement
5. Understand Implementing AI Solutions in Healthcare Administration

UNIT-I**9 Hrs**

Introduction to AI in Healthcare- Overview of artificial intelligence (AI) and its applications in healthcare. Historical perspective: Evolution of AI in healthcare. AI and its applications in healthcare administration.

UNIT-II**9 Hrs**

Applications of AI in Healthcare Operations- AI-driven optimization of healthcare workflows: Appointment scheduling, resource allocation, and patient flow management. Predictive analytics for demand forecasting, capacity planning, and inventory management.

UNIT-III**9 Hrs**

AI in Healthcare Finance and Revenue Cycle Management- Leveraging AI for revenue cycle optimization: Claims processing, billing, and revenue integrity. Fraud detection and prevention using AI algorithms. Financial forecasting and budgeting with AI-driven predictive analytics.

UNIT-IV**9 Hrs**

AI for Healthcare Quality Improvement- Quality management principles in healthcare administration. AI-enabled quality monitoring, performance measurement, and outcomes analysis. Continuous improvement methodologies supported by AI technologies.

UNIT-V**9 Hrs**

Implementing AI Solutions in Healthcare Administration- Planning and executing AI initiatives in healthcare organizations. Change management strategies for adopting AI technologies in healthcare administration. Challenges and best practices for successful AI implementation, Ethical and Legal Considerations.

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Comprehensive Understanding of AI Applications in Healthcare
2. The course will empower learners to leverage AI technologies responsibly and effectively to address healthcare challenges, improve patient outcomes, and enhance the quality and efficiency of healthcare delivery.

Text Books:

1. AI in Healthcare: Building a Smarter Health System" by Shafiq Rab and Shahram Ebadollahi
2. Deep Medicine: How Artificial Intelligence Can Make Healthcare Human Again
3. Machine Learning and AI for Healthcare: Big Data for Improved Health Outcomes" by Arjun Panesar and Adam Riccoboni

Reference Books:

1. AI in Healthcare: A Leader's Guide to Winning in the New Era of Intelligent Health Systems" by Prashant Natarajan, Mahesh Mani, and Rahul Patel
2. Healthcare AI: A Practical Guide for Leaders" by Tom Lawry

Course Description:

The course helps engaging students and stakeholders connect and commit to a digital health strategy, create a global environment and processes that will facilitate and induce collaboration, develop processes for monitoring and evaluating national digital health strategies, and enable learnings to be shared in support of WHO's global strategy for digital health

Course Objectives:

Students undergoing this course are expected to:

1. Understand the key components of digital health transformation, including global and national infrastructures, and identify the role of digital health roadmaps in shaping healthcare delivery.
2. Explore the importance of knowledge-driven platforms in healthcare, and analyze the strategic technologies and regulatory considerations essential for their implementation.
3. Gain insights into modeling clinical and non-clinical knowledge in healthcare systems, and assess the challenges and opportunities associated with health data security and privacy.
4. Learn about frameworks for information systems interoperability and evidence-based biomedical information systems, and understand their significance in enhancing healthcare delivery.
5. Evaluate the benefits of open ecosystems and standardized health data coding systems like SNOMED CT, and identify strategies for addressing workforce knowledge gaps in digital health.

UNIT-I**9 Hrs**

Transforming healthcare, global and national infrastructures: Digital health roadmap, digital health enabling environment, national digital health roadmap; digital health foundational needs, national digital health governance, WHO digital health leadership, global health security, Global digital health standards.

UNIT-II**9 Hrs**

Knowledge-driven platform: strategic technologies for a platform ecosystem approach, professional guidelines and regulatory fit, health data standards limitations, Quality data, design, implementation and governance, Guideline and knowledge management in a digital world.

UNIT-III

9 Hrs

Modelling clinical and non-clinical knowledge Modelling clinical and non-clinical knowledge, identity- what is in a name?, HER and essential technology paradigms, health data security and privacy issues, digital needs of genomics resulting from pandemics, Health informatics in India, Role of digital health in improving the efficiency, effectiveness, and equity of healthcare services.

UNIT-IV

9 Hrs

Framework for Information systems Framework for Information systems interoperability, HER modelling and implementation, Evidence-based biomedical information systems – roadmap.

UNIT-V

9 Hrs

Digital health ecosystems- Countries in Open ecosystems and Open HER, Benefits of using SNOMED CT in the UK National Health Services (NHS), Addressing workforce knowledge gaps in digital health, Emerging digital health ecosystems.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Understand the level of digitalization across the glob
2. Participate digitization process not only for the organisation and at the global level.
3. Understanding digital health ecosystem.
4. Contribute meaningfully as per the national standards
5. Contribute meaningfully as per the global standards

Text Books:

1. Stephanie,F.L.,Sharma,R.S.(2021).CapturingValueinDigitalHealthEco-systems:ValidatingStrategiesforStakeholders.UnitedStates:CRCPress.
2. Roadmap to Successful Digital Health Ecosystems: A Global Perspective.(2022).Netherlands:ElsevierScience.
3. Choun,D.,Petre,A.(2022).DigitalHealthandPatientData:EmpoweringPatientsintheHealthcareEcosystem.UnitedKingdom:Routledge.

Reference Books:

1. Lineaweaver, N., Beaver, L. (2013). The Digital Health Ecosystem: An In-depth Examination of the Players and Tech Trends Reshaping the Future of Healthcare. United States: Business Insider Intelligence.
2. Healthcare Paradigms in the Internet of Things Ecosystem. (2020). Netherlands: Elsevier Science.
3. Digital Health: Mobile and Wearable Devices for Participatory Health Applications. (2020). Netherlands: Elsevier Science.

MBAHHMT7401/2 EMERGING TRENDS AND INNOVATION IN HEALTHCARE

L T P C

2 1 0 3

Course Description:

This course intended to teach practicing healthcare executives about innovation and the design skills required to understand how they can lead innovation in healthcare organizations.

Course Objectives:

Students undergoing this course are expected to:

1. Define innovation and its value to healthcare organizations.
2. Compare and contrast current models of innovation and its emergence in organizations.
3. Effectively advocate and set a vision for innovation within healthcare services and describe and understand an innovation process and use innovation tools and processes.
4. Analyse literature on innovation and the process of innovation.
5. Contribute to the emergence of innovation in a healthcare organization.
6. Describe and understand a human-centered design process.

UNIT-I

9 Hrs

Trends in Healthcare: Collaborative Ecosystem - more Strategic and Agile Supply Chains: Increasing storage and self-distribution models instead of just-in-time, Deeper relationships and backup suppliers, New supply chain models for new care settings (virtual and home delivery), Smarter, faster, predictive information – AI tools; Coopetition as a Viable Strategy: Offload financially draining services – partnering with retail services, expand the market while improving community health – shifting services to retailer base, Think outside your ZIP code - virtual services and virtual workforces; Patient and workforce Management - Patient Consumerization, Personalization of Care, Workforce Diversity and Safety - Inclusion and diversity, Flexibility, Physical and mental health; Digital Acceleration - Virtual Care, Artificial Intelligence and Automation - Quality and efficiency in radiology, Real-time analytics to expedite care, Productivity in non-clinical areas; Business growth - Revenue Diversification, Mergers and integration, Payer Shifts.

UNIT-II

9 Hrs

Technological trends: Rapid Change through Telehealth, Digital Health to the Rescue, improvement in Data Science and Predictive Analytics, Impact of Artificial Intelligence, The Cybersecurity Mesh, Blockchain, Virtual, Augmented, and Mixed Reality; Artificial

Intelligence (AI) in Healthcare in Against COVID-19, Diagnosis & Drug Development, Mental Health, Natural Language Processing, Telemedicine and the Evolution of Remote Care, Extended Reality in Healthcare Settings, IoT and Wearables in Healthcare, Healthcare Privacy and Security in 2022, Organ Care Technology & Bioprinting, Learning outcome.

UNIT-III

9 Hrs

Healthcare Innovations: Next-generation sequencing: Applications of genetic sequencing to identify at-risk or target therapies, 3D-printed devices: Lower-cost and highly customized medical technology products, Immunotherapy: Treatments with the potential to significantly extend survival for cancer patients, Artificial intelligence: computers to think like and complete tasks currently performed by humans, Point-of-care diagnostics: Allow for convenient, timely testing at the point of care (e.g., physician office, ambulance, home, or hospital), Virtual reality: Simulated environments that could accelerate behavior change in patients, Leveraging social media to improve patient experience: Tapping data from social media and online communities, Biosensors and trackers: Technology-enabled activity trackers, monitors, and sensors incorporated into clothing, accessories, and devices that allow consumers and clinicians to easily monitor health, Convenient care: Retail clinics and urgent care centers that provide more convenient and lower-cost care to, Telehealth: access and increase self-care.

UNIT-IV

9 Hrs

Innovations in Healthcare Business: Strategic frameworks, operations management, and business functions within hospital and healthcare management; Entrepreneurship including business models, informatics, financing ventures along with devices and emerging telemedicine; Individual Competencies towards building individual capabilities in analytics, communication, visualization along with negotiation and conflict management..

UNIT-V

9 Hrs

Analytics and Design Support in Healthcare Operations Management delivering business-critical insights on decision making, lean management, resource allocation, capacity planning and performance benchmarking; Health Business Environment the dynamic co-relation between the key players in the healthcare ecosystem including the pharmaceutical sector, Insurance sector, diagnostics and hospital planning & organization.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Get involved in the transformation of technology and information
2. Able to determine the dynamic changes and fast deteriorating technology
3. Apply the resources and overcome the constraints
4. Make meaningful contribution towards up gradation
5. Bring improvement for the organisation.

Text Books:

1. Emerging Technologies for Nurses: Implications for Practice. (2020). United States: Springer Publishing Company.
2. Digital Health: Scaling Healthcare to the World. (2018). Germany: Springer International Publishing.
3. Handbook of Research on Emerging Trends and Technologies in Library and Information Science. (2019). United States: IGI Global.

Reference Books:

1. Emerging Trends and Innovations in Privacy and Health Information Management. (2019). United States: IGI Global.
2. Internet of Medical Things: Remote Healthcare Systems and Applications. (2021). Germany: Springer International Publishing.
3. Artificial Intelligence in Healthcare. (2020). Netherlands: Elsevier Science.

Course Description: This course offers a comprehensive exploration of leadership principles and practices tailored to healthcare contexts, emphasizing the vital role of effective leadership in driving positive change and improving patient care. Through theoretical insights and practical applications, students delve into topics such as leadership roles, traits, ethics, communication, teamwork dynamics, and innovative strategies. By equipping students with essential skills for leading organizational change, fostering innovation, and responding to external disruptions, the course aims to empower future healthcare leaders to navigate complexities and drive meaningful advancements in healthcare delivery and outcomes.

Course Objectives:

Students undergoing this course are expected to:

1. Develop a comprehensive understanding of leadership theories and skills relevant to healthcare contexts.
2. Equip students with practical leadership skills essential for effective healthcare management and decision-making.
3. Foster critical thinking and innovation in addressing leadership challenges within healthcare organizations.
4. Promote collaboration and teamwork abilities crucial for successful leadership in healthcare settings.
5. Inspire and empower students to lead change initiatives that drive improvements in healthcare delivery and outcomes.

UNIT-I

9 Hrs

Introduction to Leadership: Roles, functions and characteristics of a leader; evolution and growth of leadership; Leadership traits and ethics; Leadership for sustainable development-promoting economic, social, and environmental sustainability, and encouraging collaboration between different stakeholders to achieve these objectives, Attitude, Behaviour, Personality traits and leadership; Types and Styles of leadership.

UNIT-II

9 Hrs

Leadership skills and theories: Skills- Conceptual, Human and Technical; Roles: Interpersonal, Informational and Decisional; difference between a leader and a manager. Theories-Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory.

UNIT-III

9 Hrs

Issues and Challenges for Leaders: Emerging trends in leadership; Servant leadership, Situational leadership; Gender and leadership; Effective Leadership Communication; Emotional intelligence and leadership.

UNIT-IV

9 Hrs

Team work and Team building: Significance of team work, Team building, Groups and group techniques, motivation, Conflict management, negotiation, decision making tools, ethical decision making.

UNIT-V

9 Hrs

Change management and innovation: Change Management Principles, Leading Organizational Change, Innovation in Healthcare- importance, Identifying opportunities for innovation in healthcare delivery, technology, and processes. Leading through Disruption Responding to external disruptions (e.g., technological advancements, regulatory changes, public health crises).

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Understand and apply diverse leadership concepts, traits, and styles in healthcare leadership roles.
2. Analyze and utilize various leadership theories to address challenges and enact positive change in healthcare environments.
3. Demonstrate effective leadership communication and emotional intelligence skills for building relationships and motivating teams.
4. Facilitate teamwork, manage conflicts, negotiate ethically, and make informed decisions within healthcare teams and organizations.
5. Lead organizational change, foster innovation, and respond effectively to external disruptions to enhance healthcare delivery and outcomes.

Text Books:

1. Andrew J. DuBrin, Carol Dalglis, Peter Miller, Leadership, 2005, 2nd Asia Pacific Ed, John Wiley & Sons Australia, Limited, 2015.
2. Leadership in Healthcare: Essential Values and Skills by Carson F. Dye
3. Leading Innovation in Healthcare: A Dynamic Capabilities Perspective by Veronica H. Villena, Marlene F. Fiol, and Margaret A. Peteraf, Journal of Management Studies

Reference Books:

The Healthcare Leader's Guide to Continuous Quality Improvement" by Pamela L. Cipriano and Darcy Clay Siebert

Leading Change in Healthcare: Transforming Organizations Using Complexity, Positive Psychology and Relationship-Centered Care" by Douglas K. Novins and John R. Throop

Healthcare Leadership Excellence: Creating a Culture of High Performance" by James R. Morrow Jr. and Kevin J. Rooney

PROGRAM ELECTIVES

MBAHHMT7601/2 Patient Care Management

MBAHHMT7601/2 Global Health Management

MBAHHMT7601/2 Operations Research for Decision Making

MBAHHMT7601/2 Healthcare Accreditation and Quality Improvement Tools

MBAHHMT7601/2 National Health Programs and policies

Course Description:

In this world, people have so many needs; among them, healthcare is critical. It is the need that arises out of utmost necessity. Healthcare organizations are designed to fulfil the needs of the patients. A system enrolls or assigns patients to interventions across the health and illness continuum. It includes wellness exams and routine screenings, utilization reviews, event focus, short-term case management, and the management of long-term chronic conditions. Patient care management is a science as well as art. Therefore, it requires appropriate learning to make every patient is getting their problem solved

Course Objectives:

Students undergoing this course are expected to:

1. Understand basic Concepts of Patient Care
2. Familiarize with Societal Influences-delivery-systems structure
3. Awareness of Framework for Medication Safety.
4. Awareness of Pharmacist types
5. Understand Patient care challenges

UNIT-I**9 Hrs**

Concepts of Patient Care, Information to Support Patient Care, Historical Evolution of Patient-Care Systems, Principles of patient care systems - collaborative definition of problems, action planning (targeting, goal setting), information, patient education and motivational training, scheduled follow-up, outcome monitoring, adherence monitoring, stepped therapy, specialty consultation and referral.

UNIT-II**9 Hrs**

Societal Influences-delivery-systems structure, professional practice model, payer model, and quality focus, Patient Compliance; patient survey, feedback mechanism, learning lesion from patient survey, Patient Counselling; Extemporaneous Prescription Compounding

UNIT-III**9 Hrs**

Framework for Medication Safety – patient identification and classification systems, various liabilities regarding patients; Patient Behavior; Patient Education; Patient-Provider Relationship

UNIT-IV**9 Hrs**

Patient Relationship Management; Patient Problem Solving and Preventive Care; Pharmacovigilance; Patient Safety; Pharmacy Economics; Long term Care; community Liaison Pharmacists in Home Care; Pharmacists in Ambulatory Care; Critical Care Pharmacists

UNIT-V**9 Hrs**

Patient care challenges – grievances regarding billing, fee collection process, information sharing, offering support services such as hospice, home health care, transportation, referral mechanism, guidance at right time; Rational Use of Drugs; Surgical Dressing; Medication Risk Management; Medication History Taking and Reconciliation; Drug-Related Problems; Medication Reconciliation; Palliative and Hospice Care; Patient rights and responsibilities, patient privacy, measuring patient satisfaction

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understanding different types of patients and their needs
2. Able assess the patients' problems, collect the data and analyze them
3. Able to take decisions with regard patient related issues
4. Work with various departments to facilitate patient care management
5. Ensuring patient care challenges are overcome

Text Books:

1. Finkel, R. S. (2012). Patient Care Management (Int Ed). United Kingdom: Lippincott Williams & Wilkins.
2. A Text book on Patient Care Management: 2018). (n.p.): KY Publications

Reference Books:

1. International Best Practices in Health Care Management. (2015). United Kingdom: Emerald Group Publishing

Course Description:

This course provides an introduction to global health care services and systems and using public health perspective important global health topics are studied with a specific focus on determinants of health and illness, health status indicators, health policy, how health care services and systems are organized, structured, financed, and delivered. Emphasis is placed on the role of the health care professional and health management strategies in the health care delivery system, understanding past and present problems, as well as current ethical issues surrounding cost, quality, and access to healthcare

Course Objectives:

Students undergoing this course are expected to:

1. Recognize and explain basic factors in global health
2. Understand ethical and human rights
3. Analyze culture and health.
4. Develop understanding of child health and mortality
5. To reduce unintentional injuries

UNIT-I**9 Hrs**

Global Health & Concepts, Millennium Development Goals, Measuring Health Status, Determinants of Health, Key Indicators, Risk Factors, Health Education & Poverty, Health Disparities, Public-Private Financing, Cost-Effective Interventions

UNIT-II**9 Hrs**

Ethical & Human Rights, Global Health Themes, Research & Guidelines, Investment Choices, Health Systems, Functions of Systems, Key Health concerns

UNIT-III**9 Hrs**

Culture & Health, Understanding Behavior Change, Social Assessment, Burden of Disease. Environmental Health, Water, Sanitation, Air, Nutrition and Health, World Issues, Economic Development, Malnutrition, Challenges Women's Health, Determinants of Women Health, Cost & Consequences, Violence

UNIT-IV**9 Hrs**

Child Health, Mortality Ch. TBA, Risk Factors, Child Morbidity, Adolescent Health, Health Burdens, Economic & Social Consequences, Communicable Diseases, Burden of Disease, Leading Diseases, Public-Private Partnerships, Future Challenges Noncommunicable Diseases (NCGs), Burden & Costs, Economic Issues

UNIT-V**9 Hrs**

Unintentional Injuries, Definitions, Childhood Injury, Risk Factors, Emergency Services, Natural Disasters, Complex Emergencies, Health Effects. Improving Global Health, USA, UK, United Nations, Trends in Global Health Future Agendas, Need for New Products, Applying Science & Technology, Mobile Technology

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understanding basic aspects of global health
2. Able to understand ethical and human rights
3. Knowledge of culture and health
4. Work with various departments to facilitate child health and decrease mortality
5. Ensuring patient safety from unintentional injuries

Text Books:

1. Global Health Leadership and Management. (2005). Germany: Wiley.
2. The Global Healthcare Manager: Competencies, Concepts, and Skills. (2019). United States: Health Administration

Reference Books:

1. Tediosi, F., Missoni, E. (2013). Education in Global Health Policy Making and Management. Italy: Egea.
2. Wieners, W. W. (2001). Global Health Care Markets: A Comprehensive Guide to Regions, Trends, and Opportunities Shaping the International Health Arena. United Kingdom

Course Description:

In this course, you will develop skills in analysing and improving healthcare systems and processes by integrating systems analysis, health systems engineering, quality management, and operations research techniques. Emphasis is placed on using organisational data, especially time-stamp data, to study processes and outcomes of care, particularly as it relates to flow analysis and improving the flow.

Course Objectives:

Students undergoing this course are expected to:

1. Analyze health care operations, and particularly flow operations, using a health systems engineering perspective and applying tools of quality management and operations research modelling methods (flowcharting, flow analysis, queueing, forecasting, linear programming, lean, etc).
2. Develop models to evaluate and improve health care operations using advanced capabilities of Excel and Excel Add-Ins, and other computerized tools.
3. Identify data needs and data sources to assess health care systems' structures, processes and outcomes, with particular emphasis on utilising electronic time-stamp data generated by electronic medical records systems, scheduling systems, and bed management systems.
4. Develop information feedback systems to monitor and improve processes and outcomes of care, including the ability to provide visualization of the data to support end user decision making.
5. Develop information feedback systems to monitor and improve processes and outcomes of care, including the ability to provide visualization of the data to support end user decision

UNIT-I**9 Hrs**

1 Introduction to Operations Research: Introduction, Operations Research Models, Solving the OR Model, Queuing and Simulation Models, Art of Modelling, more than Just Mathematics, Phases of an OR Study. The Simplex Method and Sensitivity Analysis: LP Model in Equation Form, Transition from Graphical to Algebraic Solution; The Simplex Method, Iterative Nature of the Simplex Method, Computational Details of the Simplex Algorithm, Summary of the Simplex Method; Artificial Starting Solution, M-Method, Two-Phase Method; Special Cases in the Simplex Method, Degeneracy, Alternative Optima, Unbounded Solution, Infeasible Solution; Sensitivity Analysis, Graphical Sensitivity Analysis, Algebraic Sensitivity Analysis—Changes in the Right-Hand Side; Algebraic Sensitivity Analysis—Objective Function, Sensitivity Analysis with TORA, Solver and AMPL

UNIT-II**9 Hrs**

Transportation Model and Its Variants: Definition of the Transportation Model; Non-traditional Transportation Models; The Transportation Algorithm, Determination of the Starting Solution, Iterative Computations of the Transportation, Algorithm, Simplex Method Explanation of the Method of Multipliers; The Assignment Model, The Hungarian Method, Simplex Explanation of the Hungarian Method. Advanced Linear Programming: Simplex Method Fundamentals, From Extreme Points to Basic Solutions, Generalized Simplex Tableau in Matrix Form; Revised Simplex Method, Development of the Optimality and Feasibility Conditions, Revised Simplex Algorithm, Computational Issues in the Revised Simplex Method; Bounded-Variables Algorithm; Duality, Matrix Definition of the Dual Problem, Optimal Dual Solution; Parametric Linear Programming, Parametric Changes in C, Parametric Changes in b

UNIT-III**9 Hrs**

Integer Linear Programming: Illustrative Applications, Capital Budgeting, Set-Covering Problem, ge Problem, Either-Or and If-Then Constraints; Integer Programming Algorithms; Branch-and-Bound (B&B) Algorithm; Cutting-Plane Algorithm. Travelling Salesperson Problem (TSP): Scope of the TSP; TSP Mathematical Model; Exact TSP Algorithms, B&B Algorithm, Cutting-Plane Algorithm; Local Search Heuristics, Nearest-Neighbor Heuristic, Reversal Heuristic, Metaheuristics, TSP Tabu Algorithm, TSP Simulated Annealing Algorithm, TSP Genetic Algorithm. Deterministic Dynamic Programming: Recursive Nature of Dynamic Programming (DP) Computations; Forward and Backward Recursion; Selected DP Applications, Knapsack/Fly-Away Kit/Cargo- Loading Model, Workforce Size Model, Equipment Replacement Model, Investment Model, Inventory Model, Problem of D

UNIT-IV**9 Hrs**

Decision Analysis and Games: Decision Making Under Certainty— Analytic Hierarchy Process (AHP); Decision Making Under Risk; Decision Tree- Based Expected Value Criterion, Variants of the Expected Value Criterion; Decision Under Uncertainty; Game Theory; Optimal Solution of Two-Person Zero-Sum Games; Solution of Mixed Strategy Games. Markov Chains: Definition of a Markov Chain; Absolute and n-Step Transition Probabilities; Classification of the States in a Markov Chain; Steady-State Probabilities and Mean Return Times of Ergodic Chains; First Passage Time; Analysis of Absorbing States

UNIT-V**9 Hrs**

Queuing Systems: Why Study Queues?; Elements of a Queuing Model; Role of Exponential Distribution; Pure Birth and Death Models (Relationship Between the Exponential and Poisson Distributions) Pure Birth Model, Pure Death Model; General Poisson Queuing Model; Specialized Poisson Queues, Steady-State Measures of Performance, Single-Server Models, Multiple-Server Models, Machine Servicing Model—(M/M/R):(GD/K/K), R 6 K 680, (M/G/1):(GD/H/H)—Pollaczek-Khintchine (P-K) Formula Other Queuing Models, Queuing Decision Model, Cost Models, Aspiration Level Model. Simulation Modeling; Monte Carlo

Simulation; Types of Simulation; Elements of Discrete Event Simulation; Generic Definition of Events, Sampling from Probability Distributions, Generation of Random Numbers, Mechanics of Discrete Simulation, Manual Simulation of a Single-Server Model, Spreadsheet-Based Simulation of the Single-Server Model; Methods for Gathering Statistical Observations, Subinterval Method, Replication Method; Simulation languages

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Get familiar with the variety of tools OR
2. Apply tools for improving operational performance and research.
3. Improving organizational efficiency by taking decisions on evidence- based and scientific methods
4. Solve management problems through the application
5. Higher efficiency in using OR

Text Books:

1. Fox, W. P., Burks, R. (2019). Applications of Operations Research and Management Science for Military Decision Making. Germany: Springer International Publishing.

2. Thierauf, R. J., Klekamp, R. C. (1975). Decision Making Through Operations Research. United Kingdom

Reference Books:

1. Case Studies in Operations Research: Applications of Optimal Decision Making. (2017). United States: Springer New York.

2. Gupta, J. N. D., Ignizio, J. P., McNichols, G. R. (1975). Operations Research in Decision Making. United States: Crane, Russak

MBAHHMT7601/2- Healthcare Accreditation & Quality Improvement Tools

L T P C

2 1 0 3

Course Description:

Quality of care (QOC) is the primary expectation of patients. Healthcare leaders, including hospital administrators and quality professionals, shall do their best to achieve QOC. Donabedian model classifies QOC in terms of structure, process, & outcome. Focusing on these three critical parameters would make it possible to provide a certain quality of care for all. By this means, quality professionals ensure quality assurance to all, and quality is enhanced by improving the set of standards and protocols from time to time; it is nothing but quality improvement.

Course Objectives:

Students undergoing this course are expected to:

1. Understand the importance of application of quality and patient safety tools in clinical services of healthcare/hospital settings
2. Gain firsthand experience in preparing, developing, implementing, measuring, and monitoring the outcome of quality improvement tools
3. Offer quality assurance programs in several areas
4. Contribute to the quality accreditation process and improve quality standards
5. Ability to independently conduct accreditation process

UNIT-I

9 Hrs

NABH and NABL: Overview of NABH, objectives, structure and standards, NABL.

UNIT-II

9 Hrs

Quality Improvement tools · Cause and Effect Diagram · Driver Diagram · Failure Modes and Effects Analysis (FMEA) Tool · Flowchart · Histogram · Pareto Chart · PDSA Worksheet · Project Planning Form · Scatter Diagram and Scatterplot · Time Series Charts: Run Chart and Control Chart · Process Map · 5 S

UNIT-III

9 Hrs

Patient Safety tools · Action Hierarchy (part of RCA2) · Ask Me 3 · Cause and Effect Diagram · Developing Reliable Processes · 5 Whys: Finding the Root Cause of a Problem · Flowchart ·

Failure Modes and Effects Analysis (FMEA) · Huddles · SBAR (Situation-Background-Assessment-Recommendation)

UNIT-IV

9 Hrs

Process analysis tools 1. Gap analysis 2. Value-added analysis 3. Root cause analysis 4. Observation analysis 5. Examining the experience

UNIT-V

9 Hrs

JCI Accreditation: Introduction to the Joint commission, objectives, standards, issues and challenges in implementation.

Total: 45 Hrs

Course Outcomes:

At the end of this course, students should be able to:

1. Applied knowledge of application of quality and patient safety tools in clinical services of healthcare/hospital settings
2. Gaining experience in preparing, developing, implementing, measuring, and monitoring the outcome of quality improvement tools
3. Conduct quality assurance programs in several areas
4. Ability to undertake quality accreditation process and improve quality standards
5. Knowledge of independently conducting accreditation process

Text Books:

1. WHO quality and safety checklist
2. NABH toolkits
3. NQAS tool kits

Reference Books:

IHI quality and safety toolkits
AHRQ Quality improvement tools

Course Description:

The primary goal of national health programmes to eradicate the diseases burden, illness, poverty, and other social disparities. The Government of India have been introducing programmes time to time depending on the needs of population. Prominent among these measures are the National Health Programmes which includes communicable diseases, improvement of environmental sanitation, raising the standard of nutrition, control of population and improving rural health. All the national health programmes come with policies, guidelines, action plans, implementation strategies and evaluating the program implementation effectiveness

Course Objectives:

Students undergoing this course are expected to:

1. have a basic understanding of the various health programs and policies regarding program implementation and monitoring and develop the right perspective on them
2. identify the key parameters in which the program effectiveness and efficiency measures
3. understand the significance of examining social and ecological conditions in health problems and programs and identify the issues, problems, gaps, SWOT, etc.
4. Understand the link between national health programs and its impact on the health services system.
5. suggest possible alternate strategies for improving the programs performance.

UNIT-I**9 Hrs**

Introduction to the Course, Health situation in India, Primary Health Care; Framework of National Rural Health Mission and National Urban Health Mission and overall healthcare delivery system

UNIT-II**9 Hrs**

Components of a National Health Programmes, structure of national health that is vertical versus integrated; Case Study: National Leprosy Control Programme; Strategies in National Health Programmes (Social intervention model versus Biomedical model)

UNIT-III**9 Hrs**

Planning of national health programmes (Macro as well as micro); Human resource Issues including incentivization; Supervision and monitoring. Evaluation - Process and Outcome; Cost Effective and Cost Benefit analysis; Public private partnership & Inter-sectoral coordination; Ethical issues in National Health Programmes

UNIT-IV**9 Hrs**

Finance issues (funding models) and Material management; Achievements of National Health Programmes and criticism, strengths and weaknesses of NHP, Role of NHP in improvement of Health, National Health Programmes versus Public Health, Role of International agencies (Development and technical). Community and stakeholder Involvement; Various National Health Programmes including National Vector Borne Disease Control Program, National Leprosy Eradication Program, National AIDS Control Program , Revised National Tuberculosis

UNIT-V**9 Hrs**

Control Program, Iodine Deficiency Disorder Control Program, Reproductive and Child Health Program, National Blindness Control Program, Integrated Child Development Scheme. Identification of key challenges, issues of all national health programmes, possible solutions recommended and implemented, documenting the experience of different states in this regard, connecting with policy evaluation, and future changes and suggestions

Total: 45 Hrs**Course Outcomes:**

At the end of this course, students should be able to:

1. Understand the various health programmes at national and state levels
2. Identify the key policy decision in this regard and also understand the process of policy formulation at the various levels
3. Understand the practical aspects of implementation of National Health Programmes
4. Able to contribute the health status improvement of the nation
5. Applied Knowledge of National health programs

Text Books:

1. Kishore, J. (2005). National Health Programs of India: National Policies & Legislations Related to Health. India: Century Publications.
2. H. L., M., Halli, S. S., Ramesh, B. M., Jayanna, K. (2018). Maternal, Newborn and Child Health Programmes in India: A Programme Science Approach. India: SAGE Publications.

Reference Books:

1. Banerjee, B. (2018). Dk Taneja's Health Policies & Programmes in India. India: Jaypee Brothers Medical P.
2. Singh, R., Grover, A. (2019). Urban Health and Wellbeing: Indian Case Studies. Germany: Springer Nature.
