

ADMISSION & EXAMINATION  
BYE-LAWS  
AND  
SYLLABUS

**2021-23**

FOR

**Master of Business Administration  
(Public Health Management and Hospital Administration)**



**DEPARTMENT OF HEALTHCARE & PHARMACEUTICAL  
MANAGEMENT  
SCHOOL OF MANAGEMENT AND BUSINESS STUDIES**

**JAMIA HAMDARD  
(HAMDARD UNIVERSITY)  
Hamdard Nagar, New Delhi-110062**

## **Department of Healthcare and Pharmaceutical Management**

### **Mission:**

- Develop leaders and managers with a strong focus on human elements of healthcare in order to improve the healthcare & pharmaceutical industry, and pursue human capital across the country and beyond. Our comprehensive and integrated curriculum is designed for students in their early careers with a range of diverse backgrounds. Graduates will be able to exhibit knowledge expansion, competency development, and practical skills in the management of health-related enterprises, as well as a grasp of domestic and global public policy.

### **Vision:**

- To be the nation's and the world's premier healthcare and pharmaceutical management programs, contributing to the transformation of the healthcare business and its related management in the pursuit of population health through the development of transformational healthcare leaders and managers.

### **Objectives**

- To transform the health care and pharmaceutical management education to overcome the limitations of Indian health care systems.
- Improvement in the standards of health care systems through excellent teaching, training and research.
- To ensure capacity building of healthcare and pharmaceutical management professionals through comprehensive teaching, research and training programs.
- To support the personal and professional development of young and talented minds through effective management principles and

preparing professionals for the healthcare, pharmaceutical and allied consulting research sector.

- To connect and collaborate with health care and pharmaceutical industry professionals, organizations and professional bodies to improve health care management and enable to get the best of collective learning, expertise and resources for fulfilling the quality management objectives in healthcare and pharmaceutical sector.

## Goals of the Department

- Educate health practitioners, managers, administrators, researchers, trainers, and educators to be more inventive and effective.
- Facilitate active learning in the classroom, on the job, and through experiential training.
- Teaching, training, and research in the health sciences advance knowledge.
- Participate in the creation and implementation of health-related policies and programmes.
- Construct and nurture community collaborations that connect health knowledge and practice.
- Collaborate with governmental agencies and other partners on research, training, and service activities.

The Department of Healthcare and Pharmaceutical Management has two main programmes;:

- **MBA in Pharmaceutical Management (MBA- PM):** Two-year full time Masters of Business Administration Programme with specialization in Pharmaceutical Management
- **MBA in Public Health Management and Hospital Administration:** Two-year full time Masters of Business Administration Programme with specialization in Public Health Management or Hospital Administration.

## **Programme Vision**

The MBA in Healthcare Administration envisions a society of healthy people who can live up to their full human potential in a more equitable manner.

## **Programme Mission**

The mission of the programmes is to promote population health at the regional, national, and global levels by developing the next generation of health managers, administrators and leaders, as well as through research and community engagement programmes of excellence, and while strengthening delivery of high-quality care throughout the health services sector.

The following norms influence our values:

- **Excellence:** Strive for the highest levels of excellence in research, teaching, and service.
- **Synergy:** By delivering a student-centered, theory-based, and practice-enabled experience, as well as developing relevant research knowledge, the Department educates and strengthens healthcare delivery and leaders/managers at all career levels.
- **Support:** Empathy and working in the best interests of society, with a focus on empowering healthcare delivery. Promoting collaboration both within and beyond the classroom, as well as developing community partnerships for growth and development.
- **Equity and inclusion:** Commit to serving the population's needs, respect cultural values and diversity, serve and treat all people with dignity, and, through research, teaching, and service, eliminate the hurdles and inequities that prevent people from leading healthy lives.

## **Faculty**

- Faculty members generate knowledge in all functional areas of public health management, hospital administration and pharmaceutical management through cutting-edge research that benefits students and society as a whole. Faculty members collaborate with other academic institutions in India and overseas, as well as the health care and pharmaceutical industries.

## **Internship/Training**

- The summer internship programme is an essential component of the MBA-PM and MBA-HM programmes. This training is a structured and supervised professional experience with an approved agency/professional healthcare/pharmaceutical /health technology organisation, for which students will receive academic credit. After completing the first year (2 semesters) of classroom instruction, students complete a 6- to 8-week internship. The primary goal of an internship is to provide students with hands-on experience in business operations and to prepare them to develop the necessary skills for solving management problems involving decision making, planning, and implementation. It also assists them in acquiring consultancy and research / market survey skills, in addition to classroom instruction, in order to develop them as trained professionals. The goal of these internships is to also impart practical knowledge through research methods, assist in the formulation of a rigorous research problem related to healthcare or pharmaceutical market/business research, public health, and hospital management issues based on their observations; they conduct an independent study, and are encouraged to work in a team, preparing them for a professional career in pharmaceutical, consulting research, public health, and hospital management.

## **Program Structure, Course Curriculum and Scheme of Examination**

### **Program Overview**

- This demanding curriculum is designed to produce professional managers and consulting researchers with the necessary abilities in planning, implementation, operational management, services development, issue solving, consultancy research, and entrepreneurship. The graduates are capable of managing diverse activities in the healthcare and consulting research industries on a national and international level, thereby addressing the demand for qualified healthcare management experts.

### **Program Outcomes**

After completion of the program, graduates should be able to:

- **PO1.** Critical Thinking and Decision making: Take informed actions after identifying the assumptions that guide our thinking and actions; it would enhance their managerial capability, administrative competence and decision making ability, within the dynamics and challenges in the healthcare and pharmaceutical industry.
- **PO2.** Effective verbal and written Communication: Speak, read, write and listen in person, face to face and through electronic / social media to promote knowledge and skills through applied and conceptual research relevant to pharmaceutical management; and also disseminate this applied knowledge through publications for furtherance of healthcare industry development.
- **PO3.** Social and public Interaction: Help with views of others and help mediate disagreements while applying skills in planning and managing pharmaceutical and healthcare organizations to help reach conclusions in group settings.

- **PO4. Effective Citizenship:** Demonstrate empathetic and social concern towards societal needs and national development, and act with an informed awareness and knowledge of healthcare industry issues and policies.
- **PO5. Ethical and Social Responsibility:** Recognize ethical issues, ethical and social responsibility towards prescribers, patients and society, to justify the moral judgement concerning pharmaceutical profession and inspire social values.
- **PO6. Green Environment and Sustainability:** Get responsible towards the wellbeing of environment, the patients, healthcare professionals and the community by reducing toxicity of pharmaceutical industrial waste, minimizing the use of hazardous chemicals, recycling and realising the importance of sustainable designs through alternative green energy resources.
- **PO7. Self-motivated and Quest for Life-long Learning:** Be self motivated and engage in independent, self-guided and life-long efforts for personal and professional learning and developing skills to cope with and socio-technological advancement and changes

### **Program specific Outcomes (PSO's):**

After completion of the MBA in Public Health Management or Hospital Administration Program, students should be able to:

**PSO1** Understand the most recent concepts and techniques of management and their applications in making the managerial and administrative roles of the graduates effective and efficient.

**PSO2** Have the knowledge and skills to analyse and solve operational problems in the delivery of managerial tasks in healthcare industry.

**PSO3** Use appropriate models at both business level and functional level strategies for effective planning, implementation and evaluation of various functions in healthcare industry and hospitals.

**PSO4** Apply the qualitative and quantitative analytical and decision making tools as applicable to different management related problems.

**PSO5** Develop skills, experience and insights with the focus on strategic responsibility for training and development of human resource for healthcare industry.

**PSO6** Explain the evolving legal and regulatory environment in healthcare with special reference to drugs and medical devices and implications for managers within the field and keep abreast with the regulatory bodies and their emerging policies.

**PSO7** Promote the efficient and equitable allocation of resources and development of strategies to promote affordable, accessible and time bound efficient delivery of healthcare products and services.

**PSO8** Use oral and written communication skills to combine appropriate technology and software skills to develop relevant, insightful and persuasive presentations



	PEO-1	PEO-2	PEO-3	PEO-4	PEO-5
PO-1	3	1	2	3	1
PO-2	2	3	1	2	1
PO-3	3	2	3	2	3
PO-4	1	3	2	3	1
PO-5	3	2	2	3	2
PO-6	2	3	2	1	2
PO-7	1	2	3	2	2
PO-8	2	3	2	3	1
PO-9	1	2	1	2	3
PO-10	1	2	1	3	2
PO-11	2	2	1	2	1
PO-12	1	2	2	2	3
PSO-1	3	2	3	2	3
PSO-2	2	3	2	3	2
PSO-3	3	2	1	2	1

Mapping of Program Specific Outcomes (PSOs) where applicable.

Write '3' in the box for 'high-level' mapping, 2 for 'Medium-level' mapping, 1 for 'Low-level' mapping.

### Course Structure and Duration

It is an intensive full-time two years course, comprising four semesters, which will include classroom lectures, tutorials, seminars, journal clubs and practical exposure through field based assignment projects and internship/training in various departments of public health organization and hospital industry.

This booklet contains the programme structure, detailed curriculum and the scheme of examination. The importance of each course is defined in terms of credits given to it. The credit Units of each course have been further defined in terms of contact hours i.e. Lecture hours (L), Tutorial Hours (T), Practical Hours (P).

It is hoped that it will help the students study in a planned and a structured manner and promote effective learning

**ADMISSION AND EXAMINATION BYELAWS**  
**For**  
**Master of Business Administration**  
**(Public Health Management and Hospital Administration) (MBA-HM)**

1. **Programme:** Master of Business Administration (MBA –HM)
2. **Duration:** Two years, each year having two semesters. It will be a fulltime programme
3. **Medium of Instruction and Examinations:** English
4. **Eligibility for Admission:**

A candidate seeking admission to the programme must have:

- Passed Bachelor's degree examination or equivalent in any discipline including B.Pharm, B.Tech(Biotech), B.Sc (Biotech), B.Sc (Biochemistry/Chemistry), B.Sc (Life sciences/ Zoology), BDS, MBBS, BUMS. BAMS/ BHMS, B.Tech (bio-tech) from a recognized institution. Bachelor's degree signifies that the degree has been obtained under 10+2+3/ 10+2+4 system of education. Persons with Post graduation degree in M.Pharm or M.Sc (Chemistry/ Biochemistry/ Bio-Technologies/ Life sciences) can also apply.
- Appeared in MAT conducted by AIMA. University will accept score of MAT/CMAT/CAT/GPAT held during 12 months pre-ceding June 1<sup>st</sup> of the year of admission.
- Foreign/ NRI/ Sponsored candidates are exempted from the MAT. Their admission will be based on GD followed by an interview.

**Selection Procedure:**

- Admission to the MBA program will be made based on the merit determined by the score of MAT conducted by the AIMA& other tests specified above and performance of short-listed candidates in GD and Personal Interview conducted by Jamia Hamdard. Details of MAT are available on AIMA web site (<http://www.aima-ind.org>).
- All the candidates, desirous of admission to the MBA program shall apply to Jamia Hamdard on its prescribed admission form and include the MAT scorecard along with the Form. If the MAT score is not available at the time of submission of admission form, the candidate must submit an attested copy of the MAT scorecard as and when the result is declared. Admission Form number/ Roll number allotted by Jamia Hamdard must be written on the back of the copy of the scorecard.
- Candidate will be short-listed based on the MAT score or any other score as mentioned above for GD and Interview to be held in Jamia Hamdard. Dates of GD/interview will be communicated to the short-listed candidates and on the University web site ([www.jamiahamdard.edu](http://www.jamiahamdard.edu)).
- Candidates with MBBS/BUMS/B.Pharm./ BAMS/ BHMS/ B.Tech(bio-tech)/ M.Sc (above subjects)are exempted from appearing in the MAT or any other qualifying tests for MBA HM and PM.

- Meritorious students (with first division throughout in their academics) may also be exempted from any qualifying test with the specific approval of competent authorities.
- For admission against the NRI/Industry sponsored seats, students will be required to appear only in GD/interview conducted by Jamia Hamdard.

5. **Course structure :** The course work shall be divided into two parts as given below:

1 <sup>st</sup> Year	Semester - 1	July to Mid-December
	Semester - 2	January to Mid-May
	SUMMER TRAINING:	Mid May to mid-July (two months after 2 <sup>nd</sup> Sem)
2 <sup>nd</sup> Year	Semester - 3	Mid July to December
	Semester - 4	January to Mid-May

- During an academic year, a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or any other University.
- The semester-wise course outline, total marks allocated to each course, internal assessment and semester examinations marks for all specialization are listed in Annexure. Detailed course content of the syllabus shall be prescribed by the Board of Studies (BOS) and shall be reviewed periodically.
- Every candidate shall have to undergo six to eight weeks summer training in an organization of repute in India or abroad. The project for the summer training shall be assigned mutually by the organization concerned and the department.
- The BOS, depending on circumstances prevailing in the market, may change any paper and increase or decrease the number of optional papers.

6. **Attendance :**

- All students must attend every lecture delivered, however, to account for the late joining or other such contingencies, the attendance requirement for appearing in the semester examinations shall be a minimum of 75% of the total classes actually held.
- In order to maintain the attendance record of a course, a roll call will be taken by the subject teacher in every scheduled lecture.
- Attendance on account of participation in the prescribed functions of NCC, NSS, Inter-University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer in-charge, is sent to the Head of Department within two weeks' time after the function/activity.
- The subject teacher will consolidate the attendance record for the lectures for each student. The statements of attendance of students shall be displayed on the Department's notice board by the teacher concerned at the beginning of the following month and consolidated attendance before the conclusion of each semester as given in the University calendar. A copy of the same shall be sent to the Head of Department for record. Notices displayed on the notice board shall be deemed to be a proper notification, and no individual notice shall be sent to students.
- If a student is found to be continuously, absent from the classes without information for a period of 30 days, the teacher in charge shall report it to the Head of Department, who will inform the Registrar through the Dean. Registrar will issue a notice to such student, as to why his/ her admission should not be cancelled. The Registrar will take a decision

on cancellation of admission within 30 days of issue of the notice. A copy of the order shall be communicated to the student.

- A student with less than 75% attendance of the lectures in each course shall be detained from appearing in the semester examination of that course. The Dean of School concerned may consider application for the condonation of shortage of attendance up to 5% on account of sickness or any other extra ordinary circumstances, provided the medical certificate duly certified by registered Medical Practitioner, had been submitted within 7 days of the recovery from the illness.
- A student detained because of attendance will be re-admitted to the same class in the next academic year on payment of current fees except enrolment and identity card fees.

### **7. Scheme of Examination:**

Each paper shall carry 100 marks. Of these, 75 marks shall be for semester examination and 25 marks for internal assessment.

The candidate shall have to make an oral presentation of his/ her Summer Internship Report (SIP) before a joint session of the faculty and students immediately after completion of the Summer Training after second semester. The candidate will undertake a Dissertation in III/ IV Semester under a supervisor from the department. Internal examiner will assess dissertation report. Final viva-voce will be conducted from the Dissertation work only by both internal as well as external faculty. The marks distribution for Dissertation would be Dissertation report (60 marks) and viva voce (40 marks). Marks distribution for SIP would be SIP is report (60 marks) and presentation (40 marks). Both internal as well as external faculty will approve the marks distribution.

### **8. Internal Assessment:**

Internal assessment for 25 marks in respect of theory papers will be based on maximum two sessional (written tests), assignments, presentations, attendance.

- The subject teacher shall do the evaluation and marks will be notified within a week of such test.
- There shall be two to three written tests in each course in a semester. The test will be conducted as per the academic calendar. Individual faculty member would announce the date for tests or conduct them as per academic calendar.
- The teacher concerned shall maintain records of marks of various components of evaluation for each student and the same will be notified at the end of the semester.
- The internal assessment marks shall be submitted by head of the Department to the Assistant Registrar, Examinations at the end of the semester.
- A candidate who has to reappear (as an ex-student) in the semester examination of a course will retain the marks of internal assessment.
- A student who will be required to seek re-admission, for whatever reason, will have to appear for internal assessment and tests afresh.
- The faculty shall evaluate the presentation at the end of each session and the subject teacher shall maintain record of marks. A consolidated mark list duly signed by the Head of the Department shall be sent to the Assistant Registrar, Examinations at the conclusion of presentations.

**\* Overall participation in other programs of the University will carry suitable weight in internal assessment.**

### **9. Semester Examinations:**

- The Semester examinations shall be held at the end of each semester as notified in the academic calendar. There shall be no supplementary examination in 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> semester. Candidates shall appear in the examination of their uncleared papers in the next semester examination of the same paper along with other students of junior batch. Thus, the uncleared papers of Semester - I shall be cleared in Semester- III and those of Semester - II in Semester-IV.
- The duration of semester examinations of each theory paper will be 3 hours.
- Either an external or an internal examiner duly appointed by the Board of Studies shall set the question papers.
- The papers set by the examiners shall be moderated by a panel of moderators constituted by the HoD at the time of approving the panel of examiners.
- Upon completion of the training, the training report has to be submitted in duplicate immediately on joining the third semester.
- Evaluation of the summer training report as stated in subhead 7
- All students shall be required to be present at the time of presentation. Their attendance will be taken into account while awarding marks for presentation.
- Every candidate shall have to prepare a project study / dissertation in the fourth semester. The subject of project/dissertation shall be approved on the recommendations of the supervisor(s) and the Head of the Department.
- A student shall be required to maintain record of periodic progress in the project in a diary. He / she should be in constant touch with his/her supervisor and obtain his/her signature in the diary regularly or over email. There would be continuous appraisal of the project which will carry 40 marks as a part of internal assessment.
- The minimum pass marks shall be 45% (grade C) in each theory (combined marks of semester and internal assessment/ dissertation and viva-voce (combined examination).

### **10. Promotion Criteria:**

Student will be promoted from first semester to second semester automatically. A student can carry maximum eight papers from first and second semester put together, while being promoted from first year to second year (that is, from second semester to third semester). However, backlog papers of first semester should be written along with the third semester only, along with the first semester papers of the junior batch are taking place; and the backlog papers of second semester should be written along with the fourth semester only, along with the second semester exams of the junior batch are taking place. A student who has failed in more than eight papers in first and second semester put together has to take re admission in the first semester.

A student can carry maximum four papers from combined first, second and third semester, while being promoted from third to fourth semester. A student who has more than four un-cleared papers in combined first, second and third semester, will have to take re-admission in third semester.

## 11. Supplementary Examination:

Supplementary examination will be conducted after fourth semester for those students who have attempted fourth semester but has failed to clear papers in third and fourth semester. Accordingly, a student can appear in maximum four papers in the supplementary examination for third and fourth semester papers only. Supplementary examination will be conducted in the month of July each year. Those students who have more than four un-cleared papers after fourth semester will be allowed to appear in only four papers and remaining un-cleared papers he/she will appear with next batch students (junior). Students who have un-cleared papers from first and second semester (after attempting fourth semester), will clear with subsequent junior batch students, within the span period.

## 12. Grade Pattern:

The grade awarded to a student in any particular programme of study will be based on her/his performance in internal assessment and final examinations.

The letter grades and their equivalent numerical points are given below:

Letter Grade	Grade-Point	Description of Performance	%of Marks
O	10	Outstanding	80 and above
A+	9	Excellent	75<80
A	8	Very Good	70<75
B+	7	Good	60<70
B	6	Above average	50<60
P	5	Pass	45<50
F	4	Fail	<45
Ab	0	Absent	0

The cut-off grade or percentage of marks required to pass in a course and also the CGPA required to qualify for a degree will be as per the cut-off indicated above, or, for the programs of study governed by the rules and regulations of a council, such as MCI, CCIM, AICTE, INC, RCI etc., it will be as per the cut-off fixed by the statutory professional council.

**Note:** For non-credit or qualifying papers, 'Satisfactory' or 'Unsatisfactory' will be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

If a candidate does not write a paper, she/he will be awarded grade Ab, where "Ab" would mean "Absent".

## 13. Computation of Grade Point Average:

Computation of the Semester Grade Point Average (SGPA) and Cumulative Grade Average (CGPA):

$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$ ; where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$ , the grade point scored in the  $i$ th course.

$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$ ; where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$ , the total number of credits in that semester.

**Note:** The SGPA and CGPA shall be rounded off to a 2 decimal point and reported in the transcript or grade card.

#### **14. Classification of Successful Candidates:**

Successful candidates who will fulfil the criteria for the award of degree shall be declared pass at the end of the last semester based on her/his final CGPA in the absolute grading system. The classification will be as follows:

- Candidate will be awarded “Distinction” if her/his final CGPA is 9 or more and she/he has passed in all examinations in first attempt. Candidates having final CGPA 9 or more, but with at least one examination not passed in first attempt, will be awarded “first Division”, instead of distinction.
- Candidate will be awarded “First Division” if her/his final CGPA is 7 or more but less than nine.
- Candidate will be awarded “Second Division” if her/his final CGPA is six or more but less than 7.
- Candidate will be awarded “pass” if her/his final CGPA is 4 or more, but less than 6, except in those programs where the minimum requirement for passing is 50% or above, as in MBBS, BUMS, MD(U), Pre-Tibb, B. Pharm, M.Sc, Nursing, B.Sc, Nursing, Post-Basic B.Sc. Nursing, BMLT, BOT, BPT, MOT and MPT etc., irrespective of the fact that whether the council has adopted Choice Based Credit System or not. In such programs, the passing grade point will be 6 or more but less than 7 (that is, letter grade B).
- Candidate will be treated as “Fail”. If her/his final CGPA is less than 4, or less than 6 in those programs where the minimum requirement for passing is 50% as mentioned above.

**NOTE:** University shall ordinarily adopt the absolute grading method for awarding grades in a course. However, since the UGC also gives an option of adopting the relative grading system as well, where the marks obtained by all students in a batch are taken and grades are awarded based on cut-off marks or percentile, a School in the University may opt to adopt this system with the approval of the Academic Council. In such cases, where the relative grading system is adopted, the same will be indicated in the mark sheet. Under the absolute grading system, the cut-off marks for grade B shall not be less than 50%.

#### **15. Span Period:**

A student must complete all the requirements of MBA degree within a period of four years from his/ her admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of four years with prior approval of the Vice Chancellor.

#### **16. Credit System**

Credits are a value allocated course units to describe the student workload required to complete them. They reflect the quantity of work each course requires in relation to total quantity of work required to complete a full semester/ year of academic study at the institution i.e. lectures,

practical work, seminars, private work in the laboratory, library or at home and examination or other assessment activities.

### 17. General Guidelines:

- The regular student/ex-student at the time of enrolment signs a declaration that on admission he/she will submit himself/herself to the disciplinary jurisdiction of Jamia Hamdard, who may be vested with the power to exercise discipline.
- A candidate who fails in dissertation or Summer Internship only and secures more than 45 marks in all other papers, may allowed to submit his/her dissertation/ Summer internship on a new topic formally approved by the Mentor/ Head, Department within the span period specified. He will be on the rolls of Jamia Hamdard as an ex-student.
- The MBA Semester examination will ordinarily be held in November/ December for odd semester and April/ May for even semester every year. A candidate can appear at the examination provided that his/her application for permission to appear at the examination in the prescribed form has been duly recommended by the Head of the Department
- The candidate needs to attend the required percentage of lectures and tutorials to be eligible to appear in the semester examination. The candidate should also ensure that his/her conduct and character are satisfactory and the fee prescribed for the examination has been deposited with the Jamia Hamdard. Application to appear at the examination should be submitted on or before that date prescribed by the Controller of Examinations.
- The Controller of Examinations issues admission card, stating his name and roll number to the candidate. Admission card need to be presented by him on demand at the portals of the examination hall.

### Paper names and codes for all Semesters

#### MBA PHM /HA (1<sup>st</sup> Semester)

S.No	Code	Title of the paper	Marks Internal	Marks Semester	Total	L-T	Credits
1	MHM-11	Marketing of Health Care services	25	75	100	3-1	4
2	MHM-12	Business Communication	25	75	100	3-1	4
3	MHM-13	Financial, Cost and Management Accounting	25	75	100	3-1	4
4	MHM-14	Health Services and Development	25	75	100	3-1	4
5	MHM-15	Social Change and Population Dynamics	25	75	100	3-1	4
6	MHM-16	Health Economics	25	75	100	3-1	4
7	MHM-17	Organizational Behaviour	25	75	100	3-1	4
8	MHM-18	Principles of Health and Hospital Management	25	75	100	3-1	4
<b>TOTAL</b>						<b>24-8</b>	<b>32</b>



**MBA PHM/HA (2<sup>nd</sup>Semester)**

S.No	Code	Title of the paper	Marks Internal	Marks Semester	Total	L-T	Credits
1	MHM-21	Bio- Statistics	25	75	100	3-1	4
2	MHM-22	Business Research Methodology	25	75	100	3-1	4
3	MHM-23	Managerial Epidemiology	25	75	100	3-1	4
4	MHM-24	Human Resource Management	25	75	100	3-1	4
5	MHM-25	Health Communication	25	75	100	3-1	4
6	MHM-26	Legal and Ethical Issues in Health Care	25	75	100	3-1	4
7	MHM-27	Environmental Health	25	75	100	3-1	4
8		CBCS-I*	25	75	100	3-1	4
					<b>TOTAL</b>	<b>24-8</b>	<b>32</b>

**Choice Based Credit System\***(For MBA HM & PM 2<sup>nd</sup> Sem)

Paper Name	Paper Code
Epidemiology in Public Health Practice	OUE-21
Nutrition and Health Education	OUE-22

\*Any one subject has to be selected

**MBA Public Health Management (3<sup>rd</sup>Semester)**

<b>S.No</b>	<b>Code</b>	<b>Course Title</b>	<b>Internal Assessment Marks</b>	<b>Semester exam Marks</b>	<b>Total</b>	<b>L – A</b>	<b>Credit</b>
1	MHM-31	Occupational Health	25	75	100	3-1	4
2	MHM-32	Health Care Promotion and Improvement	25	75	100	3-1	4
3	MHM-33	Logistics and Supply Chain in Healthcare Management	25	75	100	3-1	4
4	MHM-34	MIS in Health care	25	75	100	3-1	4
5	MHM-35	Health Service Engineering and Process Management	25	75	100	3-1	4
6	MHM-36	Health Financing	25	75	100	3-1	4
7	MHM-37	Health Planning Implementation, Monitoring and Evaluation (PIME)	25	75	100	3-1	4
8	MHM-38	NGO Management	25	75	100	3-1	4
					<b>TOTAL</b>	<b>24-8</b>	<b>32</b>

**MBA Hospital Administration (3<sup>rd</sup> Semester)**

S.No	Code	Course Title	Internal Assessment Marks	Semester exam Marks	Total	L – A	Credit
1	MHS-31	Organization and Management of Clinical Services	25	75	100	3 – 1	4
2	MHS-32	Hospital Management	25	75	100	3 – 1	4
3	MHS-33	LOGISTICS AND SUPPLY CHAIN IN HEALTHCARE MGT	25	75	100	3 – 1	4
4	MHS-34	MIS in hospital care	25	75	100	3 – 1	4
5	MHS-35	Health Service Engineering and Process Management	25	75	100	3 – 1	4
6	MHS-36	Health Financing	25	75	100	3 – 1	4
7	MHS-37	Hospital Facility Planning	25	75	100	3 – 1	4
8	MHS-38	Strategic Management in Hospitals	25	75	100	3 – 1	4
<b>TOTAL</b>						<b>24-8</b>	<b>32</b>

**MBA Public Health Management (4<sup>th</sup> Semester)**

S.No	Code	Course Title	Internal Assessment /Report	Semester exam/ Viva Voce	Total	L – A	Credit
1	MHM-41	Quality Assurance in Healthcare	25	75	100	3 – 1	4
2	MHM-42	International Health	25	75	100	3 – 1	4
3	MHM-43	Health Care Evaluation and Policy Analysis	25	75	100	3 – 1	4
4		CBCS –I*	25	75	100	3 – 1	4
5	MHM-46	Dissertation / Viva-Voce	60	40	100	3 – 1	4
6	MHM-45	Summer Training/Presentation	60	40	100	3 – 1	4
<b>TOTAL</b>						<b>18-6</b>	<b>24</b>

**MBA Hospital Administration (4<sup>th</sup> Semester)**

S.No	Code	Course Title	Internal Assessment /Report	Semester exam/ Viva Voce	Total	L – A	Credit
1	MHS-41	Quality Assurance in Healthcare	25	75	100	3 – 1	4
2	MHS-42	Safe Medical Practices and Managed Care	25	75	100	3 – 1	4
3	MHS-43	Support Services in Hospitals	25	75	100	3 – 1	4
4		Open University Elective –I*	25	75	100	3 – 1	4
5	MHS-46	Dissertation / Viva-Voce	60	40	100	3 – 1	4
6	MHS-45	Summer Training/Presentation	60	40	100	3 – 1	4
<b>TOTAL</b>						<b>18-6</b>	<b>24</b>

**Choice Based Credit System\***  
(For MBA HM & PM 4<sup>th</sup> Sem)

Paper Name	Paper Code
Data Analytics and Health Informatics	OUE-41
Corporate Governance & Strategic CSR	OUE-42
Entrepreneurship Management	QUE-43

\*Any one subject has to be selected

**MBA Public Health Management & Hospital Administration  
First Semester**

**MBA (HM) Marketing of Healthcare Services MHM-11**

**Course Objectives:**

The objective of this course is to offer students with a better understanding of the essential concepts, strategies and the issues involved in the exchange, understanding needs, wants, demands and promotion of healthcare services.

**Learning Outcomes:**

1. To develop understanding of key theories and concepts in marketing.
2. To guide the progress and implementation of marketing strategies.
3. To develop the skills to critically analyse marketing conditions facing healthcare institutions.
4. To define key marketing concepts and techniques for analysing various marketing situations.
5. To distinguish and disclose the dynamic nature of the environment in which marketing decisions are to be taken.
6. To appreciate the inferences for marketing strategy determination and implementation.
7. To apply the familiarized conceptual frameworks, theory and techniques to various marketing settings.
8. To study the relevance of marketing concepts and theories in evaluating the influences of environmental changes on marketing planning, strategies and practices.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	2	-	1	-	2	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	2	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Business Communication, Code: MHM-12**

**COURSE OUTCOMES:**

1. To acquaint the students with the fundamentals of communication and help them to transform their communication abilities.
2. To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3. To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

**LEARNING OUTCOMES:**

Students will able to

1. Understand fundamentals of communication and able to use concept in day to day world
2. Demonstrate necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3. Build confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	2	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	3	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** Understanding Business Communication, Need for effective communication, Understanding the communication process (7Cs, AIDA strategy), Listening, Non-verbal communication, Collaboration and meeting skills (Team communication) communicating Intercultural.

**Unit 2:** Business Messages, Planning business messages: - understanding the three step writing process, investigating the necessary information. Writing business messages: - Organizing the message, composing the message and completing the business messages. Writing routine, good news and good will messages (Using WIFM strategy)

**Unit 3:** Business Reports& Proposals, Need for business reports& proposals, planning business reports, and proposals: -Problem definition, Investigation and Information processing, organizing business reports and proposals: - Structure format and Length, Composing business reports and proposals, Use of technology in the preparation of reports and proposals

**Unit 4:** Giving Speeches and Oral Presentations, The three-step oral presentation process, Writing speeches and presentations, Developing and completing speeches and presentations, mastering the art of delivery

**Unit 5:** Employment /Communication, Planning and developing resumes, Investigate employment opportunities and information, Interviewing for Employment, Following the employment process

**Suggested Readings:**

1. Bovee CL, Thill JV, Schatzman BE, Business Communication Today, Pearson Education
2. Lesikar, R. V. and J.D. Petitt, Jr. Business Communication: Theory and Application Homewod III; Richar D. Irwin.
3. Michael, V.P. Communication and Research for management Himalaya Publishing House, Bombay. Sharma, R.C. & K. Mohan. Business Report writing and Correspondence (TMH)

## Financial, Cost & Management Accounting, Code: MHM-13

### Course Objectives:

1. Provides an understanding of accounting practices, principles, finance, and managing the money of an organization to ensure finances are balanced and efficient.
2. Allow students to understand the information contained in the published financial statements of companies and other organizations.
3. Preparation of accounting statements, with an emphasis on a proper understanding of their uses and limitations.

**Learning Outcomes:** After going through the module, students may be able to

1. Interpret the meaning of journal and ledger.; know the rules and sub-division of the ledger.
2. Know meaning, definitions, features, and objectives of trial balance; Methods for preparing a trial balance and imitations of trial balance.
3. Gain clarity on the financial statements and assist in decision-making.;
4. learn to analyze financial statements for relevant information, understanding the impact of a business'' accounting choices and estimates.
4. Prepare Balance sheets and Profit & Loss Statements.
5. Learn basic concepts of cost and prepare a cost sheet.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	2	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	2	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	2	1	-	-	3
CO5	-	-	-	-	2	-	1	-	1	1	2	2	1	1	3

### SYLLABUS

**UNIT 1: FUNDAMENTALS OF ACCOUNTING:** Introduction to Accounting, Accounting Process – An Overview, Books of Original Record, Ledger and Trial Balance

**UNIT 2: FINANCIAL STATEMENTS AND THEIR ANALYSIS:** Preparation of Simple Final Accounts, Final Accounts with Adjustments, And Analysis of Financial Statements (Techniques & Key Ratios)

**UNIT 3: COST CONCEPTS:** Basic Concepts, Classification of Costs, Elements of Cost and Cost Sheet



**UNIT 4: ACCOUNTING FOR PLANNING & CONTROL:** Budgeting and Budgetary Control, Standard Costing, Variance analysis

**UNIT 5: ACCOUNTING FOR DECISION MAKING:** Variable (Managerial) Costing, Cost, Volume Profit Analysis, Relevant Costs for Decision-Making

**SUGGESTED READINGS:**

1. Management Accounting by M.Y.Khan& P.K. Jain (Tata McGraw Hill)
2. Double Entry Book Keeping by T.S. Grewal (Sultan Chand)
3. Cost Accounting by Maheshwari – Mittal (Mahavir Publications)
4. Financial Accounting by Mukherjee and Hanif
5. Cost Accounting by P C Tulsian
6. Management Accounting by S N Maheshwari

**Health Services & Development, Code: MHM-14**

**Course Objectives:**

The objective of this course is to teach students about the health care delivery systems of different countries and to critically analyse them.

**Learning Outcomes:**

1. To get familiar about Society, Health and Development.
2. To recognize the need of Culture, Diseases and Medical Knowledge.
3. To examine the public health system and its evolution in the national and global context.
4. To assess the components of public health care system.
5. To point out the various challenges in the public health system.
6. To estimate the developments in the health care delivery system.
7. To evaluate various Systems of Indian Healthcare Services.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	2	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	2	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	3	-	1	2	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

## SYLLABUS

**Unit 1: HEALTHSERVICES AND A SOCIAL SYSTEM:** Society, Health and Development, A systems approach to health services, Challenges facing health services in a society, Formal and lay care

**Unit 2: HEALTH CARE AND KNOWLEDGE DEVELOPMENT:** Culture and disease, Diseases and medical knowledge, Societal forces and the bureaucracy, Quality Improvement

**Unit 3: HEALTH CARE SERVICES DEMAND AND SUPPLY:** The need and demand for health care, the relationship between need and use, Staff-patient interactions, financing health care services

**Unit 4: ORGANIZATION OF HEALTH SERVICES AND ITS DEVELOPMENT:** Analyzing health system, designing of health system, Health services in developing and developed countries, Evaluation of health system and the outcomes

**Unit 5: INDIAN HEALTHCARE SYSTEM:** Health Manpower, Health policies, health programs, Five-year plan, various systems of Indian healthcare services

### SUGGESTED READINGS:

1. Park,K.: Park's Textbook of Preventive and Social Medicine,16<sup>th</sup>Edition,M/s BanarsidasBhanotPublishers,Jabalpur
2. Health Services and Outcomes Research Methodology: An International Journal
3. Walshe,K., Smith,J.,HealthcareManagement,Tata McGraw-Hill Education Private Limited,New Delhi,2010
4. Ghei,P.N.Selected Readings in Hospital Administration,1990
5. Goel,S.L. and Kumar,R.Hospital Supportive Services,Deep and Deep Publications Pvt.Ltd,New Delhi,2004

## Social Change & Population Dynamics, Code: MHM-15

### Course Objectives:

1. The aim of this course is to teach students the functioning and structure of the healthcare system
2. Learn about various parameters that affect the healthcare system.

### Learning Outcomes: On completing this course the students will be able to

1. Determine the impact of the social system on healthcare services; determine challenges faced by healthcare services and society.
2. Describe the relationship between disease with culture, medical knowledge, and societal forces in healthcare; Understand the scope of improving quality of healthcare.
3. Determine various needs and demands in healthcare services including staff, financing, etc.
4. Analyze the organization of health systems in various countries; evaluate and design health systems.
5. Illustrate other parameters such as Healthcare manpower, policies, programs, and the healthcare system in India.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	2	1	-	3	-	2	3	2	2	1	3
<b>CO2</b>	1	-	2	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	2	-	1	-	1	2	2	2	1	1	3

**Unit 1:** Introduction and Scope .Definition and concept of Population Scenario and Trend, Sources of demographic data.

**Unit 2:** Population composition and their characteristics

**Unit 3:** Measures and indices of fertility. Measures of mortality: construction of life tables and its uses, Basic Measures of Nuptiality.

**Unit 4:** Population estimates and projection

**Unit 5:** Migrants and health issues Measures of migration and urbanization

## SUGGESTED READINGS:

1. Shyrock, Henry S, Siegel, J.S, & Associates (1991): The methods and materials of Demography, condensed edn. By Edward Stockwell, NY
2. Collin Newell: Methods and models in Demography, Gailford Press, NY.
3. Mahadevan and Krishnan: Methodology for Population Studies and Development, Sage Publications.
4. Bhende A Asha and KantikarTara,"Principles of Population Studies",Himalaya Publishing House, Bombay,1988
5. Donal Bague,"Principles of Demography",John Wiley &sons,New York,1969

## Health Economics MHM-16

### Course Outcomes:

After successful completion of the course, students will be able to

1. Describe the different principles and theories of economics with reference to healthcare as a sector.
2. Assess Scarcity, Choice and Demand & Supply of healthcare services in India as whole and different states of India.
3. Evaluate the concepts and various policies of health economics and its application in managing the healthcare resources. It will give an overview about private and public healthcare resource management

### Learning Outcomes:

After successful completion of the course, students will be able to

4. Describe the different principles and theories of economics with reference to healthcare as a sector.
5. Understand Scarcity, Choice and Demand & Supply of healthcare services in India as whole and different states of India.
6. Understand the concepts and various policies of health economics and its application in managing the healthcare resources. It will give an overview about private and public healthcare resource management

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Economics and Health Economics:** Fundamentals of Economics and Health Economics, The methods of economics, Micro-and Macroeconomics, Scarcity and choice, Economic of agents, Uncertainty, Risk and Insurance

**Unit 2. Supply and Demand:** A model of demand, Supply and price determination, Elasticity of demand, adverse selection, moral hazard and signaling, Supplier induced demand, Production and costs: the broader service perspective, Demand and Supply of Healthcare Services in Developing Countries

**Unit 3. Markets:** Markets and efficiency, Market failure, Free and chained healthcare market, Health care product market analysis, Equity and equality

**Unit 4. Economies of pricing and costing:** Pricing decision in healthcare, Law of diminishing returns, Average and marginal products, Costs and its estimation, Budget, Budgeting techniques and process

**Unit 5. Economic evaluation:** What is economic evaluation, Classification of costs and analysis, Cost-benefit analysis, Cost-effective analysis, Evaluation in perspective

#### **SUGGESTED READINGS:**

1. Principles of Health Economics for non-economists, Xavier Martinez-Giralt
2. Methods for the economic evaluation of health care programmes, Oxford University Press, Oxford Feldstein, Drummond, M.F., B, O'Brien, G.L. Stoddart y G.W. Torrance
3. Health Care Economics, Thomson, London. Folland, S., A.C. Goodman, and M. Stano
4. The Economics of Health and Health Care, Pearson Education, Upper Saddle River, New Jersey. Jacobs the Economics of Health and Medical Care, Jones and Bartlett Publishers.

**Organisational Behaviour, Code: MHM-17**

#### **COURSE OBJECTIVES**

1. To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
2. To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
3. To reflect upon your own beliefs, assumptions, and behavior with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness.

#### **LEARNING OUTCOMES:**

Student will be able:

- 1.To establish a social system in the organization.
- 2.To determine the motivation level of employees.
3. To encourage the people to work enthusiastically in the organization.

4. To create an environment for the development of effective leadership.
5. To develop effective group behaviour among the employees.
6. To identify the reasons for conflict and to resolve the conflict.
7. To find out the reasons for frustration and reduce or eliminate the reasons.
8. To increase the moral of employees of the organization.
9. To maintain the organizational environment favourable for the work.
10. To find out the ways for effective organizational development.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	2	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	3	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Organizational Behaviour:** Concept and functioning Need of OB, the contributions made by major behavioural science disciplines to OB, major challenges and opportunities for managers to use OB concepts

**Unit 2: Introduction to Individual:** Interpersonal Styles, Personality and Personal Effectiveness, Values and Attitude, Perception, and Motivation, Coping with Frustration and Stress

**Unit 3: Groups & Teams:** Team building, Group behaviour and group dynamics, Role and role effectiveness, Leadership Styles

**Unit 4:** Organizational Climate and Culture, Types of Conflict in Organisation & Conflict Management

**Unit 5: Organization Learning & Development:** Relevance of Learning, Training vs Development, OD & OD Interventions

## **SUGGESTED READINGS:**

1. Pareek, U., Organizational Behavior Process, Rawat Publications, Jaipur, 1998.
2. Pareek, U., Training Instruments for HRD, Tata McGraw Hill, 1997.
3. Hersey, P and Blanchard, K, Management of Organizational Behavior, Prentice Hall of India, 1996.
4. Hall Richard, H, Organizations: Structures, Processes, and Outcomes, Prentice Hall of India, 1992.
5. Chandra Shiv (edited), Readings in Organization Behavior, Community Health and Administrative Procedures, SIHFW, Jaipur, Rajasthan, 1997.

## **Introduction to Health & Hospital Management, Code: MHM-18**

### **Course Objectives:**

1. To understand the function and importance of different system of human body.
2. To familiarize with the medical terminology used in the hospital sector
3. To define the terms root, suffix, and prefix and to explain what combining forms are and why they are used and to name the languages from which most medical word parts are derived.
4. To understand the meaning of health and illness and the classification of various diseases.

### **Learning Outcomes:**

1. Students will be able to acquire thorough knowledge of human anatomy and physiology.
2. Students will be able to explain the purpose of medical terminology and familiarize the medical terms for various diseases and medical specialist.
3. Students will be able to understand the meaning for different root, suffix and prefix used in the health/medical sector.
4. Students will imbibe knowledge of classification of various diseases.
5. Students will be able to understand the hospital-associated infectious surveillance system.
6. Student will also understand the important infection control interventions and their indications and also learn to manage the outbreak in the hospital setting.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	2	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	2	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	2	1	-	-	3
<b>CO5</b>	-	-	-	-	2	-	1	-	2	1	2	2	1	1	3

**Unit 1 : Concepts of Health & Healthcare Delivery Systems :** History of Public Health and Medicine, Definition of Health, Concepts and Dimensions of Health, Concept of well being, Determinants of Health, Indicators of Health, Levels of Healthcare, Roles of various committees, Health system in India (Centre, State and District level), Panchayati Raj System, Primary Healthcare, Elements and Principles of Healthcare, Millennium Development Goals, Healthcare Systems, Public Health Sector, Private Health Sector, Indigenous System of Medicine, Voluntary Health Agencies, IPHS for District Hospitals, CHC, PHC and SC

**Unit 2: Concepts of Hospital Management:** Definition of Hospital, Classification of Hospital, Hospital as System, Hospital as Organisation, Various Departments in Hospital, Functions of Hospitals

**Unit 3: Concept of Hospital Administration:** Role of Hospital Administration. Role towards Patients, Organisation and Community, Skills and qualities of Hospital Administrator.

**Unit 4: Objectives and organization of important agencies and their role in health care activities.** WHO, UNICEF, FAO, ILO, Indian Red Cross society, UNFPA, World Bank, Asia Development Bank, Ford Foundation, CARE, Rockefeller Foundation. Family welfare and planning, various committees. Need and packages under RCH Programme.

**Unit 5: Management Process: Planning, Organizing, Leading and Controlling** (Introduction, Planning [Introduction, Nature of Planning, Importance of Planning, Forms of Planning, Types of Plan, Steps in Planning, Limitations of Planning, Making Planning Effective], Organizing [Meaning, Why Study Organization, Process of Organizing, Span of Management/Span of Control/Span of Supervision/Span of Authority/Span of Responsibility, Principles of Organizing, Departmentalization, Organization Structure, What Type of Structure is Best], Leading/Directing/Motivating/Actuating [Meaning, Requirements of Effective Direction, Giving Orders, Motivation, Conclusion], Controlling [Meaning, Steps in a Control Process, Need for Control, Types of Control Methods, Essentials of Effective Control Systems, Problems in the Control Process, Control Techniques] )



## SUGGESTED READINGS:

1. James A.F.Stoner, R. Edward Freeman and Daniel R. Gilbert, Jr: Management, 6th Edition, PHI Publication.
2. Paul Heresy and Ken Blanchard (1995): Management and Organization Behavior, PHI Publication.
3. Massie, Joseph L. Essentials of Management, 4th Edition, (Prentice Hall).
4. Social and Preventive Medicine. K.Park.

## MBA Public Health Management & Hospital Administration

### Second Semester

### Bio Statistics, Code: MHM-21

#### Course Objectives:

1. To familiarize with the basic biostatistics concepts
2. To understand the sampling techniques and clinical trials in health sector.
3. To understand the vital statistics and their needs and importance in the health sector
4. To learn and familiarize with the basic concept of operation research and their models

#### Learning Objectives:

1. Students will be able to understand the application of biostatistics, data collection and experimental settings.
2. Students will be able to understand and learn various types of sampling technique and a thorough knowledge of clinical trial and health reports.
3. Students will be able to learn and perform statistical methods using vital data such as morbidity and mortality
4. Students will be able to learn different models used in operation research.

#### Mapping of Course Outcomes (COs) with Program Outcomes (POs)

#### and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	2	-	-	2	-	1	-	2	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** 1.1. Introduction – Meaning and Scope, 1.2. Sources and Collection of Data, 1.3. Diagrammatic and Graphic Representation, 1.4. Measures of Central Tendency, 1.5. Measures of Dispersion

**Unit 2:** 1.1 Estimation and Inferences, 1.2 Theory of Estimation and Testing of Hypotheses, 1.3 Tests of Significance based on t, F and Z distributions, 1.4 Ch-Square Tests, 1.5 Odds Ratio, Attributable Risk

**Unit 3:** 1.1 Probability Distributions and Mathematical Expectations, 1.2 Sampling Theory and Design, 1.3 Sampling Techniques, 1.4 Diseases based Review – Case approach, 1.5 Mapping and capping of the Survey – Practical Approach

**Unit 4:** 4.1 Analyses of variance, 4.2 Correlational Analysis, 4.3 Regression Analyses, 4.4 Multiple and Partial Correlations and Regression Analyses, 4.5 Non-Parametric Methods

**Unit 5:** 1.1 Interpretation of Data and Statistical Fallacies, 1.2 Use of Statistical Decision Theory, 1.3 Application and Use of Computers (ex. SPSS), 1.4 Theory of Attributes, 1.5 Statistical Quality Control

#### **SUGGESTED READINGS:**

1. W. Daniel Wayne. (1991): Bio-statistics: A Foundation for Analysis in the Health Sciences, Fifth Edition.
2. Corlien M. Varkevisser and et al Designing and Conducting Health Systems Research Projects, Volume 2 Part 1.
3. Hassard, Thomas H. (1991) Understanding Biostatistics.
4. Rosner: Fundamentals of Bio-statistics, Duxbury Press, Fourth edition.
5. Healey: Statistics: A tool for Social Research, Wadsworth Publishing Company, Fifth edition.

#### **Business Research Methodology, Code: MHM-22**

**Course Objectives:** The objectives of this course are to:

1. Understand nature, scope of business research methods
2. Develop an understanding of research process various kinds of research, objectives of doing research, research designs, sampling.
3. Learn different measurement scales.
4. Describe the questionnaire and sampling design for conducting research work and formulating research synopsis and report.
5. Impart knowledge for enabling students to develop data analytics skills and meaningful interpretation of the data sets so as to solve the organizational problems.

**Learning Outcomes:** After completing this course, students would be able to:

1. Determine significance of research methodology
2. Critically analyze research and evaluation studies from the literature in terms of the appropriateness of their research questions, designs, methodologies, results, and conclusions
3. Gain a better understanding of data analysis and statistical issues in the design of experiments, as well as the techniques and terminology commonly used to elicit and communicate evidence concerning scientific hypotheses.
4. Learn to properly interpret the strength of statistical arguments made by researchers, and how to weigh statistical and clinical evidence in assessing a scientific hypothesis.
5. Conceptualize a research problem or an evaluation issue and design and carry out a study to address that problem/issue using appropriate research and analytic methods.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	3	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Introduction:** Aims, Types and Methods of Research Concepts, Constructs and Variables, Nature and Definition of Hypothesis, Characteristics and functions of hypothesis, Process of research, Formulating and testing hypothesis

**Unit 2. Research Design :** Problem formation and developing research questions, Selection of research topics, Formulating research questions, Meaning and Functions of Research Design, Types of research design, Outlining a research proposal, Formulating research proposal, Qualitative Vs Quantitative research design

**Unit 3. Sampling and sample design :** Definition and purpose of sampling, Principles of sampling, Types of sampling, Sampling in qualitative and quantitative research, Sample size determination, Sampling & Non sampling error

**Unit 4. Techniques of data Collection :** Questionnaire Development, Definition and design of, Questionnaire and Interview Schedules, Steps in construction of questionnaire, Interview Methods and its functions, Measurement and Scaling Techniques

**Unit 5. Data Analysis and report writing.** Data Processing, Tabulation and Analysis, Data Processing, Data Analysis and Interpretation, Report Writing

**SUGGESTED READINGS:**

1. Research methodology concepts and cases by Deepak Chawla and Neena Sondhi
2. Successful Qualitative Health Research: A Practical Introduction by Emily Hansen
3. Research Methodology: Methods and Techniques by C R Kothari, Gaurav Garg
4. Quantitative research methods in health sciences by karkee rajendra

**Human Resource Management, Code: MHM-24**

**Course Objectives:** The objectives of this course are to:

1. Provide an understanding of the dimensions of human resources management.
2. Explain the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.

**Learning Outcomes:** After completing the course, students would be able to:

1. Describe human resource planning as a systematic approach to the acquisition, use, and deployment of people in the organization
2. Understand employ selection, training, and development
3. Conduct job analysis and job responsibilities; outline the nature of the contract between the employer and an employee
4. Identify key issues in performance appraisal, training, and development of the employees
5. Describe the main features of the collective relationships between employers and employees and describe organizational characteristics and learning organization

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** Overview of Human Resource Management, Manpower planning, Recruitment, Selection and Induction

**Unit 2:** Training and Management Development, Performance Appraisal, Staff Retention

**Unit 3:** Job analysis, Job Description, Job Specification and Person Specification, Employee Relations, Pay, Leave and Compensation

**Unit 4:** Industrial Relations, Labour Laws, Personnel Policy-Policy formulation, Human Resource guidelines in government hospitals.

**Unit 5:** Overview of Career Planning, Employee Separation /Termination, Organizational Culture, Climate and Development

#### **SUGGESTED READINGS:**

1. Pareek, U and Rao, TV (1992): Designing and Managing HR Systems, Oxford and IBM Publishing Co. Pvt. Ltd.
2. Famolaro, Joseph J. (1987) Handbook of Human Resource Administration, McGraw Hill Inc.
3. Mamoria, C. B. (1992): Personnel Management; Himalaya Publishing House.
4. Decenzo, David and Robbins, S (1989): Personnel and HRM, Prentice Hall of India, 3rd edn.

#### **Managerial Epidemiology, Code: MHM-23**

**Course Objectives:** The objectives of this course are to:

1. Determine the applications of epidemiology in pharma decision-making; Evaluate the scientific merit of epidemiological study designs and their use.
2. Understand descriptive and Analytical epidemiology

**Learning Outcomes:** After completing the course, the students would be able to:

1. Identify the applications of epidemiology in clinical settings; Explain the various epidemiological methods
2. Discuss the various epidemiological outcome measures.
3. Evaluate Association & Causation, learn about the concept of screening, Define Public health surveillance and its cause, analysis, etc
4. Describe the concept of risk epidemiology and different methods of measuring risk
5. Explain the various Health Information systems for studying drug effects in populations

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Scope and Applications of Epidemiology :** Definition and history of epidemiology, Basic measurements, Different epidemiological methods, Rate, Ratios for comparative purpose, Crude and specific mortality rate, Case fatality rate, Incidence and prevalence, Relative risk, Attributable risk

**Unit 2. Descriptive and Analytical epidemiology :** Defining population, Hypothesis formulation, Time, place and person distribution, Case control study (CCS), Basic steps of CCS, Estimation of risk, Odds ratio, Biasness in CCS, Cohort study, Framework of cohort study, Elements of cohort study, Calculation of risk, Advantage and disadvantages of case control and cohort studies.

**Unit 3. Association & Causation, Public health surveillance:** Spurious, indirect and direct association, Criteria for judging causality, Confounding factor, Concept of screening, Aims and objectives, Uses of screening, Types of screening, Criteria for screening, Evaluation of screening. Definition of surveillance, Cases and source of information, Analysis and presentation of data, Communicating and using information, Effectiveness of surveillance system, Fish-born chart, Sentinel surveillance

**Unit 4. Dynamics of disease transmission, Prevention and Control:** Source and reservoir, Direct and indirect transmission, Susceptible host, Incubation period, Primary and secondary cases, Secondary attack rate, Controlling the reservoir, Interruption of transmission, Protection of the susceptible host, Immunization programmes

**Unit 5. Vital statistics and health status indicators :** Data and information, Components of health information system, Use of health information system, Sources of health information system, Tabulation, Charts and diagrams, Statistical maps, Statistical averages

**SUGGESTED READINGS:**

1. Park Textbook of Preventive and Social Medicine by k park
2. Basic epidemiology 2nd edition by R Bonita R Beaglehole T Kjellström, WHO Publications
3. Epidemiology: An Introduction by by Kenneth J. Rothman
4. Essentials of Epidemiology in Public Health by Ann Aschengrau, George R. Seage
5. Epidemiology Made Easy by poornimaTiwari and Shashank Tiwari

## Health Communication, Code: MHM-25

### Course Objectives:

To study the basic concepts, needs, and importance of health communication

To build essential communication skills required in the business.

**Learning Outcomes:** After completing this module the students will be able to:

1. Illustrate the concepts of communication
2. Write effective health messages, reports, and proposals.
3. Determine the concepts of oral communication; Understand the process of writing and delivering effective oral communication; Learn how to make Oral Communication successful.
4. Use communication skills for the employment process such as writing a resume, seeking information, interviews etc.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** Introduction, Basic concepts, Functions of communication in health, Principles of communication. Communication Process, Elements of communication process. Communication in health organizations. External and Internal communication. Formal and Informal communication. Flow of communication: upwards, downwards, horizontal and diagonal.

**Unit 2:** Barriers of communication in health services, Semantic barriers, Physical barriers, Organizational barriers, psychosocial barriers, overcoming barriers in health services. Interpersonal Communication Concepts, Improving IPC through use of Johari Window and Transactional Analysis

**Unit 3:** Verbal and Nonverbal Communication, Oral and written communication, Nonverbal communication: Kinesis, Proxemics, Paralanguage, Signs. Communication Skills - Listening skills. Assertiveness – Asking for what you want. Behaviour Change Communication - Elements of BCC, Process of behaviour change, Facilitating behaviour change, Communication strategies at different stages of behaviour change, Planning BCC for health services.

**Unit 4:** Counselling - Aims of counselling, Counselling skills, Steps in counselling, Counselling interventions, Counselling in health services. Public Relations - Role of PR in a health organization, Responsibility for PR, Formulating a PR programme, Effective PR skills

**Unit 5:** Media advocacy in health services - Key elements of media advocacy, Role of media advocacy, Media relations. Planning a communication programme for health services - Steps in planning, implementation and evaluation.

**SUGGESTED READINGS:**

1. Mcquart D (1987) Mass Communication Theory & Introduction, Sage Publication Second Edition
2. Hubley. John (1984) Communicating Health – An Action Guide to Health Education & Health Promotion, McMilan
3. Piotrow, Phyllis, Kincard, Lawrence D, Reunion II & Rinehart, Ward (1997) Health Communication; Lessons from FP & RCH, John’s Hopkins School of Public Health
4. Communication Lectures from “Accessibility & Affordability of quality health services” report by IMA officials & consumer co-ordination council

**MBA (HM) Legal Issues in Healthcare Delivery MHM -26**

**Course Objectives:**

To help students understand the ethical aspects of health care delivery and the legal issues regarding the setting up and the acceptable functioning of the hospital, and the thoughtful use of this knowledge in the day to day administration of health care institutions

**Learning Outcomes:**

1. To implement the basic terms and concepts of ethics and law.
2. To evaluate the practice of ethical principles in the hospital and day to day delivery of healthcare.
3. To assess the impact of legal issues in healthcare delivery.
4. To evaluate the current legal issues regulating the hospitals.
5. To apply the knowledge of ethics in the day to day functioning of the hospital.
6. To be able to manage various issues related to healthcare setup and also manage the hospital with the various issues that can arise from the legal viewpoint.



**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Open University Electives**  
(For MBA HM & PM 2<sup>nd</sup>Sem)

**Entrepreneurial Development, Code:OUE-21**

**Course Objectives:**

The aim of the course is that the students will acquire the necessary knowledge and skills required for planning and organizing out entrepreneurial activities.

To develop the capability of analyzing and understanding business situations in which entrepreneurs act, and to master the knowledge necessary to plan entrepreneurial activities in their future.

**Learning Outcomes:** After studying this course, students will be able to:

1. Define entrepreneurship and its scope; Describe the importance of entrepreneurship; Outline the characteristics of a successful entrepreneur;
2. State the functions and values of an entrepreneur in the application of innovations; Explain the issues and challenges faced by entrepreneurs;
3. Identify various types of entrepreneurs, Differentiate between intrapreneur and entrepreneur.
4. Mobilize people and resources; Identify and secure customers, stakeholders, and team members through networks, create business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (non-profit); or 3) intellectual property licensing.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** Entrepreneurship: Need, scope and philosophy; core elements. Entrepreneurial values and attitudes. Creativity and entrepreneurship

**Unit 2:** Entrepreneurial competencies and traits. Entrepreneurship: A function of innovation. Entrepreneurial motivation. Barriers to entrepreneurship

**Unit 3:** Women entrepreneurship, Intrapreneurship, Becoming an Intrapreneur. Major approaches to corporate entrepreneurship

**Unit 4:** Starting a new venture and business plan, New ventures marketing strategy, operations, financial management, HRM, Sources of Finance

**Unit 5:** Intellectual Property rights, Community and entrepreneurship. Social determinants of entrepreneurial growth. Classification of entrepreneurs.

**SUGGESTED READINGS:**

1. Dynamics of Entrepreneurial Development and Management by Vasant Desai
2. Entrepreneurship Development Small Business Enterprises by PoornimaCharanthimath
3. Small Scale Industries and Entrepreneurship by Vasant Desai
4. Entrepreneurial Development by S.L. Guota and Arun Mittal
5. Entrepreneurial Development by S S Khanka
6. Business Innovation by Praveen Gupta
7. Launching New Ventures by K. Allen

## Principles of Management, Code: OUE-22

**Course Objectives:** This course is intended to:

- To provide knowledge and ability to manage corporate environments with special reference to the pharmaceutical industries.
- Discuss organizational behavior as well as the roles and responsibilities of management and leadership within healthcare organizations through the macro (organization-wide) and micro (individual and team performance) perspectives.
- Develop effective strategies for motivating employees and managing teams, communicating with employees, developing teamwork, managing change, negotiating, and handling conflicts.

**Learning Outcomes:** Students should, by the end of the course, be able to:

LO1 Identify key concepts, theories, and techniques for analyzing different organizational situations.

LO2 Identify the dynamic nature of the environment in which planning, organizing, controlling, staffing, and decision-making skills are demonstrated and how they assist the organization in achieving its vision and mission.

LO3 Lead the organization to achieve its goals by applying the conceptual frameworks, theories, and techniques introduced.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to Principles of Management:** Definition of management, its nature and purpose. Managing Science or Art? Who Are Managers? Role of managers, Managerial skills and the Organizational Hierarchy.

**Unit 2: Evolution of Management thought:** Schools of Management Thought, Contemporary contributions to management thought: Changing environment of management, Social and ethical responsibilities of the managers. Trends and Challenges of Management in Global

Scenario. Contemporary management Enhancement Systems: Overview of MBO, 5S, 7S, Six Sigma, BPR, Kaizen, JIT etc.

**Unit 3: Planning, Strategizing & Decision Making:** Nature, Types and steps of planning, Importance and Purpose of planning; Strategies, Types of strategies, the strategic planning process, Effective implementation strategies. Understanding Decision Making, Types of decision - Decision Making Process - Rational Decision making – Group Decision Making, Decision Making under different conditions (Certainty, Risks and Uncertainty), the systems approach and decision making, Developing Your Personal Decision-Making Skills

**Unit 4 : Organizing & Leading** - Nature and purpose of organizing, Formal and Informal organization, the structure and process of organizing, the span of management, Types of Departmentalization, Line and Staff authority, Centralization and Decentralization - Delegation of authority, Contemporary Forms of Organizational Structures. Leading People and Organizations: Who Is a Leader? Trait Approaches to Leadership, What Do Leaders Do? Behavioral Approaches to Leadership, What Is the Role of the Context? Contingency Approaches to Leadership, Contemporary Approaches to Leadership, Developing Your Leadership Skills

**Unit 5 : The System and Process of Controlling:** The basic control process, Initial Control Points and Standards, Types of Control, Requirement for effective control; Budgetary and non-budgetary control techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control - Quality Control.

#### **SUGGESTED READINGS:**

1. Bhushan, Y.K., *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
2. Gupta, C.B., *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
3. Heinz Wehrich, and Mark V. Cannice, Harold Koontz, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
4. Radha R Sharma, *Change Management and Organizational Transformation*, 2nd Edition, McGraw Hill, New Delhi, 2012.
5. Ramasamy. T., *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
6. Samuel C. Certo and S. Trevis Certo, *Modern Management*, PHI learning, New Delhi, 2008.
7. Stoner J., *Management*, 6th Ed., New Delhi, Prentice Hall of India, 1996.
8. Williams Chuck, *MGMI, Cengage Learning*, New Delhi, 2013.

#### **Essential of Communication & Personality Development, Code: OUE-23**

#### **Course Objectives:**

1. To study the basic concepts, needs, and importance of business communication
2. To build essential communication skills required in the business.

**Learning Outcomes:** After completing this module the students will be able to:

1. Interpret the concepts of communication; Analyze the need of the communication; Explain the process of the business communication.
2. Write effective business messages, reports, and proposals.
3. Determine the concepts of oral communication; Understand the process of writing and delivering effective oral communication; Learn how to make Oral Communication successful.
4. Implement communication skills for the employment process such as writing a resume, seeking information, interviews etc.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: LSRW in Communication** – Listening – active vs passive (Talk less, listen more); Speaking - Speech vs enunciation (mind your tone); Reading – Focus on the structure not on the theme alone; Writing – Precise, not only précis writing.

**Unit 2: Business Communication: Written Communication** Etiquettes of Business writing, Business letters: Memos, Enquiries, Orders, Sales letters, Notice, Tenders, Applications, Letter of Complaints, E-Mail Etiquettes, Formal & Informal email writing. **Oral Communication:** How to make effective Presentations (Content & Delivery), Constituents of Effective Meetings (Need, Importance & Planning of Meetings, Drafting of notice, Agenda, Minutes & resolutions of Meeting), Effectiveness in Debates and Extempore Speech, Role Play as a tool of learning. Kinesics – Importance of Body Language in Effective Communication

**Unit 3: Employment Communication:** Writing CVs & Application/Covering Letter, Do's and Don'ts in a CV, Effectiveness in Group discussions, How to Face Interviews.

**Unit 4: Introduction to Personality & Personality Development:** Definition of Personality. Determinants of Personality- biological, psychological and socio- cultural factors, Misconceptions and clarifications, what are the basic personality types? Need for personality development.

**Unit 5: Self-Awareness and Self-Motivation:** Introduction to Personality Assessment & Testing tools (MBTI, FIRO-B, 16 PF), Self-analysis through SWOT and Johari window, Personality and Career Choice: Learning about yourself through Matching your career and

personality & why it matters, Elements of motivation, Seven rules of motivation, Techniques and strategies for Self-motivation, Motivation checklist and Goal setting based on principle of SMART, Self-Motivation and life

### **SUGGESTED READINGS:**

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Thill, J. V. & Bovee, G. L. (2016). Excellence in Business Communication 12e. Pearson, New York.
3. Wallace, H.R., Masters, A. (2012) Personality Development for Life and Work 10e, Cengage Learning
4. Ramesh, G. (2013) The ACE of Soft Skills: Attitude, Comm. and Etiquette for Success, Pearson Education.
5. Lewis, H., (2012) Body Language 3<sup>rd</sup> Revised Edition, Sage Publication
6. Mitra, B. (2016) Personality Development, Tata McGraw hill, 2010
7. Bhatti, J.R.(2011) Dynamics of Personality Development and Projection, Pearson Education

## **MBA Public Health Management** Third Semester

### **Occupational Health, Code: MHM-31**

#### **Course Objectives:**

This course addresses the occupational health and safety procedures that are required to address workplace safety and health challenges. Students will apply policies, procedures, standards, and occupational safety and health principles using regulatory standards as a reference. Industry-recognized best practises, the origins of standards, the inspection process and procedures, citations and fines, and policies will all be discussed.

Students will be able to identify and assess workplace occupational safety and health hazards, as well as select effective hazard controls using the hierarchy of controls. Students will also be able to examine the consequences of occupational exposures, injuries and illnesses, fatalities, and incident prevention measures such as the hierarchy of controls, effective safety and health management systems, and task-oriented training.

#### **Learning Outcomes:**

1. Evaluate workplace to determine the existence of occupational safety and health hazards
2. Identify relevant regulatory and national consensus standards along with best practices that are applicable.
3. Select appropriate control methodologies based on the hierarchy of controls
4. Analyze injury and illness data for trends.

5. Maintain thorough safety and health records as required by law and business policy, as well as planning.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Occupational health, Safety and Hygiene :** Understanding occupational health, safety and hygiene, Understanding Occupational Hazards and different types of Occupation Hazards, **Occupational health and the vulnerable (Children, Women, workers of unorganized sector)** Ergonomics

**Unit 2: Occupational health hazards in different settings:** Agriculture, Mining, Hospitals, Textile industry, and Construction industry

**Unit 3: Occupational Health Management:** Understanding principles and applications of safety technology, accident prevention and hazard control in the workplace (Accident analysis, Monitoring of hazards, Reporting and investigation of accidents, Prevention and control of accidents, Ensuring safety measure). Knowledge of organizational structures and the responsibilities of the various levels in organizations in relation to health and safety, with particular emphasis on corporate social responsibility. **Health screening measures** (Stages of medical examination, Occupational history, Pulmonary Function Test (PFT), Noise Induced Hearing Loss (NIHL). Total Quality Management

**Unit 4: Occupational Health Policy and Legislations:** The ILO 2001 Guidelines on occupational safety and health management systems (ILO-OSH 2001), Overview of the existing OHS legislations in India, Present State of OHS legislations in India

**Unit 5: Miscellaneous Acts:** The Employee's State Insurance Act, Child labour (Prohibition and Regulation) Act, the Factories Act, The Mines Act, The Workmen's Compensation Act

**SUGGESTED READINGS:**

Park, K., Park's Textbook of Preventive & Social Medicine, M/S Banarsidas Bhanot Publishers, Jabalpur

## Health Care Promotion & Improvement, Code: MHM-32

### Course Objectives:

The course objective is to explore and understand the theory underpinning health promotion of establishing effectiveness of the intervention. This course undertakes methodological, philosophical, theoretical, ethical and political underpinning of health promotion to enable its students to be effective practitioners. This course guides students to firmly focused in applying the ideas and concepts to practical implementation of health promotion activities.

### Learning Outcomes:

1. Evaluate and quantify the contribution of three main approaches: health care, health promotion, including prevention services, and public police covering a wide variety of social and environmental conditions.
2. Examine the knowledge development of intervention is facilitated by the use of theory, understanding the determinants of health and illness, assessing the needs of the population, understanding the approaches to promoting health and their strengths and weakness, programme planning and rigorous evaluation.
3. Analyse the issue of intervention transfer and in particular generalizability and scale-up of health promotion interventions.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to Health care promotion and groundwork,** Health promotion definition and theories, Developing a programmatic approach to health promotion, Needs assessment, Reviewing the evidence base for health promotion planning, Determinants of health

**Unit 2: Choosing Approaches and Methods for Health care promotion:** Cognitive behavioural approaches to health promotion, Mass media campaigns and Advocacy, Social marketing and social security, food security, Community development and peer education, changing behaviour of individuals, organization and communities

**Unit 3: Delivery and Reflection :**Project planning and budgeting, Application of models of behavioural change, Transfer and scale-up of health promotion interventions, Health public policy and developing health settings, Political and ethical consideration



**Unit 4: Planning for Improvement:** Project planning and budgeting, Evaluating health promotion, Transfer and scale-up of health promotion interventions, Targeting, standards and indicators, implementing healthy public policy through partnerships

**Unit 5: Implementing health Promotion:** Project planning and budgeting, Evaluating health promotion, Risk management, perception and communication in health care, planning a health promotion behaviour, Evidence based health promotion

**SUGGESTED READINGS:**

1. Adams, L., Amos, M., & Munro, J. (2002) *Promoting health. Politics & practice* London: Sage Publications.
2. Bartley, M. (2004) *Health in equality. An introduction to theories, concepts and methods* Oxford: Blackwell Publishing Ltd.
3. Bradshaw, P. & Bradshaw, G. (2004) *Health policy for health care professionals* London: Sage Publications.

**Materials & Equipment Management, Code: MHM-33**

**Course Outcomes:**

To illustrate the role and scope of materials management in organization and to acquaint students with the strategic aspects, structure, and organization of purchasing and to explain the characteristics of a sound purchasing decision which includes quality, quantity, time, source, and price.

**Learning Outcomes:**

To elaborate the key characteristics of specialized purchasing aspects such as negotiation, make or buy, outsourcing, and buy commodities, capital goods, for resale, and finally for government and public service organization.

To teach students the major aspects of inventory control and warehousing to insure a steady supply of materials to meet the needs of the organization.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Introduction:** Historical aspects, Need for inventory management, Scope and importance, Organizational set up of the department. Basic concepts, Registration of firms. Inventory management techniques, ABC, VED, FSN Analysis, EOQ, safety stock, lead-time, and double bin system.

**Unit 2. Equipment Management and maintenance:** Essentials for equipment selection, important factors affecting utilization of equipment, preventive and breakdown maintenance, history sheet, Equipment Audit, uptime and downtime of equipment.

**Unit 3. Purchasing:** Procurement procedures, purchase order contents, types of contract, rules and instructions governing the purchase of items, Purchase, Selection and Audit Committees, performance evaluation of vendors, vendor management, tendering process, vendor rating, supply chain management in state level hospitals and Tamil Nadu Materials Supply Chain(TNMSC)

**Unit 4. Stores Management and documentation:** Functions of hospital stores, Types of hospital stores, Control of stores, Layout design of stores, Problems and issues in Stores management, Codification. Scrap materials, Disposals of surplus, Preventive measures, Condemnation process,

**Unit 5. Role of computers in Materials Management:** Goals of automation in hospital stores, Flow of activities in materials management, Inputs and outputs of the system, online activities, MIS & Materials management system.

#### **SUGGESTED READINGS:**

1. Stanley Hymen: Supplies Management for Health Services:: Croom Helm Ltd London 1979
2. Hospital Material Management: Forms, Checklists and Guide lines: Aspen Publication Group. Mary land.1994

#### **MIS in Health Management, Code: MHM-34**

**Course Objectives:** The objectives of this course are to:

1. To learn IT infrastructure, develop the end-user IT skills
2. Learn various computer applications, databases, and statistical tools applicable in the pharmaceutical management information system.

**Learning Outcomes:** On completion of this course, the students will be able to:

1. Describe IT infrastructures, software and networks.
2. Appraise the concept of a Computer's Input/output devices, the concept of databases, data types, MS Word, MS Excel, MS PowerPoint, array, pointers, string, structures, and files.
3. Evaluate E-business models
4. Implement concepts of Information system for Pharmaceutical Industry.
5. Apply MIS tools in various functions of pharmaceutical organizations.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1:** Concepts of MIS : Definition , Significance of information Process, Role of HMIS in Health care Delivery, HMIS and Quality Management , cost effectiveness, challenges of Information system, Information Systems Security and Control, System Vulnerability and Abuse, Creating a Control environment, Customization, Integration Interfacing , Challenges to Global Information Systems, Information Systems in the Enterprise, Key System Applications in the Organization, Evolution and types of Computer-based information systems, Types of systems , Integrating Functions and Business Processes

**Unit 2:** Overview of Systems Development, System-building Approaches, System Analysis, System Design, System Development Process, Individual Application process, Modular Design Approach, Integrated Design Approach Definition Stage , Installation and operation stage, Prototype approach, Managing Data Resources, The Database Approach to Data Management, DBMS, Systems Software

**Unit 3:** Information flow and Design in HIS, Designing of MIS & Exercise in developing MIS Framework, Indicators, Input and output formats, Data Elements, Indicators and interpretation of data, Understanding of data quality and its determinants, use of information for health planning and monitoring, Information architecture

**Unit 4 :** Framework for MIS- Operational, Managerial and strategic Level, E Health and Telemedicine, Characteristics of Health Information system in public health ,Selection of feasible indicator, characteristics of indicator, standards of performance , standardization of format, collection of data from reporting units, Issues, data management Phase, analysis , ranking , feedback, , NRHM , NFHS , Management Challenges, Different Types of System. HMIS reporting, formats, Data aggregation and data authorization, Data Definition

**Unit 5:** Data for Public Health Management- Sources of Health Information – Census , Registration of Vital Events, SRS, Notification of Diseases, Hospital Records, Disease Registers, Record linkage, Epidemiological surveillance , Environmental health data, Health Manpower data, components of HMIS, Model Registration System ( MRS)., DHIS, MCTS, UID- Aadhar

**SUGGESTED READINGS:**

1. Joseph, M Deluca, with OwenDoyle, AHA (1991): Health Information Systems, An Executive’s Guide for Successful Management.

2. Smith, Jack (2000): Health MIS: A Handbok for decision makers, Open University Press.
3. Murdick, Robert and John, Mumson (1986): MIS Concepts and Design, SECOND EDITION edn. Prentice Hall Intt. Edition.
4. Davis, Gordon and Olson, M (1985): MIS conceptual Foundation, Strategy and Development, Mcgraw Hill, Second edition.
5. Management Information Systems: Laudon and Laudon (Pearson education)
6. Information Technology for Management: Turban, Mc Lean, Wetherbe (John Wiley)
7. Management Information Systems: C.S.V. Murthy (Thomson)

## **Health Service Engineering and Process Management, Code: MHM-35**

### **Learning Objectives:**

The course teaches students how to use business strategy and logistics to generate a competitive advantage for their companies. This course takes an operations management approach to pave the way for healthcare businesses to pursue an operational excellence strategy. The importance and function of business professionals in healthcare will continue to change and improve over time, thus it is essential that healthcare companies' skills and competence improve as well.

### **Learning Outcomes:**

1. This course will assist students and professionals in addressing challenges such as how to enhance the process, save expenses, use technology to reduce costs, and what approaches and tools are available to improve operational performance.
2. Present concepts and practises that many healthcare organisations have yet to adopt in areas where there is a lack of documentation.
3. Students and professionals will be inspired to conduct additional study on understanding operations research in healthcare and applying sophisticated techniques to increase healthcare competitiveness as a result of this course.

### **Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to Service Engineering:** What is Service Engineering? What is Competency? Productivity Maximization. Adapting to change. Aligning Behaviour with Organization Strategies and Values, the need for operations management,

**Unit 2: Developing Service Engineering Models (SEM):** Various models of SEM, Development of SEM framework, Trans-cultural Managerial Competencies, Enhancing Quality and Excellence, profit margins, ROI, ROVA

**Unit 3: Process Engineering and Optimization:** Process maps, strategic choices for operation management tools and techniques, process improvement methodology, improving service quality, Measurements, determinants and process involvement, breakeven analysis, CPM/PERT analysis,

**Unit 4: Optimizing patient and process flow:** Performance Management, de-bottlenecking, forecasting patient demand and volumes, capacity analysis, minimizing wait times, time and motion studies, improving patient flows with tracking systems, business process re-engineering

**Unit 5: Productivity and performance management:** measurement issues and challenges, single vs multiple factors, improving productivity, project management, Process and Documentation process, Behavioral approaches / methodology, Benchmarking, Six-Sigma process model, planning for excellence and validating ROI

Draw: Case in point-one (Case Studies) : Telemedicinal Approaches, Re-Structuring the 'Dead-Wood' – Delhi Heart Hospital, Quality Management System – CSR model, Measurement, Analysis and improvement – Monitoring and Evaluation, Best practices – Live projects.

#### **SUGGESTED READINGS:**

1. Ansoff, Igor (1965). Corporate Strategy, New York: McGraw-Hill.
2. Cooper, Kenneth Carlton (2000). Effective Competency Modeling and Reporting, New York: AMA Publications.
3. Eubanks, J.L., J.B. Marshal and M.P. O'Driscoll (1990). 'A Competency Model for OD Practioners', Training and Development Journal, November, pp. 85-90.
4. Gluck, W.F. and L.R. Jauch (1984). Strategic Management and Business Policy, New York: McGraw-Hill.
5. Hamel, Gary and C.K. Prahalad (1994). Competing for the Future, Boston: Harvard Business School.
6. Hayes, Robert H. (1985). 'Strategic Planning-Forward in Reverse?', Harvard Business Review, November-December, pp.111-19.
7. Hogg, B. (1993). 'European Managerial Competencies', European Business Review, 93(2), pp.21-26.
8. Linkage, Inc. (1997). Introduction to Competency Modeling, Lexington, Mass.: Linkage.

9. McIlvaine, A.R. (1998). 'World Premiere', Human Resource Executive, 19, October, pp. 18-20.
10. Taylor, Frederick W. (1911). Principles of Scientific Management, New York: Harper.

## Health Financing MHS-36

### Course Objectives

After successful completion of the course, students will be able to

1. Enhance the knowledge of various healthcare financing mechanism practiced in under developed, developing and developed countries.
2. Give enough insights to the participants about Indian healthcare financing systems, its challenges and future directions through literature, concepts, cases study discussion etc.

### Learning Outcome:

At the end of this course, the participants will be able to describe a health financing scheme in a structured manner, implement a scheme in their region and will be able to analyse the performance of a scheme and suggest corrections.

### Syllabus:

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Introduction to Health Financing** - The changing world of health care finance, Private health insurance, Social health insurance, Universal health care, health insurance guidelines for unorganized sector.

**Unit 2. Economics of Health Finance** - Economics and health finance, the methods of financing, Supply of health care, Demand-Supply of health financing, Markets and efficiency towards health financing

**Unit 3. Responsiveness of demand to health financing** - Elasticity of demand, Application of elasticity of demand of health policy and financing, Levying taxes to promote to health finance, Risk, uncertainty and challenges, Managing the short-and long-term health care through financing

**Unit 4. Community based health financing (CBHF)/Micro Finance Institutions (MFI)** - Evolution of CBHF/MFI/MI, Operational issues related to CBHF /MFI/MI, Designing operations research project in CBHF /MFI/MI, Systematic analysis of community financing problems, Solution development, solution testing and evaluation, Application of statistics in financing modeling

**Unit 5. Financing and delivery of health care services** - Financing health care in India, Issues in policies and programmes, Role of public private partnership, Counting the costs (cost-benefit analysis/cost-effective analysis), Regulatory mechanism in health financing schemes.

#### **SUGGESTED READINGS:**

1. Healthcare Finance: An Introduction to Accounting and Financial Management, Louis C. Gapenski, 5th Edition, Health Administration Press.
2. Cases in Health Care Finance, Louis C. Gapenski, 4th Edition, Health Administration Press
3. Finkler, S. A. (2009) Financial Management for Public, Health, and Not-for-Profit Organizations (3rd Edition). Upper Saddle River, NJ: Pearson PrenticeHall. ISBN-13: 978-0-13-607073-3/ISBN-10: 0-13-0607073-6

#### **Health Planning, Implementation, Monitoring & Evaluation, Code: MHM-37**

##### **Course Objectives:**

HPIME's main goal is to educate and provide knowledge to students and professionals on how to identify problems and resources, implement solutions, formulate strategies, monitor and evaluate them. PIME, in other words, is a component of a larger community-wide health improvement effort.

##### **Learning Outcomes:**

To identify priority concerns, develop and implement action plans, and establish accountability in order to achieve demonstrable health improvement, as described in the project or programme design.

A community health improvement process can be carried out using a variety of methods and techniques, but community engagement and collaborative participation are vital aspects.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction: Why Planning, Research, Intervention and Monitoring and Evaluation.** Introduction to PIME, Induction of Research into PIME, Three-in-One- Naming the organization, Mission of the Organization, Identifying the Area and theme of the work

**Unit 2: Developing Research Proposal.** Mapping, Review / Assessment from primary and secondary sources, Rationale and Significance, Mission, Vision and Objectives, SWOT / PEST Analysis.

**Unit 3: Project Design and Management.** Problem Analysis, Stakeholder Analysis, Analysis Objectives, Alternative Strategies Analysis, Risk Analysis

**Unit 4: Monitoring and Evaluation. Implementation and Monitoring.** System Approach, PERT Analysis (Operational Planning), Determine the Monitoring Roles and Responsibilities, Developing Indicators, Reporting to Stakeholders. **Evaluation:** Design the Evaluation of the Exercise of the project, using the Evaluation Results – SMART / SPICED analysis

**Unit 5: Management Science and Practice: Impact Analysis: Efficiency and Sustainability Reform Analysis / SWOT Analysis, Data Envelopment Approach, Cost-Benefit Analysis, Results Based Management / Correctional Measures**

**SUGGESTED READINGS:**

1. Sheldon and Frank Baker: Programme Evaluation in the health field, Behavioural Publication
2. Joseph Valades: Monitoring and Evaluation of Social Programme in Developing Countries

**NGO Management, Code: MHM-38**

**Course Objectives:**

Enhance the knowledge of registering an NGO as a legal entity and Different legal options available for registration in India and also Fiscal regime with respect to NGOs in India



## Learning Outcomes:

This module talks about the Legal framework for NGOs in South Asian countries Detailed process of registering an NGO and its sustainability.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Understanding NGOs:** History and Perspectives on NGOs, Perspectives on NGOs and Management, Managing NGO Relations

**Unit 2: Strategies, Structures and Systems:** NGO leadership and Governance, NGO Mission and Strategy, NGO Structures and Systems

**Unit 3: Managing People:** Managing People in NGOs

**Unit 4: Mobilizing and Managing Financial Resources:** Sustainability and Resource Mobilization, Financial Management Information, Foreign funding and FCRA regulations.

**Unit 5: Managing for Effective Impact:** Monitoring and evaluating NGO performance and impact, Managing change and learning, Regulatory Mechanism for NGOs

### SUGGESTED READINGS:

1. Clark, John, 1991 Voluntary Organisations: Their Contribution to Development. London, Earth Scan.
2. Dorothea, Hilhorbt, 2003 The real World of NGOs: Discourses, Diversity and Development. Zed Books Ltd.
3. Drucker, Peter, 1993 Managing the NGO: Principles and Practices, New Delhi: Macmillan Publication.
4. Kandasamy, M., 1998 Governance and Financial Management in Non-Profit Organizations. New Delhi: Caritas India.
5. Kumar, A., 2003 Social Change through NGOs. New Delhi: Anmol Publishers.
6. Lawant, B. T., 1999 NGOs in Development. Jaipur: Rawat Publications.

7. Mukherjee, K. K, and Voluntary Organization: Some Perspectives Mukherjee Sutapa, 1986 Hyderabad: Gandhi Peace Centre.

**MBA Hospital Administration  
Third Semester**

**Organisation and Management of Clinical Services, Code: MHS-31**

**Course Objectives:-**

1. To acquire an understanding of the functions of Management and administration of hospital Management.
2. To integrate the clinical services in hospital and manage the healthcare services.

**Learning Outcomes:**

This subject helps in understanding of the organisation and management of clinical services.  
This paper helps in understanding the ancillary and supportive services in healthcare system.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit1:** Role of Hospital and Hospital Administrator, Hospital as a System.

**Unit2:** Out Patient Department Services (O.P.D), In Patient Department Services.

**Unit 3:** Intensive Care Unit (ICU), Control of Hospital Infection.

**Unit 4:** Progressive Patient Care. Emergency Services and Disaster Management.

**Unit 5:** Operation Theatre Services in Health Care Delivery, Nursing Care and Ward Management.

## SUGGESTED READINGS:

1. Nalini V Dave : Hospital Management: Deep & Deep Publications
2. Joseph Karlton: Hospital Management: Himalaya Publication
3. Francis C.M & Mario.C. D'Souza. Hospital Administration 3rd edition: New Delhi: Jaypee Brothers Medical Publishers Pvt Ltd. 2000.

## Hospital Management, Code: MHS-32

### Course Objectives-

1. To get benefits and learning nuances of Hospital Management from their collective learning experiences.
2. To offer opportunities to develop the ability to think analytically and build capacity for independent learning.

### Learning Outcomes:

1. This paper helps to understand and demonstrate up-to-date knowledge of the hospital management system. It helps to understand practice and skills by the hospital staff. It not only helps to develop critical thinking and creative skills but also analysis and research skills to solve theoretical and real-world problems that occurs in healthcare system.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1. Hospital functions and utilization:** Routine Admission/Discharge Procedures/Discharge Summary. Hospital Utilization indices: Average Length of Stay (ALS), Bed Occupancy Rate, Turn over Interval, Hospital Acquired Infection, Infection control methods

**Unit 2. Daily formats and Reporting systems :** Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department Report, equipment status reports

**Unit 3. Hospital Customer Satisfaction:** Patient care management, patient safety, types of patients, Satisfaction Survey, Internal v/s external customers, Interviews, Questionnaires,

Observations, Group Discussions, Patient Opinion Polls, Report Writing, front office management. Community outreach programs

**Unit 4. Hospital Committees:** Different committees, Role, Composition and frequency of meetings, Minutes of the Meetings, Follow up Actions. Medical audit: - Medical audit process, Constitution of the committee, continued medical education

**Unit 5. Facility Management:** Standard operating procedures of various services, roles and responsibilities of administrator, transport services, laundry services, cssd, pharmacy, drug formulary, blood bank, imaging, laboratory, and engineering. Contractual v/s regular services. Clinical, non-clinical services and super specialty services. IT services.

#### **SUGGESTED READINGS:**

1. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
2. Hospital Services Management – By S.K. Parthasarthi – K.J. Hospital, Madras.
3. R. Liewelyn Davies and H. M. C. Macaulay, Hospital Planning and Administration, Geneva, WHO, 1996.
4. GD Kunders Hospitals: Facilities Planning and Management, Tata McGraw Hill, New Delhi, 2004.

#### **Health Service Engineering and Process Management, Code: MHS-35**

##### **Course Objectives:**

The course teaches students how to use business strategy and logistics to generate a competitive advantage for their companies. This course takes an operations management approach to pave the way for healthcare businesses to pursue an operational excellence strategy. The importance and function of business professionals in healthcare will continue to change and improve over time, thus it is essential that healthcare companies' skills and competence improve as well.

##### **Learning Outcomes:**

1. This course will assist students and professionals in addressing challenges such as how to enhance the process, save expenses, use technology to reduce costs, and what approaches and tools are available to improve operational performance.
2. Present concepts and practises that many healthcare organisations have yet to adopt in areas where there is a lack of documentation.
3. Students and professionals will be inspired to conduct additional study on understanding operations research in healthcare and applying sophisticated techniques to increase healthcare competitiveness as a result of this course.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to Service Engineering:** What is Service Engineering? What is Competency? Productivity Maximization. Adapting to change. Aligning Behaviour with Organization Strategies and Values, the need for operations management,

**Unit 2: Developing Service Engineering Models (SEM):** Various models of SEM, Development of SEM framework, Trans-cultural Managerial Competencies, Enhancing Quality and Excellence, profit margins, ROI, ROVA

**Unit 3: Process Engineering and Optimization:** Process maps, strategic choices for operation management tools and techniques, process improvement methodology, improving service quality, Measurements, determinants and process involvement, breakeven analysis, CPM/PERT analysis,

**Unit 4: Optimizing patient and process flow:** Performance Management, de-bottlenecking, forecasting patient demand and volumes, capacity analysis, minimizing wait times, time and motion studies, improving patient flows with tracking systems, business process re-engineering

**Unit 5: Productivity and performance management:** measurement issues and challenges, single vs multiple factors, improving productivity, project management, Process and Documentation process, Behavioral approaches / methodology, Benchmarking, Six-Sigma process model, planning for excellence and validating ROI

Draw: Case in point-one (Case Studies) : Telemedicinal Approaches, Re-Structuring the ‘Dead-Wood’ – Delhi Heart Hospital, Quality Management System – CSR model, Measurement, Analysis and improvement – Monitoring and Evaluation, Best practices – Live projects.

**SUGGESTED READINGS:**

1. Ansoff, Igor (1965). Corporate Strategy, New York: McGraw-Hill.
2. Cooper, Kenneth Carlton (2000). Effective Competency Modeling and Reporting, New York: AMA Publications.
3. Eubanks, J.L., J.B. Marshal and M.P. O’Driscoll (1990). ‘A Competency Model for OD Practioners’, Training and Development Journal, November, pp. 85-90.
4. Gluck, W.F. and

5. .R. Jauch (1984). Strategic Management and Business Policy, New York: McGraw-Hill.
6. Hamel, Gary and C.K. Prahalad (1994). Competing for the Future, Boston: Harvard Business School.
7. Hayes, Robert H. (1985). 'Strategic Planning-Forward in Reverse?', Harvard Business Review, November-December, pp.111-19.
8. Hogg, B. (1993). 'European Managerial Competencies', European Business Review, 93(2), pp.21-26.
9. Linkage, Inc. (1997). Introduction to Competency Modeling, Lexington, Mass.: Linkage.
10. McIlvaine, A.R. (1998). 'World Premiere', Human Resource Executive, 19, October, pp. 18-20.
11. Taylor, Frederick W. (1911). Principles of Scientific Management, New York: Harper.

### **MBA (PHM) Hospital Facility Planning MHS 37**

#### **Course Objectives:**

The objectives of this course are to deliver an overview of the planning aspects of the hospital with an understanding of the planning of the patient care areas of the hospital. It would also provide adequate understanding on the factors that are to be considered for the construction and functioning of hospital

#### **Learning Outcomes:**

1. To recognize various critical components in planning of the hospital.
2. To understand the role of hospital environment in delivering quality patient care.
3. To understand planning and designing aspects while planning for hospital.
4. To understand the functional requirements of the hospital in delivery of patient care.
5. To recognize the role of hospital administrators in the smooth working of the hospital.

#### **Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

## Strategic Management in Hospital, Code: MHS-38

### Course Objectives

1. Apply general business strategy concepts as they relate to the health care industry.
2. Analyze market opportunities and challenges for purposes of formulating strategies.
3. Operationalize analytical frameworks using strategic decision-making tools to address issues faced by healthcare organizations..
4. Considers various service categories in the internal and external environment that affect market value.

### Learning Outcomes :

1. Critically assess organizational assumptions about uncertainty, threats and opportunities.
2. Creatively strategize small solutions to address healthcare concerns. 6. Develop a robust strategic plan in a healthcare organization using systems thinking and evidence
3. Apply practical news and healthcare knowledge at a macro-level using systems thinking.
4. Use economic, financial and demographic data to make informed managerial decisions.
5. Critically analyze competitors and market situations to create unique opportunities.

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to strategic management** - Organizational mission: Philosophy, policy, vision, values. Importance of Vision and Mission Statement, Characteristics of a Mission Statement, Components of a Mission Statement, Writing and Evaluating Mission Statements. Strategic management process, nature of strategic decisions, organizational Strategies, strategic business units. Strategic objectives, generic corporate strategy alternatives, porter's value chain: concept and applications.

**Unit 2: Internal and External Audit** :The Nature of an External Audit, Economic Forces, Social, Culture, Demographic, and Environmental Forces, Political, Governmental, and Legal

Forces, Technological Forces, Competitive Forces, Competitive Analysis: The Nature of an Internal Audit, Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, Production/Operations, Research and Development, Computer Information Systems, The Internal Factor Evaluation (IFE) Matrix.

**Unit 3: Strategy Review, Evaluation, and Control:** The Nature of Strategy Evaluation, A Strategy-Evaluation Framework, Published Sources of Strategy-Evaluation Information, Strength and weakness analysis, identification of opportunities and threats, critical environmental variable, critical success factor, environmental Scanning. Characteristics of an Effective Evaluation System, Contingency Planning, Auditing, Using- Computers to Evaluate Strategies, Guidelines for Effective Strategic Management.

**Unit 4 : Management Issues:** The Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy, Restructuring, Reengineering, linking Performance and Pay to Strategies . Managing Resistance to Change, Managing the Natural Environment, Creating a Strategy-Supportive Culture, Production/Operations Concerns When Implementing Strategies, Human Resource Concerns When Implementing Strategies.

**Unit 5: Strategy analysis:** Porter’s Five-Forces Model, Sources of External Information, Forecasting Tools and Techniques, The Global Challenge, Industry Analysis: The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM).BCG growth share matrix, GE business portfolio matrix. Introduction to Balance Scorecard. Strategies for low market share firms, for dominant firms, for firms in stagnant industries, contingency planning.

#### **SUGGESTED READINGS:**

1. R. David: Strategic Management, Concepts and Cases, Pearson Education
2. Kenneth A “Andrews Concept of Corporate Strategy”.
3. Jauch and Glueck: “Business Policy and Strategic Management “, McGraw Hill.
4. AzharKazmi: “Business Policy”, Tata McGraw Hill, and New Delhi.

### **MBA Public Health Management Fourth Semester**

#### **Quality Assurance in HealthCare, Code: MHM-41**

#### **Course Objectives:**

Explain the national policy, regulatory, and advocacy pressures to improve patient safety and quality of care and identify organizational structures and processes designed to improve quality and patient safety



## Learning Outcomes:

Describe the role of accountability and how it is used to guide costs, quality and outcomes.

Explain strategies designed to increase the use of evidence-based patient safety interventions.

Analyze the relationship between patient safety organizational culture and communication that influences patient outcomes.

Explain strategies for building a business case for improving safety

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction and Setting Standards** - Quality and Its Needs, Purpose of Quality Assurance, Principles of Quality Management, Definition, Meaning and Measurements of Quality of Health Care, Application and Benefits of Quality Management. **Setting Standards:** Criteria for Setting Standards for Quality of Care, Licensure of Health Care Providers and Agencies, Government Regulation of the Health Care Environment, Relationship to Accreditation Facilities, Interplay between Quality Management and Consumer Needs

**Unit 2: Continuous Quality Improvement** - Quality Vs Total Quality, Difference between Quality, Management and Total Quality Management, Quality Control and Quality Assurance, Continuous Quality Improvement Process, Differences between Traditional Management and Continuous Quality Improvement, Principles and Essentials of Continuous Quality Improvement, Application of Quality Management and CQI to Health Care settings

**Unit 3: Components and Assessment of Quality Improvement Tools** - Need for Quality Assessment, Framework of Quality Assessment, and Methods of Quality Assessment (I. Situational Analysis, ii. Patient Survey, iii. Mystery Client Studies, IV. Focus Group Discussion, v. Patient Flow Analysis, VI. Operational Research), Tools of Quality Improvement, Construction Quality Assessment Tools, Framing the Quality Improvement Flows, Strategic Management towards Quality Improvement process

**Unit 4 : Medical Audit** - Need for Medical Audit, Definition and Measures of Medical Audit, Pre-requisites for Conducting a Medical Audit, Development of Medical Audit for Local Organization, Structuring Data Base for Medical Audit (i. Equipment Audit, ii. Intensive Care Unit Audit, iii. Cost Audit for Operation Theatre, IV. Clinical Audit)

**Unit 5: Costs and Quality in Health Care** - Quality and Community Level Cost Effectiveness, Quality and Cost Recovery, Cost Consequences of Quality improvements, Case Studies on Costs and Quality, Quality of Design and Quality of Implementation

**SUGGESTED READINGS:**

1. Graham, Nancy O. (1990): Quality Assurance in Hospitals, An Aspen Publication. Second Edition.
2. Al-Assaf (2001): Health Care Quality: An International Perspective, WHO.
3. McLaughlin and Kalunzny (1994): Continuous Quality Improvement in Health Care: Theory, Implementation and Applications, An Aspen publication

**International Health, Code: MHM-42**

**Course Objectives:**

This course creates awareness in students about the basic principles of international health, in order to give them a better understanding of the wider context of health systems and public health across various countries.

**Learning Outcomes:**

The course provides an overview of health systems and public policy issues in low and middle-income countries, and covers concepts such as the transition during development, globalization and health, financing and organisation, as well as the role of the private sector, non-government-organisations and international organisations.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1 : Overview of Global Health:** Definition - History- Measures -Disability-adjusted life years-Quality-adjusted life years-Infant and child mortality - Morbidity- Health conditions- Respiratory infections - Diarrheal diseases- Maternal health - HIV/AIDS- Malaria- Nutrition - Violence against women- Chronic disease- Health interventions - Millennium Development Goals

**Unit 2: Agency associated with Global Health (International Health):** World Health Organization (WHO) — UNICEF - World Food Programme - World Bank

**Unit 3: Health Human Resources (Health Workforce)** - Global situation - Health workforce research - Health workforce policy and planning -Global Code of Practice on the International Recruitment of Health Personnel

**Unit 4: Analysing Maternal Health:** Determinants - Poverty/access to healthcare - HIV/AIDS - Maternal weight - Oral health - Effects on child health and development - Prenatal health - Childbirth -Postpartum period - Long-term effects for the mother - Global Situation - Proposed solutions

**Unit 5: Diseases:** HIV/AIDS — Tuberculosis — Malaria — Malnutrition — Global Mental Health

### **SUGGESTED READINGS:**

1. Park, K., Park's Textbook of Preventive and Social Medicine, M/s Banarsidas Bhanot Publishers, Jabalpur
2. Walshe, K., Smith, J., Healthcare Management, Tata McGraw-Hill Education Private Limited, New Delhi, 2010

### **Health Care Evaluation & Policy Analysis, Code: MHM-43**

#### **Course Objectives:**

Healthcare policy analysis is a multidisciplinary approach to public policy that seeks to explain how institutions, interests, and ideas interact during the policymaking process.

This course is useful for students and professionals in defining and outlining a proposed policy's aims, as well as discovering similarities and variations in expected outcomes and estimated costs across competing policies.

This course will aid students and professionals in identifying present or looming problems, developing solutions, and evaluating alternative options. Students and professionals may seek to determine the causes of a problem once it has been identified. They can then assess how different policy ideas and proposals might affect the problem and make recommendations for remedies. This category encompasses the majority of initiatives aimed at reducing inequity and poverty.

#### **Learning Outcomes:**

Students will learn how to conduct policy analysis, assessment, and research into the creation, adoption, and implementation of a concept or course of action to address economic, social, or other public health concerns.

It can assist explain why some health issues get political attention while others don't, for example, by identifying which stakeholders are likely to favour or oppose policy improvements and why.

Students and professionals will be able to (1) create the agenda, (2) formulate the agenda, (3) adopt the agenda, (4) implement and administer the agenda, and (5) evaluate the agenda after completing the course.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Health care and Evaluation** - Introduction to Evaluation, Introduction to economic evaluation, Efficiency and Economic Valuation, The role of decision – analysis in evaluation, framing an economic evaluation

**Unit 2: Measuring and Valuing Consequences** - Measuring Diseases, Approaches to measuring health and life, Measuring health status and health related quality of life, Cost and valuation of health services and non-health resources, Measuring and valuing consequences

**Unit 3: Measuring Cost and Evaluating effectiveness** - Value changes in health and non-health consequences, Association and causality, Issues concerning equity in the valuation outcomes, Comparing study designs and cost-effectiveness, Measuring and Evaluating Humanity

**Unit 4: Evaluating Equity and Interpreting the evidence** - Defining and evaluating equity, Interpreting incremental cost-effectiveness ratio, Basic sensitivity analysis, Probabilistic sensitivity analysis, Markov modelling and economic evaluation

**Unit 5: Appraising the quality and policy analysis** - Guidelines for policy analysis, Critical appraisal of policy evaluation, Use of economic evaluation in practice and policy, Critique of economic evaluation and policy analysis

**SUGGESTED READINGS:**

1. Julia F and John C. (eds.). 2007. Economic Evaluation. Tata McGraw Hill Edition. New York/New Delhi.
2. Sarah S, Don S, Rosalin R and Baranaby R. 2005. Health Care Evaluation. Tata McGraw Hill Edition. New York/New Delhi.

## Safe Medical Practices and Managed Care, Code: MHS-42

### Course Objectives :

Explain the national policy, regulatory, and advocacy pressures to improve patient safety and quality of care.

Identify organizational structures and processes designed to improve quality and patient safety  
Describe the role of accountability and how it is used to guide costs, quality and outcomes.

### Learning Outcomes:

Explain strategies designed to increase the use of evidence-based patient safety interventions.

Analyze the relationship between patient safety organizational culture and communication that influences patient outcomes and Explain strategies for building a business case for improving safety

### Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
CO2	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
CO3	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
CO4	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
CO5	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1 : PATIENT SAFETY :** Introduction – IPSGs (International Patient Safety Goals), Patient Identification – Importance, Principles, Barriers, Solutions, Effective communication - Importance, Principles, Barriers, Solutions, Medication Management - Importance, Principles, Barriers, Solutions, Safe surgery - Importance, Principles, Barriers, Solutions

**Unit 2:** Hospital Acquired Infection, Hospice.

**Unit 3:** Innovation and Newer Trends in Health Care, Telemedicine, E- Health

**Unit 4:** Management Information Systems, Medical Tourism

**Unit5:** Green Buildings, Integrated buildings, Energy Management & Audit, Redevelopment, retrofitting and disruptive management

### SUGGESTED READINGS:

1. Medical Tourism in Developing Countries by Milica Zarkovic Bookman (Author) Karla R. Bookman Publisher:- Palgrave Macmillan.

2. Social and Preventive Medicine by K.Park.
3. The New Net Zero by William Maclay.
4. Management Information System by Sadagopan S (Author).

### **MBA (PHM) Support Services in Hospitals MHS-43**

#### **Course Objectives**

The objective of this course is to provide an outline of support services of the hospital. The course would also expose the students on the role of hospital support services in providing quality patient care

#### **Learning Outcomes**

1. To understand about various support services of the hospital.
2. To understand and describe the role of support services in delivering quality patient care.
3. To understand planning and designing considerations while planning for support services.
4. To understand the functional requirements of individual departments.

#### **Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

#### **Open University Electives**

(For MBA PHM & PM 4<sup>th</sup>Sem)

#### **Health Policy & Planning, Code: OUE-43**

##### **Course Objectives:**

- 1.To understand and discuss the policy process for improving the health status of populations.
2. To understand the meaning of "equitable and effective health care."
3. To evaluate policies for their impact on public health and health equity.
- 4.To understand and describe different channels and technologies for the communication of health policy and management issues.

5.To understand the importance of stakeholders, coalitions, and partnerships in improving public health outcomes.

**Learning Outcomes:** On completion of this course, the students will be able to:

1. Define "health policy."; define "management" as it applies to healthcare.; explain the importance of healthcare management.
2. Reflect on how the steps of the policy-making process help in improving the health status of populations.
3. Assess the population needs, assets, and capacities that affect communities' health.
4. Discuss implementing health and social policies and plans that help guarantee the right to equitable and effective health care and policies enabling environments favorable to health.
5. Demonstrate the ability to communicate health policy and management issues effectively, using appropriate channels and technologies.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction to the policy process** - The political and health sector reform, planning the process, Selecting and defining a policy, Equity as health objectives

**Unit 2: Stakeholders Analysis** - Identifying key stakeholders, adapting the tools for analysis, Collecting and collating the information, analysing the stakeholders' perspectives

**Unit 3: Advocacy** - Developing an advocacy strategy, Understanding the political decision-making process, Set advocacy objectives, Identify and analyse audiences, Selecting and implementing advocacy activities, Evaluate and adjust strategy

**Unit 4: Conflict Negotiations**- Understanding conflict, developing effective interpersonal communication skills, managing the negotiation process, Process and the results of the effective conflict negotiation

**Unit 5: Strategic Management**- Facets of strategic management, Strategic management of one stage of the policy process, five facets of strategic management, Strategic planning and strategic management, Monitoring and evaluating the progress

## **SUGGESTED READINGS:**

1. Lousie, C White. Managing Policy Reform in the LDCs Boulder. Clorado. Lynne Reinner Publishers, 1990.
2. Nutt. PC and Backoff. RW. A strategic Management Process for Public and Third Sector Organizations. Journal of the American Planning Association. 1987. 53. Pp44-57
3. Fisher. Joseph, and Marshall S P. 1984. Working through Conflict. A Communication Perspective. Gleniview IT. Scott Foresman.

## **Environment and Disaster Management, Code: OUE-41**

### **Course Objectives:**

- 1.To provide an integrated scientific and human perspective to studying the causes and effects associated with particular environmental hazards, together with the underlying principles of disaster management;
- 2.To develop students' ability to study the natural and human systems in an integrated way, providing a holistic approach to disaster risk reduction;
- 3.To enable students to acquire the scientific vocabulary, knowledge and technical skills required to embark on a career as scientist specialising in the management of environmental hazards and disasters in the academic or non-academic arenas;
- 4.To develop students' problem solving and other Key Skills and empower them for career development and independent learning.
5. To increase the knowledge and understanding of the disaster phenomenon, its different contextual aspects, impacts and public health consequences.
6. To ensure skills and abilities to analyse potential effects of disasters and of the strategies and methods to deliver public health response to avert these effects.

**Learning Outcomes:** On completion of this course, the students will be able to:

1. Identify, describe and discuss the physical and environmental systems of the Earth from macro to micro scales.
2. Identify, describe and discuss the causes of primary and secondary impacts associated with particular natural environmental hazards
3. Describe and discuss the various components of the disaster cycle and how these interrelate
4. Identify, discuss and evaluate the inter-relating factors between the human and physical environments that result in vulnerability to natural environmental processes



5. Outline, discuss and evaluate approaches to hazard, risk and vulnerability assessment
6. Evaluate the various methods used to manage environmental hazards and disasters
7. Identify the moral, ethical, legal and safety issues and discuss the need for professional codes of practice relating to scientific investigations.
8. Evaluate primary and secondary physical, geological, environmental and socio-economic data relating to environmental hazards in order to formulate and test hypotheses
9. Construct reasoned arguments using appropriate supporting evidence
10. Plan, conduct and report on an independent research project.
11. Integrate knowledge and to analyse, evaluate and manage the different public health aspects of disaster events at a local and global levels, even when limited information is available.
12. Work theoretically and practically in the processes of disaster management (disaster risk reduction, response, and recovery) and relate their interconnections, particularly in the field of the Public Health aspects of the disasters.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Syllabus:**

**Unit 1: Introduction to Disaster and Disaster Management:** - Disaster definition, types, their variation, causal factors, disaster management concept, Disaster Management cycle and developmental considerations. Disaster response: Role of central, State, Local administration, Role of armed forces, Police and organization, Role of Multiple stakeholders.

**Unit 2: Disaster Response, Preparedness and Mitigation:** - Concept and nature, Disaster impact and Response, search, rescue and first aid, field care, triage, tagging, relief phase, prevention, Preparedness and mitigation of disaster.

**Unit 3: Natural Disasters and Management:** - Understanding, types, Coping with Tsunami and floods, Earthquake Mitigation, disaster Medicine.

**Unit 4: Man-Made Disasters and Management:** - Understanding, types, coping with Man-made disasters, Rehabilitation, Reconstruction and Recovery.

**Unit 5 : Disaster management policy Concept and significance of disaster management policy:-** Policy development, option approaches in disaster management, Essential components, formation execution of disaster management policy, Response essential component, Disaster response plan, community participation and activation of emergency preparedness plan, need and damage assessment.

**SUGGESTED READINGS:**

1. Disaster Health Management: A Primer for students and Practitioners by Fitzgerald.
2. Hand book of Disaster Policies and Institutes: Improving Emergency Management and climate change Adaptation by Hand Meraj.
3. H.P. Gupta, Disaster Management, University Press, 2003.
4. Mutchopadhyaya, A.K., 2005, Crisis and disaster management: tuber lance and aftermath, Newage International Publications, New Delhi.
5. Disaster Response by Pampelfr.
6. Text Book of Social and Preventive Medicine, K.Park, 2015.

**Corporate Governance & Strategic CSR, Code: OUE-42**

**Course Objectives:**

- 1.To provide students with a comprehensive description and analysis of the legal framework to discuss corporate governance and CSR issues.
2. To have a critical understanding of the fundamental questions currently debated in corporate law and governance.
- 3.To have an understanding of the state of the art of the CSR debate and of its main problems
- 4.To get a picture of the regulatory framework in the field and its evolutions
5. To develop the capacity to critically analyse the relevant legal rules.

**Learning Outcomes:** On completion of this course, the students will be able to:

- 1.Describe, classify, structure, and combine the concepts, theories and methods involved with Corporate Governance and Social Responsibility. –
2. Identify relevant Corporate Governance issues within the firm and what - YOU as a future manager may face in business-.
3. Apply the concepts, theories, methods of the course to concrete cases and examples. –
4. Analyze and synthesize concrete problems within current management theories and be able to make a constructive critic of them.
- 5.Explain the importance, scope and functions of Corporate social responsibility towards the Society
- 6..Explain the Importance of internal and external stakeholders and their role in effectively implementing CSR

- 7.Explain the opportunities available at the Bottom of Pyramid in given sector
- 8.Explain the need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development
- 9.Demonstrate the impact of stakeholders on any organization using Power- Importance Grid of Stakeholders Analysis
- 10.Explain three dimensions of sustainable development i.e. Environment, Economic and Social
- 11.Prepare Triple bottom line report, CSR reports, ESG reports
- 12.Explain the Difference between Governance and Management
- 13.Apply the stakeholder theory. Friedman’s theory of CSR
14. Develop the reflexive capabilities of students, working to help develop the students; 1) systems thinking 2) critical thinking and 3) ethical thinking.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Introduction of Corporate Governance** - Defining Corporate Governance. Issues, Need of Corporate Governance Code. Models & Theories of Corporate Governance. Corporate Governance and Integrity, Ethical Behaviour, Disclosure, Transparency and the Role and Responsibilities of the Board. Corporate’s Responsibility and Accountability to Its Board of Directors, Shareholders and other Stakeholders

**Unit 2: Corporate Governance in the Global Context** - Corporate Governance System Worldwide, World Bank on Corporate Governance, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA). McKinsey Survey on CG. Corporate Governance failures with examples (Enron, WorldCom, Satyam Computer, etc.)

**Unit 3: Corporate Governance in the Indian Context** - Development and critical appraisal of corporate governance in India (Indian Committees and guidelines). Indian model of

Corporate Governance. Regulatory Frame of CG in India (Companies Act 2013, SEBI Clause 49, etc.). Corporate Disclosure and Investor Protection in India

**Unit 4: Corporate Social Responsibility** - Concept, scope and importance. Sociology of economics: Business – Society interface. (As per Companies Act 2013) Social Responsibility of Corporates, Corporate Social Reporting. Steps to attain CSR. Global Practices: International Standards and Codes. Prestigious awards for CSR

**Unit 5: Strategic Corporate Social Responsibility** - Merging CSR into Business Strategy, Advantages of Strategic CSR. Corporate Social Marketing and Promotion. CSR and Employee Engagement. Best practices of CSR in India & Abroad. Future of CSR in India.

#### **SUGGESTED READINGS:**

1. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
2. Business Ethics & Corporate Governance, by A.C. Fernando
3. Corporate Social Responsibility *Doing the Most Good for Your Company and Your Cause* By PHILIP KOTLER and NANCY LEE
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
6. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. Department of Commerce, University of Delhi 16
7. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
8. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

#### **Advance Marketing Research & Data Analytics, Code: OUE-44**

**Course Objectives:** This course will help students to

1. Understand and focus on the more technical components of marketing research analysis and reporting.
2. Cover a number of aspects of quantitative market research such as advanced questionnaire design skills, other research methods and more advanced statistical analysis of marketing research data (including many multivariate methods).
3. Gain practical experience with the entire marketing research process through applied assignments

4. Approach marketing issues analytically; make marketing decisions driven by quantitative evidence

5. Understand quantitative techniques enforced through hands-on data analysis and case-based learning.

**Learning Outcomes:** On completion of this course, the students will be able to:

1. Plan and undertake qualitative or quantitative Market Research and demonstrate the ability to appropriately analyze data to resolve marketing issues.

2. Be able to assess market research for quality and relevance; Critically analyze market research methods and understand their strengths and weaknesses.

3. Identify and describe the principal steps involved in the marketing research process. Recognize the differences in scale types, and describe the principles of data transformation.

4. Implement the application of multivariate techniques used in modern marketing practice. Topics to be drawn from: analysis of variance; regression analysis; discriminant analysis; correlation analysis; factor analysis; cluster analysis; confirmatory factor analysis; conjoint analysis.

5. Demonstrate an understanding of the role and process of research in making marketing decisions. Implement marketing research that fits into the broader strategic planning process, with reference to existing theories, concepts and models from within the program

6. Apply skills and techniques in designing data collection instruments including surveys. Apply skills in collecting and coding primary data.

7. Analyze marketing research information and critically evaluate marketing reports to guide managerial decisions. Apply both qualitative and quantitative marketing-research tools, including the use of SPSS for data analysis.

8. Communicate marketing research results in both oral and written form. Integrate knowledge, skills, and techniques of marketing research in a marketing research project.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)  
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
<b>CO1</b>	-	1	-	1	1	1	-	1	-	2	3	2	2	1	3
<b>CO2</b>	1	-	1	-	3	-	-	-	1	-	1	2	2	2	3
<b>CO3</b>	1	-	-	2	-	1	-	1	-	3	1	2	1	1	3
<b>CO4</b>	1	1	2	1	1	-	1	-	1	3	3	1	-	-	3
<b>CO5</b>	-	-	-	-	1	-	1	-	1	1	2	2	1	1	3

**Unit 1: Nature and scope of marketing research.** Consumer market research and industrial market research; cost and value of marketing information; marketing research process- problem formulation and research design, qualitative research design; source of marketing information and data collection; sources of error in information from respondents; sampling procedures in marketing research; Tools of measurement and methods of analysis; Questionnaire Design and construction, Reliability and validity of measures, types of measurement Scales: (Nominal Scale, ordinal Scale, Interval Scale, and Ratio Scale). Administration of surveys and planning data analysis in SPSS, hypothesis testing and t- tests; simple tabulations and cross tabulations; application of Chi-square analysis. Market research problem analysis. Using ANOVA for testing of hypotheses with experimental designs; experiments with variations in marketing mix variables and its effects; applications of ANOVA in marketing research; worked examples in SPSS.

**Unit 2: Sales forecasts and budget decisions:** Use of correlation to explain association for interval scaled or metric variables; use of regression analysis to explain causation and predicting the value of dependent variable based on independent variable; significance of regression model, F-test, t- test and use of R square as a measure of explained variation; worked examples to show applications using software package SPSS. **Data reduction technique and questionnaire development decisions:** Factor analysis as a technique for data reduction or for combining item variables; tests for sampling adequacy, differentiate between factors and original variables; concept of factor extraction and factor rotation; use of eigenvalues for determining number of factors; factor loadings to identify and interpret factors; worked examples of factor analysis using SPSS, for use by marketers.

**Unit 3 : Market Segmentation decisions :** Cluster analysis as a technique for combining similar objects, customers- segmentation applications of target customer; hierarchical and non-hierarchical clustering methods; methods to determine number of clusters in a dataset; interpretation to name the clusters; worked examples in SPSS to demonstrate usefulness in marketing. **Brand and Product line decisions :** Conjoint analysis as a technique for analysing consumer utility levels for specific product/ brand attributes of product offering; trade-off between various attributes values in consumer decision making; its applications in predicting market- share and customer response to changes in marketing elements; practical use of conjoint analysis through worked example on SPSS. **Complex marketing models:** Test of complex relationships and hypothesis simultaneously; through structural equation modeling; confirmatory factor analysis and path analysis; applications in marketing research and worked examples using AMOS.

**Unit 4 : Qualitative Research Primary data:** qualitative versus quantitative research; Rationale for using qualitative research; Qualitative Research approaches: Phenomenology, Grounded Theory, Ethnographic research; Classification of qualitative research procedures, Focus group interviews, Depth interviews, Content analysis; Projective techniques.

**Unit 5: Data Analytics:** Big data Analysis; Customer Relationship Management and marketing research; Market Intelligence and data base research. Various case examples with data application and analysis will be done.

#### **SUGGESTED READINGS:**

1. Malhotra, Naresh K. and Dash, Satyabhushan , “Marketing Research: An applied orientation”, 6e,2010, Pearson education.

2. Nargundkar, Rajendra, “Marketing research: Text and Cases”, 3e, 2008, Tata McGraw Hill.
3. Tull, D.S. and Hawkins, D.I., “Marketing Research: Measurement and Methods”. 6e, 1993, Prentice Hall of India.
4. Aaker, D, Kumar, V, Day, George, “Marketing Research”. 8e. 2003, Wiley.
5. Smith, S, and Albua, G., “Fundamentals of Marketing Research”. 1e, 2004, Sage publications.
6. Belk, Russell W., “Handbook of Qualitative research in Marketing”,2006, EdmindEigar Publishing Ltd, MA, USA
7. Chawla, D. and Sondhi, N., “ Research Methodology: Concepts and Cases”, 2011, Vikas Publishing House
8. PurbaHalady Rao, “Business Analytics- an application focus”, Prentice Hall of India.
9. Uwe Flick, “Introduction to Qualitative research”. Sage publications.