REGULATIONS AND CURRICULUM GOVERNING

Bachelor of Hospital Administration (BHA) Program

Implemented in Academic Year 2016-17

Revised in 2021

Amended up to 2025

Name of the Constituent Unit: Department of Hospital Administration



YENEPOYA
(DEEMED TO BE UNIVERSITY)

Deralakatte, Mangalore, Karnataka.

NOTIFICATION FROM THE UNIVERSITY

Sl. No.	ACM with date	BOM/BOS with date	Decisions/Approvals
1.	51 ACM 16-05-2023	62BOM 14-06-2023	Approval for the regulations and the curriculum of Programs offered under the Faculty of Commerce and Management
2.	44 ACM 05-10-2021	55 BOM 05-10-2021	Proposal for implement NEP Regulations 2020 in BHA Program
3.	32 ACM 11-08-2018		Amendment in the syllabus of BHA (Bachelor of Hospital Administration) course
4.	23 ACM 28-03-2016		Starting of Bachelor's Degree in Hospital Administration (BHA)

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1. Preamble

In today's dynamic healthcare landscape, a degree in hospital administration is a transformative journey, providing essential skills for impactful leadership. Hospital administrators play a crucial role in strategic planning, resource allocation, and decision-making to optimize healthcare delivery. With a focus on healthcare operations, financial management, and compliance with regulations, administrators navigate the complexities of hospitals.

Quality and patient safety are paramount, and administrators are instrumental in implementing initiatives to ensure compliance and foster a culture of safety. A hospital administration education also equips individuals with a deep understanding of health policy, regulations, and emerging technologies in healthcare.

This interdisciplinary field requires collaboration with diverse healthcare professionals, emphasizing effective teamwork and communication skills. Enrolling in a hospital administration program goes beyond academic pursuits. It equips individuals to take on leadership responsibilities, enhance operational efficiency, and uphold the utmost standards of quality and patient safety within healthcare organizations.

The undergraduate program, Bachelors of Hospital Administration, aligns with the National Education Policy (NEP) 2020. Guided by the UGC's "Curriculum and Credit Framework for Undergraduate Programmes (CCFUP)," by incorporating a flexible choice-based credit system, a multidisciplinary approach, and multiple entry and exit options, effective from the academic year 2023-2024.

2. Definitions

2.1 Academic Year: Two consecutive (one odd + one even) semesters constitute one academic year.

2.2 Semester System, Choice-Based Credit System:

The semester system accelerates the teaching-learning process. The credit-based semester system provides flexibility in designing the curriculum and assigning credits based on the course content and hours of teaching. The choice-based credit system provides a cafeteria-type approach in which the students can take courses of their choice, undergo additional courses acquire more than the required credits, and adopt an interdisciplinary approach to learning.

An Academic year shall consist of two semesters;

Odd Semester 1st,3rd ,5th	August/September to December/January
Even semester 2nd, 4th ,6th	January/February to June/July

2.3 Course: Usually referred to, as 'papers' is a component of a programme. A course shall comprise of lectures/ tutorials/practicals/fieldwork/ outreach activities/project work/vocation training/viva/seminars/term papers/assignments/presentations/self-study etc. or a combination of some of these. Courses are of the following types: Core, Ability Enhancement, Skill enhancement, Multidisciplinary Elective, Value added course and Internship

2.4 Credits: Credit defines the quantum of contents/syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus, normally in each of the courses, credits will be assigned based on the number of lectures/tutorial practical training and other forms of learning required, to complete the course contents in a minimum of 15-week schedule. All courses need not carry the same credits.

	Lecture **L**	**Tutorial** **T**	**Practical** **P**	**Field Work** **Practice**
1 Credit	1 Hour	1 Hour	2 Hours	3-5 Hours

2.4.1 Credit hours for different types of courses

Each course may have only a lecture component or a lecture and tutorial component or a lecture and practicum component or a lecture, tutorial, and practicum component, or only practicum component. For example, a three-credit lecture course in a semester means three one-hour lectures per week with each one-hour lecture counted as one credit. In a semester of 15 weeks' duration, a three-credit lecture course is equivalent to 45 hours of teaching.

One credit for tutorial work means one hour of engagement per week. In a semester of 15 weeks duration, a one-credit tutorial in a course is equivalent to 15 hours of engagement.

A one-credit course in practicum or lab work, community engagement and services, and fieldwork in a semester mean two hours of engagement per week. In a semester of 15 weeks duration, a one-credit practicum in a course is equivalent to 30 hours of engagement.

A one-credit of Seminar or Internship or Studio activities or Field practice/projects or Community engagement and service means two-hour engagements per week. Accordingly, in a semester of 15 weeks duration, one credit in these courses is equivalent to 30 hours of engagement.

A course can have a combination of lecture credits, tutorial credits, and practicum credits. For example, a 4–credit course with three credits assigned for lectures and one credit for practicum shall have three 1-hour lectures per week and one 2-hour duration field-based learning/project or lab work, or workshop activities per week. In a semester of 15 weeks duration, a 4-credit course is equivalent to 45 hours of lectures and 30 hours of practicum. Similarly, a 4 –credit course with 3- credits assigned for lectures and one credit for tutorial shall have three 1-hour lectures per week and one 1-hour tutorial per week. In a semester of 15 weeks duration, a four-credit course is equivalent to 45 hours of lectures and 15 hours of tutorials.

Experiential learning credit is equal to 3-hour duration per week. For example, 1 credit for experiential learning will mean 45 hours of learning.

- The credits assigned to the course is indicated as L:T:P (Theory/Practical/Project or Experiential) format. For example, for a 4 credit course format could be: 4:0:0 or 1:2:1 or 3:1:0 or 0:0:4etc.

2.5 Programme: An educational programme leading to the award of a degree, diploma or certificate.

The following types of courses/activities constitute the programmes of study. Each of them will require a specific number of hours of teaching/guidance and

laboratory/studio/workshop activities, field-based learning/projects, internships, and community engagement and service

• **Lecture courses:** Courses involving lectures relating to a field or discipline by an expert or qualified personnel in a field of learning, work/vocation, or professional practice.

• **Tutorial courses:** Courses involving problem-solving and discussions relating to a field or discipline under the guidance of qualified personnel in a field of learning, work/vocation, or professional practice.

• **Practicum or Laboratory work:** A course requiring students to participate in a project or practical or lab activity that applies previously learned/studied principles/theory related to the chosen field of learning, work/vocation, or professional practice under the supervision of an expert or qualified individual in the field of learning, work/vocation or professional practice.

• **Seminar:** A course requiring students to participate in structured discussion/conversation or debate focused on assigned tasks/readings, current or historical events, or shared experiences guided or led by an expert or qualified personnel in a field of learning, work/vocation, or professional practice.

• **Internship:** A course requiring students to participate in a professional activity or work experience, or cooperative education activity with an entity external to the education institution, normally under the supervision of an expert of the given external entity. A key aspect of the internship is induction into actual work situations. Internships involve working with local industry, government or private organizations, business organizations, artists, crafts persons, and similar entities to provide opportunities for students to actively engage in on-site experiential learning.

• **Studio activities:** Studio activities involve the engagement of students in creative or artistic activities. Every student is engaged in performing a creative activity to obtain a specific outcome. Studio-based activities involve visual- or aesthetic-focused experiential work.

• **Field practice/projects:** Courses requiring students to participate in field-based learning/projects generally under the supervision of an expert of the given external entity.

• **Community engagement and service:** Courses requiring students to participate in field-based learning/projects generally under the supervision of an expert of the given external entity. The curricular component of 'community engagement and service' will involve activities that would expose students to the socio-economic issues in society so that the theoretical learnings can be supplemented by actual life experiences to generate solutions to real-life problems.

- **Experiential learning activities:** Field project work / Day-out learning activities etc are considered as experiential activities.

2.6 Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.

2.7 Credit Point: It is the product of grade point and number of credits for a course.

2.8 Letter Grade: It is an Index of the performance of students in a set course. Grades are denoted by letters: **O, A+, A, B+, B, C, P, F, Ab.**

2.9 Cumulative Grade Point Average (CGPA): It is a measure of the overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all semesters. It is expressed up to two decimal places.

2.10 Semester Grade Point Average (SGPA): It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

2.11 Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits grade

secured) along with the SGPA of that semester.

2.12 Academic Bank Account: means an individual account with the Academic Bank of Credits opened and operated by a student, to which all academic credits earned by the Student from course(s) of study are deposited, recognized, maintained, accumulated, transferred, validated or redeemed for the purposes of the award of degree/diploma/certificates etc. by an awarding institution.

2.13 Academic Bank of Credits: means an academic service mechanism as a digital or virtual or online entity established by the Commission with the approval of the Central Government, to facilitate students to become its academic account holders, thereby paving the way for seamless student mobility between or within degree-granting Higher Educational Institutions through a formal system of credit recognition, credit accumulation, credit transfers and credit redemption to promote distributed and flexible teaching-learning

2.14 Credit-accumulation: means the facility created by Academic Bank of Credits in the Academic Bank Account opened by students to transfer and consolidate the credits earned by them by undergoing Courses

2.15 Credit-redemption: means the process of commuting the accrued credits in the Academic Bank Account of the students maintained in ABC for the purpose of fulfilling the credits requirements for the award of Degrees or Diplomas or Certificates or Course work for Ph.D. programme etc., by the registered degree-awarding Higher Educational Institutions

2.16 Credit-transfer: Means the mechanism by which the Registered Higher Educational Institutions are able to receive or provide prescribed credits to individual Academic Bank Accounts in adherence to the University Grants Commission credit norms for the ‘course/s’ undertaken by students enrolled in any Registered Higher

Education Institution within India.

3. Eligibility for admission

To be eligible for admission in the Bachelor of Hospital Administration, a candidate should have obtained:

A two-year Pre-University examination or its equivalent as recognized by the University with any principle subject of study. (OR) Pre-degree course from a recognized University/Board (two years after ten years of schooling) with any principal subject of study. (OR) the equivalent stage of education corresponding to Level 4.

Candidate needs to secure a minimum of 40% marks in 10+2 (SC/ST/OBC minimum 35% marks)

4. Duration of the program

The duration of the BHA programme is 3 years or 6 semesters. Each semester comprises a minimum of 15 weeks with a minimum of 90 actual working days of instruction. On successful completion of 130 credits, the student will be awarded a Bachelor's Degree in Hospital Administration.

5. Maximum period for completion of the program

A candidate shall complete six-semester (Three-year) programme within Six years from the date of admission. Hence, the maximum period for completion of the programme is six years.

6. Objectives/Outcomes of the program (Knowledge/Skill/Attitude/Communication)

Upon completion of the Bachelor of Hospital Administration programme, the student will:

PO 1: Understand the structure and functions of healthcare organizations, including hospitals, clinics, and other healthcare facilities. (K)

PO 2: Develop an understanding of the healthcare industry, including its history, current challenges, and future trends. (K)

PO 3: Develop skills in managing healthcare facilities, including financial management, human resources, and quality management. (S)

PO 4: Develop skills in healthcare leadership and decision-making. (S, A)

PO 5: Understand healthcare laws and regulations, including healthcare policy, healthcare ethics, and healthcare compliance. (K)

PO 6: Understand healthcare technology and information management, including electronic health records (EHRs), healthcare information systems (HIS), and healthcare data analytics. (K, C)

PO 7: Develop skills in healthcare marketing, including patient relations and healthcare communication. (S, C, A)

PO 8: Develop skills in healthcare project management and healthcare innovation. (S)

PO 9: Demonstrate practical application of theoretical knowledge in a real-world healthcare setting. (K,S)

Program structure

	Broad category of course	**Hours / Credits**	**Course (Title)**
1.	**Discipline Specific Courses (CC)**		
a)	**Theory**	**I Semester**	
		60 Hours / 4 Credits	Principles of Management
		60 Hours / 4 Credits	Organizational Behaviour
		60 Hours / 4 Credits	Hospital services - Part 1
		60 Hours / 4 Credits	Hospital and Health System
		II Semester	
		60 Hours / 4 Credits	Marketing management
		60 Hours / 4 Credits	Human Resource Management
		60 Hours / 4 Credits	Fundamentals of Accounting

	Broad category of course	Hours / Credits	Course (Title)
		60 Hours / 4 Credits	Epidemiology & Public Health Administration
		III Semester	
		60 Hours / 4 Credits	Cost and Management Accounting
		60 Hours / 4 Credits	Material Planning & Management
		60 Hours / 4 Credits	Strategic Management
		60 Hours / 4 Credits	Hospital Services - Part 2
		IV Semester	
		60 Hours / 4 Credits	Operations Research
		60 Hours / 4 Credits	Project Management
		60 Hours / 4 Credits	Managerial Economics
		60 Hours / 4 Credits	Hospital Information System
		V Semester	
		60 Hours / 4 Credits	Financial Management
		60 Hours / 4 Credits	Hospital Planning
		60 Hours / 4 Credits	Hospital Hazards & Disaster Management
		60 Hours / 4 Credits	Hospital Services - Part 3
		VI Semester	
		60 Hours / 4 Credits	Healthcare Laws & Ethics
		60 Hours / 4 Credits	Health Economics
		60 Hours / 4 Credits	Quality in Healthcare
b)	**Practical (SEC)***	-	-
c)	**Skill Enhancement Course**	**III Semester**	
		30 Hours / 2 Credits	Communication Skill
		IV Semester	
		30 Hours / 2 Credits	Leadership &Managerial Skills
		V Semester	
		30 Hours / 2 Credits	Universal Human Values
		VI Semester	

	Broad category of course	Hours / Credits	Course (Title)
		30 Hours / 2 Credits	Professional skills
d)	**Simulation-based (SEC)***	-	-
2.	Curriculum Enrichment Courses		
a)	**Field Visit**	-	-
b)	**Community Posting**	-	-
c)	**Industry / Clinical Internship**	**V Semester**	
		120 Hours/3 Credits	Internship I
		VI Semester	
		180 Hours / 4 Credits	Internship II
d)	**Research Project**	-	-
3.	Electives		
a)	**Discipline-Specific Electives**	-	-
b)	**Interdisciplinary Courses**	**II Semester**	
		45 Hours / 3 Credits per year	(Coursera/Swayam/NSS/Red Cross)
		IV Semester	
		45 Hours / 3 Credits per year	(Coursera/Swayam/NSS/Red Cross)
		IV Semester	
		45 Hours / 3 Credits per year	(Coursera/Swayam/NSS/Red Cross)
c)	**Ability Enhancement Courses** • ***Soft skills development*** • ***Language and communication skill development***	**I Semester**	
		60 Hours / 4 Credits	English/Kannada/Hindi
		II Semester	
		60 Hours / 4 Credits	

	Broad category of course	Hours / Credits	Course (Title)
	• ***Analytical skill development*** • ***Personality and professional development*** • ***Employability skill development***		English/Kannada/Hindi
d)	**Value Added Courses**	**II Semester**	
		30 Hours / 2 Credits	Human Rights & Gender Equity
		II Semester	
		30 Hours / 2 Credits	Constitution of India
		III Semester	
		30 Hours / 2 Credits	Environmental Studies
	Total	130 Credits	

7. Attendance

• Each course (theory, practical, etc.) shall be treated as an independent unit for the purpose of attendance. Candidates having minimum 75% attendance in each of the Courses can only qualify to appear for the Semester End Examination. The Candidates with less than 75% of attendance shall be required to repeat that Course by attending the semester.

• There shall be no provision for condonation of shortage of attendance.

• The HOD/Programme Coordinator through the Dean of Faculties shall announce the names of the candidates who will not be eligible to take the Semester End- Examinations (SEE) in the various courses and send a copy of the same to the Controller of Examinations (COE) Office. Registrations of such candidates for those courses shall be treated as cancelled.

8. Teaching - Learning methods course-wise

Teaching - Learning Method	Courses
Experiential Learning	• Epidemiology & Public Health Administration • Hospital Planning • Hospital Hazards And Disaster Management • Hospital Services-3
Field Visit	• Epidemiology & Public Health Administration • Hospital Hazards And Disaster Management
Participatory Learning	• Organisational Behaviour • Hospital And Health System • Marketing Management • Epidemiology & Public Health Administration • Material Planning & Management • Strategic Management • Hospital Services-2 • Operations Research • Project Management • Managerial Economics • Hospital Planning • Hospital Hazards And Disaster Management • Hospital Services-3
Problem-Solving Methodologies	• Fundamentals Of Accounting • Epidemiology & Public Health Administration • Cost And Management Accounting • Material Planning & Management

Teaching - Learning Method	Courses
	• Operations Research • Managerial Economics • Financial Management • Healthcare Laws And Ethics • Health Economics • Quality In Healthcare
Self-Directed Learning	• Principles Of Management • Hospital Services - Part 1 • Human Rights & Gender Equity • English • Hospital Planning
Discussion	• Organisational Behaviour • Marketing Management • Human Resource Management • Material Planning & Management • Project Management • Managerial Economics • Healthcare Laws And Ethics
Role-Play	• Material Planning & Management • Hospital Services-2 • Financial Management
Team-Work	• Principles Of Management • Organisational Behaviour • Marketing Management
Case Studies	• Fundamentals Of Accounting • Material Planning & Management • Financial Management • Healthcare Laws And Ethics

Teaching - Learning Method	Courses
Debates	• Healthcare Laws And Ethics
Quiz	• Organisational Behaviour • Hospital Services - Part 1

9. Scheme of Examination

A variety of assessment methods shall be adopted as per the specific learning outcomes required for each course. Emphasis shall be given for continuous internal assessment (CIA) followed by Semester End University Examination, wherever required

- Evaluation of a course shall be done based on continuous internal assessment (CIA) mode followed by Semester End University Examination (SEE) for each core, SEC, AEC & VAC. The evaluation of the Multidisciplinary elective offered by Yenepoya (Deemed to be University) shall be done based on formative assessment.
- The components of CIA (Continuous Internal Assessment) may include sessional tests, seminars, assignments/ Social involvement, and other activities as determined by the respective specialty.
- The marks for CIA shall be 50% and SEE shall be 50%.
- No candidate shall be declared to have passed the Semester Examination unless he/she obtains not less than 40% marks in the Continuous Internal Assessment and Semester End Examination.
- There shall be examinations at the end of each semester ordinarily during February/March for odd semesters and during August/September for even semesters.
- The SEE duration shall be 60 minutes for 25 marks paper and 120 minutes for 50 marks paper.

The various formative assessment methods include:

- The oral and written examinations (Scheduled and surprise tests),
- Closed-book and open-book tests,
- Problem-solving exercises,

- Practical assignments/reports,
- Observation of practical skills,
- Individual and group project reports,
- Efficient delivery using seminar presentations,
- Viva voce interviews.

The computerized adaptive testing, literature surveys and evaluations, peers and self-assessment, outputs from individual and collaborative work are also other important approaches for assessment purposes.

9.1 Examination Structure

The examination structure shall vary depending on the course, however, broadly divided as follows;

Examination/Assessment	**All Courses (Except MEC/SEC/VAC) Marks**	**MEC/VAC Marks**
Continuous Internal Assessment (CIA)*	50 Marks	25 Marks
Semester End Examination (SEE)	50 Marks	25 Marks
Total	100 Marks	50 Marks

9.2 Parameters for CIA

Parameters for the Assessment	**All Courses (Except MEC/SEC/VAC) Marks**	**MEC /VAC Marks**
Continuous and Comprehensive Assessment (CCA)*	25 Marks	13 Marks
Internal Assessment Test (IAT)*	20 Marks	10 Marks
Class Participation*	5 Marks	2 Marks
Total	50 Marks	25 Marks

- **SEC will be assessed through Continuous and Comprehensive Assessments throughout the semester (50 Marks).**
- **VAC Group 3 (Environmental Studies) will be assessed through Continuous and Comprehensive Assessments throughout the semester**

(50 Marks).

- **MEC (NSS and Youth Red Cross) will be assessed through Continuous and Comprehensive Assessment throughout the semester (50 Marks).**

***Continuous & Comprehensive Assessment (CCA)**

The CCA will carry a maximum of 25% weightage (25 marks) of total marks of a course. Before the start of the academic session in each semester, a faculty member should choose for his/her course, a minimum of four of the assessment methods (given in table below).

CCA will be carried out based on the structured rubrics. The rubrics may be changed from time to time based on the new methods of Pedagogy and assessment.

9.3 Internal Assessment Test (IAT)

Internal Assessments for each course and details for each test are notified well in advance. IAT consists of the following:

Two Internal Assessments Test:		
	All Courses (Except MEC/SEC/VAC) Marks	**MEC/VAC Marks**
I Internal Examination	10 Marks	5 Marks
II Internal Examination	10 Marks	5 Marks
Total	20 Marks	10 Marks

The IAT will carry a maximum of 20% weightage (20 marks) of total marks of a course, under this component, two tests will have to be conducted in a semester and marks of both IAT is to be scaled down to 20 marks. Standard format is enclosed below.

Attendance in %	**Marks**
Up to 74. 99	0 Marks
75 – 79.99	1 Marks
80 – 84.99	2 Marks
85 – 89.99	3 Marks
90 – 94.99	4 Marks
95 and Above	5 Marks

*Class Participation

9.4 Examination Scheme / Assessment

9.4.1 Question Pattern for the **Internal Assessment Test for all the core courses** will be as below:

Section A	Objective Questions 5 Questions x 1 mark each	5 Marks
Section B	Analytical Questions/Illustrations/ 2 Questions x 5 marksCase studies/essay type questions Each	10 Marks
Section C	Analytical Questions/Illustrations/ 1 Question x 15 marksCase studies/essay type questions Each	15 Marks
	Total	**30 Marks**

9.4.2 The Question Paper Pattern for the **Internal Assessment Test for all the MEC & VAC** will be as below attached in the annexure

Section A	Objective Questions 5 Questions x 1 mark each	5 Marks
Section B	Analytical Questions/Illustrations/ 3 Questions x 5 marksCase studies/essay type questions Each	15 Marks
	Total	**20 Marks**

9.4.3 Practical examination

SI.NO	**Components**	**Marks**
1	Spotters	10
2	Multiple choice questions	20
3	Viva Voce	20
Total Marks		50

Particulars of practical, viva-voce

- Practical examination will be aimed at the examination of the administrative skills and competence of the candidates for undertaking independent work as an administrator.
- Viva Voce examination shall aim at assessing the depth of knowledge, logical reasoning, confidence & oral communication skills

10. Eligibility to appear for University Examination

- Candidates having a minimum 75% attendance in each of the Courses can only qualify to appear for the Semester End Examination. The Candidates with less than 75% of attendance shall be required to repeat that Course by attending the semester
- Candidates having a minimum of 40% IA marks in each course can appear for Semester-End Examinations

11. Criteria for passing

a. A candidate shall be declared to have passed the UG programme if he/she secures at least a CGPA of 5.0 (Course Alpha-Sign Grade P) in the aggregate of both Internal Continuous Assessment and Semester End Examination.

b. The results of the candidates who have passed the sixth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completing all the lower-semester examinations.

12. Grading and Classification

The results of successful candidates at the end of each semester shall be declared in terms of Grade Point Average (GPA) and Alpha-Sign Grade. The results at the end of the sixth semester shall be classified on the basis of the Cumulative Grade Point Average (CGPA) obtained in all six semesters and the corresponding overall alpha sign grade

a. Letter Grades and Grade Points

- The Semester Grade Point Average (SGPA) is computed from the grades as a measure

of the student's performance in a given semester. The SGPA is based on the grades of the current term, while the Cumulative GPA (CGPA) is based on the grades in all courses taken after joining the programme of study.

- The University may also mention marks obtained in each course and a weighted average of marks based on marks obtained in all the semesters taken together for the benefit of students.
- The Deemed-to-be University would be following the absolute grading system, where the marks are compounded to grades based on pre-determined class intervals.
- The UGC recommended 10-point grading system with the following letter grades are given below

Letter Grade	Grade Point
O (outstanding)	**10**
A+ (Excellent)	**9**
A (Very good)	**8**
B+ (Good)	**7**
B (Above average)	**6**
C (Average)	**5**
P (Pass)	**4**
F (Fail)	**0**
Ab (Absent)	**0**

*A student obtaining a Grade F/ Ab shall be considered failed and will be required to reappear in the semester-end examination.

b. Computation of SGPA and CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

The SGPA is the ratio of the sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

SGPA (Si) = $\sum$(Ci x Gi) / $\sum$Ci

Where Ci is the number of credits of the ith course and Gi is the grade point scored by the student in the ith course

Example for Computation of SGPA

Semester	Course	Credit	Letter Grade	Grade point	Credit Point (Credit x Grade)
I	Course 1	3	A	8	**3 X 8 = 24**
I	Course 2	4	B+	7	**4 X 7 = 28**
I	Course 3	3	B	6	**3 X 6 = 18**
I	Course 4	3	O	10	**3 X 10 = 30**
I	Course 5	3	C	5	**3 X 5 = 15**
I	Course 6	4	B	6	**4 X 6 = 24**
		20			**139**
	SGPA				**139/20=6.95**

The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

CGPA = ∑(Ci x Si) / ∑ Ci

where Si is the SGPA of the ith semester and Ci is the total number of credits in that semester.

Example for Computation of CGPA

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
Credit: 21 SGPA:6 .9	**Credit: 22 SGPA:7.8**	**Credit:25 SGPA:5.6**	**Credit: 26 SGPA:6.0**	**Credit: 26 SGPA: 6.3**	**Credit 25 SGPA 8.0**

CGPA**= 6.73** (21 x 6.9 + 22 x 7.8 + 25 x 5.6 + 26 x 6.0 + 26 x 6.3 + 25 x 8.0)/145

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Transcript (Format): Based on the above recommendations on Letter grades, grade points and SGPA and CCPA, the University may issue the transcript for each semester and a consolidated transcript indicating the performance in all semesters.

Note: Students who have already enrolled and are pursuing the UG programme as per Choice Based Credit System (CBCS) are eligible to pursue a 4-year undergraduate programme.

Note: Candidates who wish to acquire an honors degree can register for BHA (Honors).

13. Logbook/Portfolio

- **Academic Logbook**

  Candidate shall maintain a semester-wise academic logbook to document all the academic, extracurricular, and co-curricular activities for the semester
- **Internship Logbook**

  Candidate shall maintain an internship logbook in the V and VI semesters to document the internship activities
  - **Academic Portfolio** will be maintained by each candidate for the three-year BHA programme

14. Any other information

14.1 Exit Options

14.1.1. Exit Option with Certificate in Hospital Administration: If a candidate exits from the program at the end of the first academic year, fulfilling all the exit requirements

14.1.2. Exit Option with Diploma in Hospital Administration: If a candidate exits from the program at the end of the second academic year, fulfilling all the exit requirements

14.1.3 Exit Option with Bachelor of Hospital Administration: If a candidate exits from the program at the end of the three academic year, fulfilling all the exit requirements

14.2 BHA Honors

The program also offers the 4th year of BHA honors semester 7 and semester 8 with the following options

- BHA Honors with Coursework+ Internship
- BHA Honors with Research
- BHA Honors with coursework+ Research

14.3 Progression Criteria

- The students are allowed to carry over any number of courses till sixth semester. But a student is eligible to appear for the end-semester exam of the sixth semester if he/she has cleared all the courses, both Core, AEC, SEC & VAC of first, second, third & fourth semesters. If a student has any pending courses in the first to fourth semesters, he/she is not eligible to appear for the semester-end exam of the sixth semester. However, fifth-semester courses are allowed to club with the sixth-semester end examination. But, all the Core, AEC, SEC & VAC of the first to fourth semester should be completed to be eligible for the 6th end semester examination.
- A fail in any one Course will mean the candidate has to reappear for the exam in that Course only.

  A candidate who passes the semester examinations in parts is eligible for only a CGPA and letter grade, but not for an award/medal from the University.

14.4 Re-Entry after Break of the study:

a) Candidates admitted to a program abstaining for more than 3 months must seek readmission into the appropriate semester.

b) The candidate shall follow the syllabus in vogue (currently approved/is being followed) for the program.

c) All re-admissions of candidates are subject to the approval of the University.

14.5 Eligibility for the award of a degree

On successful completion of all the courses (Core, AEC, SEC, VAC & ME) of three Academic years comprising Six semesters with a total of 130 credits) to be eligible for a Bachelor's Degree in Hospital Administration

15. Syllabus / Course contents

I SEMESTER

PRINCIPLES OF MANAGEMENT

Course type: CC **Course code: NBHA101**

Credits: 4 **Duration: 60 hours**

- **Course Outcomes**

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

CO 1: Understand the concepts related to managing business.

CO 2: Demonstrate the roles, skills and functions of management.

CO 3: Understand the complexities associated with the management of human resources in hospitals

CO 4: Understand the current issues that have implications in Hospital administration

- **Course Content**.

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	10	**Introduction to Management**				Didactic Lecture/Self directed learn	20%
		1.1. Classical school- Scientific Management- Administrative management- Bureaucracy	✓				
		1.2. Behavioral school- Human relation approach- Behavioral science approach	✓				

		1.3. Modern School- Quantitative approach- systems approach- contingency approach- Social system approach	✓				
		1.4. **Management** – Definition, Nature & Scope	✓				
		1.5. Functions of management	✓				
		1.6. Managerial roles & skills	✓				
		1.7. Management as a Science and art		✓			
		1.8. Difference between management & administration		✓			
II	12	**Planning and decis making**				Didactic Lecture/Self directed learn	20%
		2.1. **Planning**- Meaning, Nature, importance and purpose of planning	✓				
		2.2. Planning process	✓				
		2.3. Objectives	✓				

		2.4. Planning Premises		✓			
		2.5. Types of plans	✓				
		2.6.Definition of decision making	✓				
		2.7. Importance of decision making	✓				
		2.8. Types of decision	✓				
		2.9. Process of decision making	✓				
III	08	**Organizing**				Didactic Lecture/Self directed learn	20%
		3.1. **Organizing**: Meaning and importance	✓				
		3.2. Nature and purpose of organization		✓			
		3.3. Principles of organization- Chain of command -Span of control- Delegation- Centralization & Decentralization	✓				
		3.4. **Organization structure** - Types of structure	✓				

		3.5. Line and staff relationships	✓				
		3.6. Committees	✓				
		3.7. MBO and MBE	✓				
IV	14	**Staffing**				Didactic Lect Discussion/ Group activity	20%
		4.1. Nature and importance of Staffing	✓				
		4.2. Steps in Staffing	✓				
		4.3. Manpower planning- manpower planning process	✓				
		4.4. Recruitment - Sources of recruitment	✓				
		4.5. Selection- Process of selection		✓			
		4.6. Training & development - Types of training & development- Training process	✓				
		4.7. Employee remuneration- Types	✓				
		4.8. Performance appraisal- Methods of performance appraisal	✓				

		4.9. Promotion & Transfer -Principles & Purpose- types	✓				
		4.10. Human resource audit.		✓			
V	16	**Directing and Controlling**				Didactic Lect Discussion/ Group activity	20%
		5.1. Directing - Meaning and definition	✓				
		5.2. Features of directing	✓				
		5.3. Importance of directing		✓			
		ou5.4. Principles of directing	✓				
		5.5. Elements of directing	✓				
		5.6. Communication - Meaning and importance – Principles and Practices	✓				
		5.7. Coordination meaning and importance	✓				
		5.8. Controlling- Meaning and	✓				

		definition and importance					
		5.9. Controlling process	✓				
		5.10. Types of control- Feedforward control- Concurrent control- Feedback Control	✓				

BOOKS FOR REFERENCE:

1. Rao V S P- Management- Text & Cases, Excel Books, New Delhi.
2. Heinz Weinrich & Harold Koontz- Essentials of Management-Tata McGraw Hill New Delhi.
3. Prasad L M – Principles and Practice of Management – Sultan Chand & Sons, New Delhi.
4. Gupta CB. Management Principles and Practice Sultanchand& Sons; New Delhi, 2012.

ORGANISATIONAL BEHAVIOUR

Course type: CC **Course code: NBHA102**

Credits: 4 **Duration: 60 hours**

- **Course Outcomes**

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

CO 1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO 2: Demonstrate the applicability of analyzing the complexities associated with the management of individual behavior in the organization.

CO 3: Demonstrate how organizational behavior can be integrated in understanding the motivation behind the behavior of people and groups in the organization

CO 4: Demonstrate the characteristics of an effective leader

CO 5: Analyse the complexities associated with the development of organizational change.

- **Course Content**.

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
I	06	**Introduction** **1.1.** Meaning of an organization	✓			Didactic lecture/	15%
		1.2. Definition, nature, elements and scope of organizati	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		onal behaviour				Group activity/ Assignment	
		1.3. Models of organizational behaviour	✓				
		1.4. Contributions of other disciplines to organizational behaviour		✓			
		1.5. Challenges faced by organizations	✓				
II	**12**	**Personality & Perception** **2.1.** Definition of Personality	✓				
		2.2. Determinants of Personality - Biological factors - Cultural factors	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		- family and Social Factors - Situational factors				Didactic lecture/ Participatory learning/ MCQ	20%
		2.3. Big Five Traits of Personality	✓				
		2.4. Personality attributes influencing organizational behaviour	✓				
		2.5 Perception - Meaning &Need	✓				
		2.6 Perceptual Process		✓			
		2.7 Factors influencing perception	✓				
		2.8 Common errors in perception.	✓				
		Motivation & Leadership	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		3.1. Motivation - Meaning & Nature				Didactic lecture/ Participatory learning/ MCQs/ Short cases to discuss	25%
		3.2. Motivation process		✓			
		3.3. Theories of Motivation (Maslow's Need Hierarchy theory – Herzberg's Two Factor Theory - McGregor Theory X & Theory Y)	✓				
		3.4. Financial & Non-Financial Incentives	✓				
		3.5. Organisational Reward Systems and	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
III	**12**	Job Enrichment					
		3.6 Leadership-Definition	✓				
		3.7. Formal and Informal Leadership Characteristics		✓			
		3.8. Leadership Styles - Autocratic / Dictatorial - Democratic / Participative, Free reign/ Laissez-faire	✓				
		Attitudes and Learning **4.1**. Attitudes, Meaning & Characteristics of Attitudes **4.2.** Components of Attitude	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
IV	14	**4.3.** Attitude and Behaviour		✓		Didactic lecture/ Participatory learning/ MCQs/	20%
		4.4. Attitude Formation and Measurement of Attitudes	✓				
		4.5. Learning and Behaviour modification	✓				
		4.6. Principles of learning		✓			
		4.7 Classical & Operant Conditioning Theories	✓				
		4.8. Observational learning and Cognitive Learning Theories	✓				
		4.9. Organisational Behaviour Modification (OB MOD) and	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Steps in OB MOD					
V	16	**Group Dynamics and Organizational Change** **5.1.** Group Dynamics, its Meaning & Types of Group	✓			Didactic lecture/ Participatory learning/ MCQs /Assignments	20%
		5.2. Group Size and functions of small groups		✓			
		5.3. Process of group development	✓				
		5.4. Group Norms		✓			
		5.5. Group Cohesiveness and Group Think	✓				
		5.6. Organizational Change - Meaning - Nature of work change	✓				
		5.7. Types of change and Factors	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		influencing change					
		5.8. Change process	✓				
		5.9. Resistance to change & overcoming resistance	✓				
		5.10. Organizational Development & different techniques		✓			

BOOKS FOR REFERENCE

1. Robbins S, Judge T. Essentials of organizational behavior: Global edition. Harlow (United Kingdom): Pearson; 2022.

2. Luthans F, Luthans BC, Luthans KW. Organizational Behavior: An Evidence-Based Approach. 14th ed. India: Information Age Publishing; 2020.

3. Aswathappa K, Reddy GS. Organisational behaviour. Mumbai: Himalaya Publishing House; 2009.

4. Rao, V. S. P. Organisational Behaviour. India: EXCEL Books; 2017

HOSPITAL SERVICES - PART 1

Course type: Core **Course code: NBHA103**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO 1: To compare and contrast hospital services with services of other industries

CO 2: To identify the various services provided at a hospital

CO 3: To describe the objectives, functions, and importance of clinical and non-clinical services

- **Course Content**

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
I	7	**Introduction to Hospital Services** 1.1 Definition of service and types of service sectors, healthcare service industry.	✓			Didactic lecture	10%
		1.2 Difference in hospital operations from other service and manufacturing organizations.		✓			
		1.3 Definition of the term Hospital Service and types of hospital services	✓				
		1.4 Service characteristics of a hospital.	✓				

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
II	15	**Ambulatory patient services & In-Patient Service Definition, objectives, functions, importance and medical terminologies used in** 2.1 Front office	✓			Didactic lecture Self directed learning, quiz, MCQs	25%
		2.2 Out Patient Services	✓				
		2.3 Day care services	✓				
		2.4 Physiotherapy services & Occupational therapy unit	✓				
		2.5 Accident and emergency services	✓				
		2.6 Nursing service and ward management- medical and surgical services	✓				
		2.7 Intensive Care Unit	✓				
		2.8 Operation theatre	✓				
		2.9 Burns unit		✓			
III	15	**Specialty Services** **Definition, objectives, function, importance and medical terminologies used in**	✓			Didactic lecture, Self directed	20%

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		3.1 Obstetrics and Gynaecology, Paediatrics				learning ,Quizz, MCQs	
		3.2Otorhinolaryngology, Ophthalmology	✓				
		3.3 Dermatology, Orthopaedics	✓				
		3.4 Dental		✓			
		3.5 Psychiatry	✓				
		3.6 Anaesthesia	✓				
		3.7 Nephrology- Dialysis Unit, Urology	✓				
		3.8Cardiology, Neurology, Oncology	✓				
		3.9Plastic surgery, Transplantation Services, Endocrinology, Neonatology	✓				
IV	15	**Support Services** **Definition, objectives, functions,** **importance and medical terminologies used in** 4.1 Diagnostic-Radiology & Imaging Services	✓			Didactic lecture, Self directed learning, Quizz,	25%

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		4.2 Hospital Laboratory, Blood Bank & Transfusion Services	✓			MCQs	
		4.3 Ambulance Services	✓				
		4.4 Pharmacy	✓				
		4.5 CSSD	✓				
		4.6 Dietary Service	✓				
		4.7 Hospital Laundry and Linen	✓				
		4.8 Hospital Administration	✓				
		4.9 Security services	✓				
V	8	**Utility Services** **Definition, objectives, functions and importance of** 5.1 Housekeeping				Didactic lecture And Self directed learning	20%
		5.2 Hospital Engineering and Maintenance	✓				
		5.3 Biomedical Department	✓				
		5.4 Central Stores and Purchase Department	✓				
		5.5 Medical Records Department	✓				
		5.6 Mortuary	✓				

BOOKS FOR REFERENCE

1. Goel SL, Kumar R, editors. Management of hospitals: Hospital administration in the 21st century. Deep & Deep Publications; 2002.
2. Goel SL, Kumar R. Hospital core services. Deep & Deep Publications; 2002.
3. Goel SL, Kumar R. Hospital support services. Deep & Deep Publications; 2002.
4. Joshi DC, Joshi M. Hospital Administration. Jaypee Bros. Medical Publishers; 2009.
5. Sakharkar BM. Principles of hospital administration and planning. Jaypee Brothers Medical Publishers; 2009.
6. Srinivasan AV, editor. Managing a modern hospital. SAGE Publications India; 2008 Jun
7. Tabish SA. Hospital and health services administration: principles and practice. Oxford University Press, USA; 2001.

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HOSPITAL AND HEALTH SYSTEM

Course type: Core **Course code: NBHA104**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO 1: To list the determinants and indicators relating to health.

CO 2: To list the types of hospitals and their functioning

CO 3: To enlist the recommendations of health committees in India.

CO 4: To analyze various components of healthcare delivery system in India.

CO 5: To discuss the factors that help in National Health Development

Course Content:

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	12	**Introduction to Health and Health System** 1.1. Definition and meaning of Health & Concept of Health	✓			Didactic lectures and Participatory learning	**20%**
		1.2. Holistic approach to health	✓				
		1.3 Basic information relating to health		✓			
		1.4. Responsibility for Health	✓				
		1.5. Levels of Healthcare in India	✓				
		1.6. Health & Development	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.7. Healthcare Infrastructure in India	✓				
		1.8. Organization of Healthcare system in India-relationship between Union, State and District Level			✓		
II	12	**History & Evolution of Hospitals** 2.1. Definition and meaning of hospital	✓			Didactic lectures and Participatory learning	15%
		2.2. Historical development of hospitals	✓				
		2.3. Growth of hospital in India			✓		
		2.4. Classification of Hospitals in India	✓				
		2.5. Growth of Hospitals in the International Scenario		✓			
		2.6. Changing concept of hospitals - The modern hospital	✓				
		2.7. Present status of hospitals in India	✓				
III	12	**Health Planning** 3.1. Health committees and their recommendations	✓			Didactic lectures and	20%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.2. Health plan outlays during 1951 till date	✓			Participatory learning	
		3.3. National Health Budget - Its purpose, types & practices in Indian context	✓				
IV	12	**Hospital as a Social System** 4.1. Hospital viewed as a system	✓			Didactic lectures and Participatory learning	25%
		4.2. Role of Hospitals	✓				
		4.3. Hospital Viewed as a Social system	✓				
		4.4. Peculiarities of hospital systems		✓			
		4.5. Benefits to the Health Care systems		✓			
		4.6 Overview of Health Care delivery system	✓				
		4.7 Role of hospitals in Primary health Care	✓				
		4.8. Administration of rural hospitals	✓				
V	12	**Overview of Health System** 5.1. Health manpower planning & distribution	✓			Lecture	20%
		5.2. Economics of Health manpower planning	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		5.3. Evaluating health Systems & Health Program in India.	✓				
		5.4. Managerial process in National Health Development			✓		
		5.5. Cost benefits analysis in health field.		✓			

BOOKS FOR REFERENCE

1. Park, K. Park's Textbook of Preventive and Social Medicine. India: Bhanot Publishers; 2017
2. Goel SL, Kumar R, editors. Management of hospitals: Hospital administration in the 21st century. Deep & Deep Publications; 2002.
3. The Evolution of International Health System, Cumper G.E, OUP New York, 1991

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HUMAN RIGHTS & GENDER EQUITY

Course type: VAC **Course code: NBHA105**

Credits: 02 **Duration: 30 hours**

- **Course Outcomes:**

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

CO 1: Explain the rights of a citizen and various policies of gender equality

CO 2: Explain the relevance of human rights system

CO 3: Describe the concepts of women's status in India

Course Content:

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	08	**Understanding Social Inequality** 1.1Caste, Gender, Ethnicity and Class as distinct categories and their interconnection.	✓			Didactic lectures and Self-directed learning	30%
		1.2 Globalisation and its impact on workers, peasants, dalits, adivasis and women.	✓				
II	12	**Human Rights** 2.1Various Meanings UN Declarations and Covenants Human Rights and Citizenship Rights.	✓			Didactic lectures and Self directed learning	40%
		2.2 Human Rights and the Indian Constitution.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		2.3 Human Rights, Laws and Institutions in India	✓				
		2.4 The role of the National Human Rights Commission.	✓				
		2.5 Human Rights of Marginalised Groups: Dalits, Adivasis, Women, Minorities and Unorganized Workers.	✓				
		2.6 The Consumer Protection Act and grievance redressal mechanisms	✓				
		2.7 Human Rights Movement in India.		✓			
		2.4. Classification of Hospitals in India	✓				
III	10	**Gender** 3.1 Analysing Structures of Patriarchy Gender, Culture and Economic Development	✓			Didactic lectures and Self-directed learning	30%
		3.2 The issue of Women's Political Participation and Representation in India		✓			
		3.3 Laws, Institutions and Women's Rights in India	✓				
		3.4 Women's Movements in India.		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		5.2. Economics of Health manpower planning	✓				
		5.3. Evaluating health Systems & Health Program in India.	✓				
		5.4. Managerial process in National Health Development			✓		
		5.5. Cost benefits analysis in health field.		✓			

BOOKS FOR REFERENCE

1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
2. Gadgil, M., N Guha, R.1993. This Fissured Land an Ecological History of India. Univ. Of California Press.
3. Gleeson, B. and Low, N. (eds.) 1999.Global Ethics and Environment, London,Routledge.
4. Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security.Stockholm Env. Institute, Oxford Univ. Press.
5. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology.Sunderland Sinauer Associates, 2006.
6. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 33936---37.
7. McNeill, John R. 2000. Something New Under the Sun An Environmental History of the Twentieth Century.
8. Odum, E.P., Odum, H.T.& Andrews, J. 1971.Fundamentals of Ecology. Philadelphia Saunders.
9. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. AcademicPress.
10. Rao, M.N.& Datta, A.K. 1987. Waste Water Treatment. Oxford and IBH Publishing Co. Pvt. Ltd.

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ENGLISH

Course type: AEC **Course code: NBHA106A**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO 1: To improve the English language proficiency of the students, by developing theirreading, comprehending, writing, listening and speaking skills

CO 2: To provide them competence and expertise to answer various Competitive Exams.

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	20	**Prose** 1.1 Professions for Women: Virginia Woolf	✓			Didactic lectures, audio-lingual method, structural approach, self directed learning	35%
		1.2 A Cup of tea: Katherine Mansfield	✓				
		1.3 Refugee: Pear S Buck	✓				
		1.4 Self-made Men: Stephen Leacock	✓				
II	20	**Poetry** 2.1 The Road Not Taken: Robert Frost	✓			Didactic lectures and self-directed learning	35%
		2.2 The Raven: Edgar Alan Poe	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		2.3 Do not go gentle into the night: Dylan Thomas	✓				
		2.4 A Hot Noon in Malabar: Kamala Das	✓				
III	20	**Grammar** 3.1 Articles	✓			Didactic lectures, audio-lingual method, structural approach, self directed lerning	30%
		3.2 Prepositions	✓				
		3.3 Question Tags	✓				
		3.4 Subject verb agreement	✓				
		3.5 Correction of Errors	✓				
		3.6 Formal letters	✓				

BOOKS FOR REFERENCE

1. David Green, *Contemporary English Grammar: Structure and Composition*, Macmillan, New Delhi, 2009.
2. Raymond Murphy, *Intermediate English Grammar*, (Reference and Practice for South Asian Students) Cambridge University Press, 1994.
3. A.J. Thomson and A.V. Martinet, *A Practical English Grammar*. Oxford University Press, 1986.
4. N Krishnaswamy. *Modern English: A Book of Grammar, Usage and composition; Laxmi* Publications: New Delhi; 2016.
5. Abrams, M. H, *A Glossary of Literary Terms.* Prism books: Bangalore:2

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SEMESTER 2

MARKETING MANAGEMENT

Course type: Core **Course code: NBHA201**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes**

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

CO 1: Demonstrate strong conceptual knowledge in the functional area of marketing management.

CO 2: Demonstrate effective understanding of relevant functional areas of marketing management and its application.

CO 3: Demonstrate analytical skills in identification of various distribution strategies

CO 4: List the various elements of service marketing and its relevance in hospitals and medical tourism

- **Course Content**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	12	**Marketing – Overview** **1.1.** Introduction.	✓			Didactic lectu Self dire learning	15%
		1.2. Meaning and Definition of Marketing	✓				
		1.3. Scope, Importance and Functions of Marketing	✓				
		1.4. Types of		✓			

		offering.					
		1.5. Marketing Concepts: Introduction, Exchange Concept, Production concept, Product concept, Sales/Selling concept, Modern Marketing concept, Societal marketing concept, Holistic Marketing concept.	✓				
II	12	**Consumer Behavi and Marke Environment** 2.1. Factors influencing Consumer behaviour – (Cultural, Social, Personal, Psychological factors)	✓			Didactic lectu Self dire learning, Participatory learning	25%

		2.2. The Buying decision process (Stimulus Response Model)	✓				
		2.3. Stages of the buying decision process.	✓				
		2.4 **Marketing Environment:** Introduction, Need and Importance of Environmental Analysis, Micro Environment and Macro Environment of the Industry.	✓				
		2.5 Marketing Mix: Elements of marketing mix, Extended mix for services, Importance of marketing mix in marketing decisions.	✓				
		2.6 Market Segmentation and Targeting: Criteria for effective segmentation, Basis for	✓				

		market segmentation of consumer markets, levels of segmentation, Target marketing strategies.					
III	12	**Product, Branding and Pricing**				Didactic lectures / Discussion/ Group Activity/ Assignments	25%
		3.1. **Product:** Concept of a product, levels of a product, Classification of products, Product mix and its elements- (Product line, product length, width and depth), Product life cycle	✓				
		3.2. **Branding:** Definition of a Brand, Brand elements, Types of Brands, Importance of Brands and	✓				

		Branding, Merits and Demerits of Branding.					
		3.3. **Brand Equity:** Meaning, Definition and benefits		✓			
		3.4.**Pricing:** Objectives of Pricing	✓				
		3.5. Factors affecting pricing decisions	✓				
		3.6. Pricing methods- (Cost based pricing, Demand based pricing, Competition-based pricing)	✓				
IV	12	**Distribution Promotion strategi** 4.1. Meaning need and importance of distribution channel	✓			Didactic lect / Discussion/ Group Activity/	20%
		4.2. Factors to be considered for selecting channel	✓				

		4.3. Types of Channels	✓				
		4.4. Functions of distribution channels.	✓				
		4.5. Importance of promotion	✓				
		4.6. Promotion mix elements,	✓				
		4.7. Forms of promotion (Meaning, Objectives and importance) - Personal selling, Advertising, Sales promotion, Public Relations, Direct marketing, Word of Mouth marketing.	✓				
V	12	**Service Marketing**				Didactic lectu Discussion/ Group Activity/ Assignments	15%
		5.1. Concept of Service	✓				
		5.2. Characteristics of services	✓				

		5.3. Service triangle	✓				
		5.4. Significance of service sector		✓			
		5.5. Overview of Healthcare Services	✓				
		5.6. Challenges in Marketing Healthcare Services		✓			
		5.7. Concept of Medical Tourism			✓		

BOOKS FOR REFERENCE

1. Kotler P, Armstrong GM. Principles of marketing. Pearson Education India; 2010.
2. Ramaswamy, Namakumari. Marketing Management: Indian Context Global Perspective. India: SAGE Publications; 2018.
3. Sherlekar, S.A. Marketing Management; Himalaya Publishing House Pvt. Ltd ; 2009

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HUMAN RESOURCE MANAGEMENT

Course type: Core **Course code: NBHA202**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes**

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

CO 1: Create appropriate evaluation methods for employee compensation, rewards, and benefits.

CO 2: Have a basic understanding of labour laws.

CO 3: Use various methods of recruitment to obtain human resources.

CO 4: Plan training and development activities to improve their workforce's knowledge, skills, and abilities.

CO 5: Use current human resource management trends.

- **Course Content**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	14	**Human Resource Management and Human Resource Planning**				Didactic lectures Discussion/ Assignments	20%
		1.1. Meaning, Objectives, Functions and Importance of HRM	✓				
		1.2. Process of HRM	✓				
		1.3. Role of human resource manager		✓			
		1.4. Meaning and importance and benefits of human resource	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		planning					
		1.5. Meaning of recruitment, selection, placement	✓				
		1.6. Sources of Recruitment	✓				
		1.7. Process of Selection	✓				
		1.8. Problems involved in placement.		✓			
II	12	**Orientation, Induction & Training**				Didactic lectures Discussion/ Assignments	20%
		2.1.Meaning of Orientation, Induction and Training	✓				
		2.2. Objective and purpose of induction	✓				
		2.3. Need for training, benefits of training	✓				
		2.4. Training process	✓				
		2.5. Methods of training.	✓				
		Remuneration, Performance Appraisal, Promotion & Transfers	✓			Didactic	

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
III	12	3.1. Principles and techniques of wage fixation, job evaluation, compensation				lectures Discussion/ Assignments	25%
		3.2. Meaning and Objectives of performance appraisal	✓				
		3.3. Methods of performance appraisal and limitations.	✓				
		3.4. Purpose of promotion,	✓				
		3.5. Basis of promotion,		✓			
		3.6. Meaning of transfer, Reasons for transfer, Types of transfer,	✓				
		3.7. Right sizing of work force, Need for right sizing.		✓			
IV		**Work Environment** 4.1. Meaning of w environment	✓			Didactic	

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
	12	4.2.Fatigue, Implications fatigue, causes and sympt of fatigue	✓			lectures Discussion/ As signments	20%
		4.3.Monotony and bored factors contributing monotony and boredom	✓				
		4.4.Industrial accidents		✓			
		4.5.Employee safety	✓				
		4.6.Morale, Grievance Grievances handling	✓				
		4.7.Personnel records & Personnel Audits	✓				
V	10	**Human Resou Development**				Didactic lectures Discussion/ Assignments	15%
		5.1 Meaning of HRD		✓			
		5.2. Role of training in HRD		✓			
		5.3. Knowledge management		✓			
		5.4. Knowledge resources		✓			
		5.5. HR audit in healthcare.	✓				

BOOKS FOR REFERENCE:

1. Rao VSP. Human Resource Management: Text and Cases. New Delhi, New Delhi: Excel Books ; 2002.
2. Mamoria CB, Gankar SV. Personnel Management Text & Cases. Mumbai: Himalaya Publ. House; 2011.
3. K Aswathappa , Human Resource Management. 6th ed. New Delhi, New Delhi: McGraw Hill Education; 2010.

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FUNDAMENTALS OF ACCOUNTING

Course type: Core **Course code :NBHA203**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1:. Enlist the concepts and conventions of accounting in business

CO2: Demonstrate managerial accounting and its proper application

CO3: .Co relate the application of financial statements in business decision making

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	10	**1: Accounting an Overview**				Didactic lecture Case studies Problem solving	25%
		1.1. Introduction to Accounting	✓				
		1.2. Meaning, Need for accounting	✓				
		1.3. Internal and External uses of Accounting information	✓				
		1.4. Accounting concepts and conventions	✓				
		1.5. Accounting practices	✓				
		1.6. Generally Accepted Accounting Principles. (Concept only of GAAP)	✓				
II	15	**2: Accounting Processes**				Didactic lecture	20%
		Accounting systems & process	✓				
		2.2. Nature of accounting	✓				

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		2.3. Systems of accounting (Single entry and double entry)	✓			Case studies	
		2.4. Process of accounting	✓			Problem solving	
		2.5. Transactions	✓				
		2.6. Journal entries	✓				
		2.7. Posting to ledger.	✓				
III	15	**3: Types of accounting books and Trial balance**				Didactic lecture Problem solving	15%
		3.1 Subsidiary books - all subsidiary books (Sales book, sales return book	✓				
		3.2 Purchases book, purchase returns book	✓				
		3.3. Bills receivable book - bills payable book	✓				
		3.4. Cash book (Single column, double column, and three columnar cash book)	✓				
		3.5. Petty cash book and journal proper.		✓			
		3.6. Preparation of Trial balance.	✓				
		3.7. Rectification of errors and Trial balance.	✓				

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		3.8. Types of accounting errors and methods of rectification of errors.	✓				
IV	10	**4: Bank Reconciliation**				Didactic lecture Problem solving	15%
		4.1. Bank reconciliation statement		✓			
		4.2. Need for reconciliation and		✓			
		4.3. Preparation of bank reconciliation statement			✓		
V	10	**5: Final Accounts**				Didactic lecture Problem solving	15%
		5.1. Final Accounts: Preparation of Trading and Profit and Loss account and balance sheet (for various entities)	✓				
		5.2. Accounting for non-profit seeking concern	✓				
		5.3. Ratio analysis.	✓				
		5.4. Single Entry system of bookkeeping	✓				
		5.5. Preparation of Opening and Closing statement of Affairs	✓				
		5.6. Computation of profit.	✓				

BOOKS FOR REFERENCE

1. Patil VA, Korlahalli JS. Principles & Practice of Accountancy. R. Chand & Company; 1981.
2. Principles and Practice of Accountancy – V.A.Patil and J.S. Korlahalli
3. Grewal TS, Grewal HS. Double Entry Book Keeping. Sultan Chand & Sons (P) Ltd; 2021 Feb 22.
4. Shukla MC, Grewal TS, Gupta SC. Advanced accounts. 19th ed. New Delhi, New Delhi: S. Chand; 2016.
5. Gupta RL, Radhaswamy M. Advanced accountancy. Vol. 1. New Delhi, New Delhi: Sultan Chand & Sons; 2018.
6. Gupta RL, Radhaswamy M. Advanced accountancy. Vol. 2. New Delhi, New Delhi: Sultan Chand & Sons; 2018.

EPIDEMIOLOGY & PUBLIC HEALTH ADMINISTRATION

Course type: Core **Course code: NBHA204**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes**

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

CO 1: Comprehend the origin and evolution in the field of community/public health

CO 2: Have a basic insight into the main features of the Indian healthcare delivery system and how it compares with the other systems of the world

CO 3: Enumerate the role of national health programs.

CO 4: Explain the role and responsibilities of international agencies

CO 5: Demonstrate the population structure, the factors influencing population growth, and the impact on health

- **Course Content**

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Health and Disease **1.1** Concept of health - Definition -Changing concepts of health - Spectrum of health - Determinants of health	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
I	8	**1.2** Concepts of disease - Causation of disease - Epidemiological Triad, Web of Causation - Natural History of Disease - Types of diseases – communicable and non-communicable diseases - Modes of transmission of diseases	✓			Didactic lecture	**20 %**
		1.3 Concept of prevention &Concept of intervention - Primary, secondary, tertiary level of prevention- Screening,	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		vaccination, supplementation, behavioural intervention					
		1.4 Concept of control of disease - monitoring and surveillance, disease elimination, disease eradication	✓				
		Introduction to Epidemiology **2.1** Concept of Epidemiology and its objectives	✓			Didactic lecture	
		2.2 Infectious Disease Epidemiology - Epidemic, Endemic, Pandemic, Sporadic	✓			Problem-solving methodologies	**10 %**

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
II	**4**	**2.3** Measurements in Epidemiology - Measurements of Mortality, Morbidity - Incidence rate and prevalence rate		✓			
III	**4**	**Introduction to Public Health Administration** **3.1** History and evolution of Public Health		✓		Didactic lecture, Experiential learning Participatory learning	**25%**
		3.2 Public health systems in India (Centre, State, District & Village level)	✓				
		3.3 Private health system in India	✓				
		3.4 Indian population trends and its impact on health		✓			

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
IV	6	**Health Planning in India** **4.1** Committees on health services		✓			25%
		4.2 Health services through Five Year Plans	✓				
		4.3 National health policy	✓				
		4.4 Health for All		✓			
		4.5 National Health Mission - NUHM and NRHM	✓				
		4.6 National health programs - National Health Program related to Communicable diseases- Tuberculosis,	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Leprosy, AIDS, NVBDCP - National Health Programs related to Non Communicable diseases- Blindness, Mental Health, NPCPCDCS - Reproductive and child health programme - Integrated Child development scheme, water supply and sanitation programme - Minimum need programme					
		Organisations for Health **5.1** Introduction & Functions of health agencies	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
V	8	**5.2** Voluntary health agencies in India - Indian Red Cross Society - Central Social Welfare Board - Indian Council for Child Welfare - Tuberculosis Association of India - Public health Foundation of India - ICMR	✓			Didactic lecture, Participatory learning,	**20%**
		5.3 International health agencies - International Health Organisations - WHO, UNICEF, UNDP, World	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Bank, Rockefeller Foundation , CARE					

* 15 hours of Practical will be conducted in the form of field trips, awareness programs, hospital visits.

BOOKS FOR REFERENCE

1. Park, K. Park's Textbook of Preventive and Social Medicine. India: Bhanot Publishers 2017

2. Mahajan & Gupta. Textbook of Preventive and Social Medicine. India: Jaypee Brothers Medical Publishers Pvt. Limited;2013

3. Bhende, A. A., Kanitkar, T. Principles of Population Studies. India: Himalaya Publishing House;2017.

CONSTITUTION OF INDIA

Course type: VAC **Course code: NBHA206**

Credits: 2 **Duration: 30 hours**

- **Course Outcomes:**

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

CO1. State and explain the constitution of India and its Constituent Assembly

CO2. Explain fundamental rights and duties of citizen

CO3. Identify union, state and federalism of India

CO4. Knowledge of the electoral process in India

CO5. State the basic concepts of Human Rights and its functions and authorities in society

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	5	**1: Constitution – Structure and Principles**	✓			Didactic lecture	15%
		1.1.Meaningand importance of Constitution,					
		1.2 Making of Indian Constitution:	✓				
		1.3 Sources, Salien features of Indian Constitution.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
II	5	**2: Fundamental Rights and Directive Principles**	✓			Didactic lecture	20%
		2.1 Fundamental Rights,					
		2.2 Fundamental Duties,	✓				
		2.3 Directive Principles	✓				
III	5	**3: Government of the Union**	✓			Didactic lecture	15%
		3.1 President of India Election and Powers,					
		3.2 Prime Minister and Council of Ministers,	✓				
		3.3 Lok Sabha Composition and Powers, Rajya Sabha – Composition and Powers	✓				
IV	5	**4: Government of the States**				Didactic lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.1 Governor: Powers Chief Minister and Council of Ministers,	✓				
		4.2 Legislative Assembly: Composition and powers,	✓				
		4.3 Legislative Council: Composition and powers	✓				
V	5	**5: The Judiciary**				Didactic lecture	15%
		5.1 Features of judicia system in India Supreme Court – Structure and jurisdiction,	✓				
		5.2 High Court Structure and jurisdiction	✓				
VI	5	**6:Administrative Organization and Constitution**				Assignment Didactic lecture	20%
		6.1 Federalism in India Features,					

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		6.2 Local Government: Panchayats: Powers and functions;	✓				
		6.3 73rd and 74th amendments, Election Commission: Organisation and functions,		✓			
		6.4 Citizen oriented measures: RTI and PIL Provisions and significance			✓		

BOOKS FOR REFERENCE

- Durga Das Basu, & India. (1993). Commentary on the Constitution of India : being a comparative treatise on the universal principles of justice and constitutional government with special reference to the organic instrument of India. Kamal Law House.
- Bakshi, P. M., &Kashyap, S. C. (1982). The constitution of India. Universal Law Publishing.
- Sharma, B. K. (2021). Introduction to the Constitution of India. PHI Learning Pvt. Ltd. India, C. (1949). the Constitution of India.
- Dash, S. C. (1968). The Constitution of India. A Comparative Study.

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ENGLISH

Course type: AEC **Course code: NBHA207A**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO 1: To improve the English language proficiency of the students, by developing theirreading, comprehending, writing, listening and speaking skills

CO 2: To provide them competence and expertise to answer various Competitive Exams.

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	20	**Prose** 1.1 The Luncheon: William Somerset Maugham	✓			Didactic lectures, audio-lingual method, structural approach, self directed learning	35%
		1.2 The Gift of the Magi: O Henry	✓				
		1.3 The Marshal's Widow: Anton Chekov	✓				
		1.4 The Power of prayer: A P J Abdul Kalam	✓				
II	20	**Poetry** 2.1 Break, Break, Break: Alfred Tennyson	✓			Didactic lectures, audio-lingual method,	35%
		2.2 Our Casuarina Tree: Toru Dutt	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		2.3 Breezy April: Rabindranath Tagore	✓			structural approach, self directed learning	
		2.4 In a station of the Metro: Ezra Pound	✓				
III	20	**Grammar** 3.1Report Writing,	✓			Didactic lectures, audio-lingual method, structural approach, self directed learning	30%
		3.2 Paragraph Writing	✓				
		3.3 Precis writing	✓				
		3.4 Creative writing	✓				
		3.5 Reading Comprehension	✓				

BOOKS FOR REFERENCE

1. David Green, *Contemporary English Grammar: Structure and Composition*,Macmillan, New Delhi, 2009.
2. Raymond Murphy, *Intermediate English Grammar*, (Reference and Practice for South Asian Students) Cambridge University Press, 1994.
3. A.J. Thomson and A.V. Martinet, *A Practical English Grammar*. Oxford University Press, 1986.
4. N Krishnaswamy. *Modern English: A Book of Grammar, Usage and composition; Laxmi* Publications: New Delhi; 2016.
5. Abrams, M. H, *A Glossary of Literary Terms.* Prism books: Bangalore

SEMESTER III

COST AND MANAGEMENT ACCOUNTING

Course type: Core **Course code : NBHA301**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes**

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

CO1: Interpret cost accounting statements

CO2: Explain financial reporting concepts and procedures, such as the income statement, balance sheet, and statement of cash flows.

CO 3: Analyze and evaluate information for cost ascertainment, planning, control and decision making

- **Course Content**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	12	**1 - Introduction to Cost Accounting**				Didactic lecture Problem solving	25%
		1.1. Meaning and definition	✓				
		1.2. Scope and use of cost accounting	✓				
		1.3. Cost center	✓				
		1.4. Cost accounting and financial accounting	✓				
		1.5. Cost concepts	✓				
		1.6 Classification of costs	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
II	12	**2 Elements of Costs**				Didactic lecture/ Problem solving	20%
		2.1. Elements of Cost: Material, labour and expense, direct Material cost,	✓				
		2.1 Cost sheets, Purchase and stores routine, methods of Pricing Material issues,	✓				
		2.1 Wastage, scrap spoilage and defectives, Inventory Control techniques.		✓			
		2.2. Direct labour cost- Meaning Remuneration methods,	✓				
		2.2. labour-turnover, and treatments of idle time, overtime premium,	✓				
		2.2. Employee welfare costs and fringe benefits.	✓				
III	12	**3- Overheads**					15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.1 Introduction, Direct expenses, Steps in accounting of overheads, Classification of overheads, Techniques for separating of fixed and variable costs allocation and apportionment of overheads	✓			Didactic lecture/ Problem solving	
		3.2. **Absorption of overheads** –					
		3.2 Methods of overheads, absorption,	✓				
		3.2 over absorption and under absorption of overheads	✓				
IV	12	**4 Costing Methods and budgeting**				Didactic lecture/ Problem solving	15%
		4.1. Types of costs	✓				
		4.2. Costing methods- special emphasis on marginal costing (CVP analysis) and service costing.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.3. **Budgeting** Introduction, comprehensive/master budget, fixed and flexible budgets.	✓				
		4.4. **Standard costing:** Introduction- material, labor and overhead variances.	✓				
V	12	**5 - Management Accounting**				Didactic lecture/ Problem solving	25%
		5.1. Introduction	✓				
		5.2. Management Process and Accounting	✓				
		5.3. Managerial planning and control	✓				
		5.4. scope and role of management accounting installation and operation cost.	✓				

BOOKS FOR REFERENCE

1. Cost Accounting: Principles & Practice, 13th Edition : Vikas Publishing House; 2021
2. Arora, M. N. Cost and Management Accounting. India: HIMALAYA Publishing House. 2016
3. Jain SP, Narang KL. Cost Accounting. 1st ed. India: Kalyani Publications; 2010.

4. Khan MY. Management accounting. McGraw-Hill Education; 2013.
5. Pandey IM. Management Accounting. . 3rd ed. India: Vikas Publication House Pvt Ltd; 2018.
6. Tulsian PC. Practical Costing. India: S Chand; 2010.
7. Anthony RN, Reece JS. Management accounting: text and cases. McGraw-Hill/Irwin; 1975.
8. Agarwal MR. Management Accounting. India: Garima Publications; 2008.

MATERIAL PLANNING & MANAGEMENT

Course type: Core **Course code: NBHA302**

Credits: 4 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1. Apply various purchasing methods and inventory-controlling techniques into practice.

CO2. Integrate important materials functions to both products and services

CO3. Analyse the material storage, handling, packaging, shipping distributing and standardizing.

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	12	**Materials Management** 1.1.Concept-Objectives-Importance	✓			Didactic Lecture Participatory Learning	**15%**
		1.2. Material Planning-Objectives-Integrated approach to materials planning and control	✓				
		1.3. Relevance of materials management to hospitals.	✓				
II	14	**Purchasing** 2.1. Types of Purchases	✓			Didactic lectures	25%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		2.2. Significance and essence of sound Purchasing policy	✓			Case studies Group Discussion Role playing	
		2.3. Principles of scientific purchasing		✓			
		2.4. Factors of purchasing		✓			
		2.5. Purchasing methods- centralized v/s decentralized	✓				
		2.6. Purchase cycle	✓				
		2.7. Imports of equipment and medicines for hospitals	✓				
		2.8. L C payments		✓			
		2.9. Common foreign currencies -Documents – Procedures.	✓				
III	10	**Stores Management** 3.1. Objectives	✓			Didactic lectures Case studies Group Discussion	25%
		3.2. Functions	✓				
		3.3. Stores location	✓				
		3.4. Store accounting and records	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.5. Stock verification	✓			Audio/Visual	
		3.6. Principles of storage & stores accounting	✓				
		3.7. Types of storage care & preservation of materials & equipment's in inventory control.		✓			
IV	14	4.1. **Inventory Control and Purchase Management:** Meaning and Significance - Concept – Importance – Techniques – ABC, VED, HML, FSN, MBASIC approach to drugs.	✓			Didactic lecture Problem solving exercise Case based learning	25%
		4.2. **Purchasing & procurement:** Principles of sourcing, purchase methods & procedures, legal aspects of purchasing. Reference to	✓				
		Contract Act, Sale of Goods Act, Drug Control Act in respect to purchase activities. Import substitution		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.3. **Distribution management:** (logistics Management) - Distribution of materials to various departments & auxiliary services	✓				
		4.4. **Quality Control & Quality Management:** Principles & methods	✓				
V	10	**Contract Administration** 5.1. Administration of services obtained through Contract Principles		✓		Didactic lecture Role play Assignments	10%
		5.2. Model Contract for Laundry, Dietary, Dispensary, Security & Ambulance Services		✓			

BOOKS FOR REFERENCE

1. Jha SM. S.M, Hospital Management. Mumbai: Himalaya publication house; 2001.
2. Ammer DS. Purchasing and materials management for health care institutions. Lexington, MA: Lexington Books; 1984.
3. Jha SM. S.M, Services marketing. Mumbai, Himalaya publication house; 2002

STRATEGIC MANAGEMENT

Course type: Core **Course code: NBHA303**

Credits:04 **Duration: 60 hours**

- **Course Outcome:**

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

CO 1: Develop skills in applying these concepts to the solution of business problems

CO 2: Encourage students to think strategically about business development.

CO 3: Develop skills in formulating strategies in business setup

- **Course content**

Unit	Hours	Content	Must Know	Good to Know	Desirable Know	Teaching Learning Method	Weightage
I	12	**Introduction to Strategic Management Business Policy**				Didactic Lecture and Participatory discussion	15%
		1.1. Meaning and definition of strategy	✓				
		1.2. Need for strategic management	✓				
		1.3. Process of strategic management	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable Know	Teaching Learning Method	Weightage
		1.4. Strategic decision-making	✓				
		1.5. Reasons for failure of strategic management		✓			
		1.6. Strategists and their role in strategic management.	✓				
		1.7 Definition, Importance and objectives of business policy	✓				
		1.8 Types of business policies	✓				
II	12	**Environment appraisal**				Didactic Lecture and Participatory discussion	20%
		2.1. The concept of environment,	✓				
		2.2. The company and its environment	✓				
		2.3. Scanning the environment	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable Know	Teaching Learning Method	Weightage
		2.4. Relating opportunities and resources based on appraisal of the environment (situation analysis - opportunities and threats analysis).	✓				
III	14 hours	**Corporate and Business level planning**				Didactic Lecture and Participatory discussion	25%
		3.1. **Strategic planning:** Strategic planning process, strategic plan.	✓				
		3.2 Corporate level strategies: Stability strategy, expansion strategy, merger strategy, retrenchment strategy, corporate restructuring	✓				
		3.3. **Business level strategy:** SBU (strategic business	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable Know	Teaching Learning Method	Weightage
		units, cost leadership, differentiation)					
UNIT 4	12 hours	**Strategy Implementation, Evaluation and Control**				Didactic Lecture and Participatory discussion	25%
		4.1. **Implementation of strategies:** Introduction, Nature, Importance, Mc Kinsey's 7-S model,	✓				
		4.2. **Activating strategy:** - Interrelationship between formulation and implementation, aspects of strategy implementation, project	✓				
		4.3. Strategic evaluation and control- Strategic and Operational control	✓				
		4.4. Focus on KRA (Key Result Areas).		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable Know	Teaching Learning Method	Weightage
V	10	**Social responsibilities**				Didactic Lecture and Participatory discussion	10%
		5.1. The Company and its social responsibilities, social responsibility for economic growth	✓				
		5.2. **Social audit:** Popular strategies for Non-profit organizations	✓				

BOOKS FOR REFERENCE:

1. Nanjundaiah R, Ramesh S. Strategic Planning and Business Policy. Mumbai India: Himalaya Pub. House; 2010.
2. Kazmi A. Business policy and strategic management. New Delhi: Tata McGraw-Hill; 2002.
3. Joseph R. Business Policy and Environment. India: Anmol Publications PvtLtd ; 2006.
4. Ghosh PK. Business Policy: strategic planning and management. New Delhi: Sultan Chand; 1996.
5. Strategic Management (Text and Cases). India: S. Chand Publishing.
6. Gupta CB. Strategic Management. India: S Chand; 2016

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HOSPITAL SERVICES - 2

Course type: Core **Code: NBHA304**

Credits: 4 **Duration**: 60 hours

Course Outcomes:

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

CO1: Articulate the functional requirements of the hospital

CO 2: Have competency in both clinical and non-clinical services in a hospital's equipment, controlling, coordination, and communication and staffing

CO 3: Develop skills in managing people, resources, systems, and processes within health services to meet changing environments while keeping the public's needs and cost-effectiveness in mind

Course Content

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Ambulatory patient services -Physical facilities, staffing, workflow, equipment requirements & other specific requirements in 1.1. Out Patient Department	✓			Didactic lecture,	

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
I	12	including day care services				AV aids Participatory learning Role play	20%
		1.2 Physiotherapy & Occupational therapy		✓			
		1.3. Accident and emergency including Ambulance services	✓				
II	13	**In Patient Services - Physical facilities, staffing, workflow, equipment requirements & other specific requirements in** **2.1** Inpatient Departments – types	✓			Didactic lecture, AV aids Participatory learning Role play	25%
		2.2 Intensive Care Unit &	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		Burns Unit - Types					
		2.3 Operation theater- Types	✓				
III	**10**	**Diagnostic Services- Physical facilities, staffing, workflow, equipment requirements & other specific requirements in** 3.1 Radiology & Imaging Services - Diagnostic Radiology & Nuclear Medicine	✓			Didactic lecture, AV aids, Participatory learning, Role play	**25%**
		3.2 Hospital Laboratory	✓				
		3.3 Blood Bank & Transfusion Services	✓				

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
IV	15	**Support Services - Physical facilities, staffing, workflow, equipment requirements & other specific requirements in** **4.1.** Pharmacy	✓			Didactic lecture, AV aids Participatory learning Role play,	**20%**
		4.2. CSSD	✓				
		4.3. Dietary Service	✓				
		4.4. Hospital Laundry and Linen	✓				
V	10	**Utility Services- Physical facilities, staffing, workflow, equipment requirements &**				Didactic lecture, AV aids	

Unit	Hours	Content	Must know	Good to know	Desirable to know	Teaching-Learning Method	Weightage
		other specific requirements in **5.1.** Biomedical Department		✓		Participatory learning Role play	10%
		5.2. Medical Records Department	✓				
		5.3. Mortuary	✓				

BOOKS FOR REFERENCE:

1. Goel SL, Kumar R, editors. Management of hospitals: Hospital administration in the 21st century. Deep & Deep Publications; 2002.
2. Goel SL, Kumar R. Hospital core services. Deep & Deep Publications; 2002.
3. Goel SL, Kumar R. Hospital support services. Deep & Deep Publications; 2002.
4. Joshi DC, Joshi M. Hospital Administration. Jaypee Bros. Medical Publishers; 2009.
5. Sakharkar BM. Principles of hospital administration and planning. Jaypee Brothers Medical Publishers; 2009.
6. Srinivasan AV, editor. Managing a modern hospital. SAGE Publications India; 2008 Jun 10.
7. Tabish SA. Hospital and health services administration: principles and practice. Oxford University Press, USA; 2001.

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ENVIRONMENTAL STUDIES

Course: VAC **Course Code: NBHA305**

Credits: 2 **No of Hours: 30 Hours**

- **Course outcomes:**

CO 1: Students will be able to learn about environment, factors affecting it, environmental ethics and its protection.

CO 2: Students will be able to describe a system, component, or process to meet desired needs within realistic constrains such as economic, environmental, social, political, ethical and sustainability.

CO 3: Students will be able to critically analyze technical subject matter for scientific merit apply learned environmental knowledge and understanding to solve technical/ research problems in new context.

- **COURSE CONTENT:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit I	1hrs	**Multidisciplinary nature of Environmental Studies** • Multidisciplinary nature of Environmental Studies • Concept of sustainability and sustainable development	✓			Lecture	**5%**
Unit II	4hrs	**Ecosystems** • What is an ecosystem? Structure and function of an ecosystem;	✓			Lecture	10%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		Energy flow in the ecosystem; Food chains, food webs and ecological succession. Case studies of the following ecosystems: a. Forest ecosystem b. Grassland ecosystem c. Desert ecosystem d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries) • History of ecosystem ecology • Ecosystem services					
Unit III	5hrs	**Natural Resources** Renewable and Non-renewable resources • Land resources and land use change; Land degradation, soil erosion and desertification. • Deforestation: Causes and impacts due to mining, dam building on environment,	✓			Lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		forests, biodiversity and tribal populations. • Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state). • Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.					
Unit IV	6hrs	**Biodiversity and its conservation** • Levels of biological diversity: genetic, species and ecosystem diversity; Bio geographic zones of India; Biodiversity patterns and global biodiversity hotspots • India as a mega-biodiversity nation;	✓			Lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		Endangered and endemic species of India • Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. • Ecosystem and biodiversity services: ecological, economic, social, ethical, aesthetic and informational value. • Nature Reserves, tribal populations and rights, Human wildlife conflicts in Indian context					
Unit V	6hrs	**Environmental Pollution** Definition • Cause, effects and control measures of: - a. Air pollution	✓			Lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		b. Water pollution c. Soil pollution d. Light pollution e. Noise pollution f. Thermal pollution g. Nuclear hazards • Climate change, Greenhouse effect, Global warming, Acid rain, Ozone layer depletion. • Solid waste Management: control measures of urban and industrial wastes. • Pollution case studies.					
Unit VI	3hrs	**Environmental Policies & Practices** • Environmental Laws: Environment Protection Act. • Air (Prevention and Control of Pollution) Act. • Water (Prevention and control of Pollution) Act • Wildlife Protection Act	✓			Lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		• Forest Conservation Act • International Agreements: Montreal protocol, Kyoto protocol, Convention on Biological Diversity (CBD) • Environmental Impact Assessment • Carbon footprint • Sustainable Development Goals					
Unit VII	3hrs	**Human communities and the environment** • Human Population growth – impacts on environment • Resettlement and rehabilitation of project affected persons: case studies • Disaster management – floods, earthquake, cyclone and landslides • Environmental movements: Chipko, Silent Valley, Bishnois of Rajasthan	✓			Lecture	15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		• Environmental ethics • Consumerism and Environment • Environmental communication and public awareness, case studies.					
Unit VIII	2hrs	**Field work** • Visit to a local area to document environmental assets river/ forest/grassland/hill/mountain • Visit to a local polluted site- Urban/Rural/Industrial /Agricultural • Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc. • Course Outcomes: • Students learn to knowledge on Echo systems, biodiversity and environmental policies and practices.		✓		Field visit	10%

- **Recommended Books:**

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
3. Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
4. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
5. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
6. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
7. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
8. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.

SEMESTER IV

OPERATIONS RESEARCH

Course type: Core **Course code: NBHA401**

Credits: 04 **Duration: 60 hours**

- **Course Outcome:**

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

CO 1: Identify and develop operational research models from the verbal description of the real system.

CO 2: Identify various queuing situations and find the best optimal solutions using models for each situation.

CO 3: To improve decision-making and develop critical thinking and objective analysis of decision problems, by designing new simple models such as CPM and PERT..

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
I	7	**Introduction to operations researcl**				Didactic Lecture	10%
		1.1. History of operations research & stages of development.	✓				
		1.2. Elementary concepts and objectives of operations research	✓				
		1.3. Applications of operations research in decision making -Types of or models		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
II	16	**Linear programming Transportation problem**				Didactic Lecture and Participator discussion/ Problem solving	25%
		2.1. Mathematical formulation of the linear programming problem and its graphical solutions (simple problems relating to two variables only)	✓				
		2.2. Simplex method - introduction- standard forms of the simplex method for maximization and minimization problems (simple problems only)	✓				
		2.3. Definition and mathematical formulation		✓			
		2.4. Initial basic feasible solution - least cost method – north west corner method- Vogel's method (simple problems only)	✓				
		2.5. Optimal solution - MODI (simple problems only)	✓				
III		**Assignment problem Replacement Theory**				Didactic Lecture and	
		3.1. Introduction and mathematical formulation	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
	15	3.2. Hungarian method	✓			Participator discussion/ Problem solving	15%
		3.3. Introduction and elementary concepts		✓			
		3.4. Replacement of items deteriorating with time, without time, that fails completely		✓			
IV	12	**Decision theory and Queuing theory**				Didactic Lecture and Participator discussion	20%
		4.1. Introduction & basic concepts		✓			
		4.2. Designing a simple decision tree	✓				
		4.3. Introduction and classification of queues	✓				
		4.4. Solution of queuing models		✓			
		4.5. Application of queuing theory in decision making	✓				
V	10	**Project planning and network analysis**				Didactic Lecture and Participator discussion/ Problem solving	25%
		5.1.Introduction and basic definitions in network analysis	✓				
		5.2. Rules for drawing network analysis	✓				
		5.3. Critical path method (CPM)	✓				
		5.4. Project evaluation and review technique (PERT)	✓				

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BOOKS FOR REFERENCE

1. Kalavathy S. Operations research. Vikas Publishing House; 2002 Aug 1.
2. Sharma JK, Sharma JK. Operations Research Problems and Solutions. Macmillan India Limited; 2004.
3. Kapoor VK. Operations Research Quantitative Techniques for Management. New Delhi, New Delhi: Sultan Chand & Sons; 2014.
4. Goel BS, Mittal SK. Pragati's Operations Research. Meerut India, UP: K.K. Mittal for PragatiPrakashan; 2001.
5. Taha HA. Operations research an introduction. Boston, US: Pearson; 2017.

PROJECT MANAGEMENT

Course type: Core **Course code: NBHA402**

Credits: 04 **Duration: 60 hours**

- **Course Outcome:**

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

CO 1: Analyze and comprehend project planning, scheduling, and execution control techniques.

CO 2: Create and describe a project life cycle, and map each stage of the cycle expertly.

CO 3: Develop budgeting and estimation technique during implementation of project

- **Course Content:**

Unit	Horrs	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
I	12	**Introduction to Pro Management**				Didactic Lecture and discussion	20%
		1.9. Understanding Project Management	✓				
		1.10. Roles of Project Manager, Line Manager & Staff Manager, Inter Relationship & Interface	✓				
		1.11. Project Driven Vs Non Project Driven organization	✓				
		1.12. Marketing in the Project Driven Organization		✓			
		1.13. Project Life Cycle.	✓				

Unit	Horrs	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
		1.14. Feasibility of the project- Technical feasibility, Marketing feasibility, Socio economic feasibility Managerial feasibility, Financial feasibility.	✓				
II	12	**Project Planning**				Didactic Lecture group discussions	25%
		2.1. Identifying strategic project variables		✓			
		2.2. Project planning cycle	✓				
		2.3. Statement of work	✓				
		2.4. Project specifications	✓				
		2.5. Milestone schedule	✓				
		2.6. Work breakdown structure	✓				
		2.7. Management Control	✓				
III	12	**Project Evaluation and Rev techniques**				Didactic Lecture and Participatory discussion	20%
		3.1. Estimating activity time,	✓				
		3.2. Estimating total program time	✓				
		3.3. PERT/CPM planning, Crash time	✓				

Unit	Horrs	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
IV	12	**Project Management Function**				Didactic Lecture and Participatory discussion	15%
		4.1. Controlling		✓			
		4.2. Directing, Project authority		✓			
		4.3. Team building, Leadership		✓			
		4.4. Communications	✓				
		4.5. Project review meetings	✓				
		4.6. Management policies and procedures.	✓				
V	12	**Pricing Estimating & C Control**				Didactic Lecture and Participatory discussion	20%
		5.1 Types of estimates & Pricing Process	✓				
		5.2. Labor distributions	✓				
		5.3. Overhead rates	✓				
		5.4. Material/Support costs	✓				
		5.5. Pricing review		✓			
		5.6. Budgeting for projects variance & earned value,	✓				
		5.7. Status reporting.	✓				

BOOKS FOR REFERENCE:

1. Choudhury S. Project Management. New Delhi,, India: Tata McGraw-Hill; 2013.
2. Moder JJ, Phillips CR. Project Management with CPM and PERT
3. Joy PK. Total Project Management: The Indian Context. Macmillan India Limited; 1993.
4. Gopalakrishnan P, Ramamoorthy V E. Textbook Of Project Management. 1st ed. India: Laxmi Publications; 2022.
5. KERZER H. Project Management: A systems approach to planning schedule and planning.
6. Desai V. Project management and Entrepreneurship. Himalaya Publishing House; 2020.

MANAGERIAL ECONOMICS

Course type: CC **Course code: NBHA403**

Credits:04 **Duration: 60 hours**

- **Course Outcome:**

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

CO 1: To be able to demonstrate relation of economic theories being applied at business level

CO 2: To be able to display and explain spending habits of consumers

CO 3: To be able to demonstrate demand, supply and pricing decisions

CO 4: To be able to conduct and classify markets depending on the play of forces

CO 5: To be able to demonstrate various measures of economic growth along with monetary and fiscal policy comprehension

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	10	**Introduction**				Didactic Lecture	10%
		1.1. Business Economics - Nature & scope of Business Economics - Micro and Macroeconomics – Need - Objectives and Importance of Business Economics.	✓				
		1.2. Goals of business– Economics Goals – Social Goals – Below Poverty Line - Strategic Goals -		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		Profit maximization Vs Optimisation of profits.					
II	12	**Consumer Behaviour**				Didactic Lecture Problems	20%
		2.1. The Law of Diminishing Marginal Utility	✓				
		2.2. The law of equi-marginal utility	✓				
		2.3. The indifference curve techniques	✓				
		2.4. Properties of indifference curve.	✓				
III	14	**Demand, Supply &Revenue Concepts**				Didactic Lecture and/ Case based discussion/ problems	
		3.1. Demand Concepts - Meaning of demand – Determinants of demands - Demand Schedule – The Demand curve – The	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		Law of Demand – Exceptions to the law of demand, Demand Distinction (types of demand)					25%
		3.2. Elasticity of Demand – Price elasticity – Types – Measurement of Price elasticity – factors influencing elasticity of demand – Income elasticity of demand – Types – Cross elasticity of demand, Demand Forecasting – Types – Techniques	✓				
		3.3 . Meaning of Supply – Determinants of Supply – Supply Schedule – The Supply Curve – The Law of Supply – Exceptions to the law of Supply	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.4 . Revenue concepts – Total revenue, Average revenue, Marginal revenue.	✓				
IV	12	**Market Structure Pricing**				Didactic Lecture and Participatory discussion	25%
		4.1.**Analysis of Market situations and pricing** - Kinds of competitive situations – features of perfect competition, monopoly, duopoly, oligopoly and monopolistic competition	✓				
		4.2**. Pricing**: Meaning, Types of pricing, Pricing under different market situation - Perfect competition – Price determination under monopoly price discrimination – monopolistic competition and Price determination	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
V	12	**Macroeconomic Concep**				Didactic Lecture and Participatory discussion	20%
		5.1 **Business cycles-** Meaning – Features – Phases of a trade cycle – Adjusting business plans to cyclical situations- Public-Private Partnerships	✓				
		5.2**. National Income-** Meaning, Methods & Difficulties of Measuring National income, uses of National Income - Meaning of GNP, GDP, NNP, PI, DPI	✓				
		5.3 Price Level and Inflation		✓			
		5.4 Monetary Policy		✓			
		5.5 Fiscal Policy		✓			

BOOKS FOR REFERENCE

1. N. Appannaiahhrreddy P. Essentials of managerial economics. New Delhi, Himalaya Publishing House; 2017.
2. Gupta GS. Managerial economics. New Delhi, India: Tata McGraw-Hill; 2011.
3. Png I. Managerial Economics. 4th ed. India: Routledge; 2012.

V SEMESTER

FINANCIAL MANAGEMENT

Course type: Core **Course code: NBHA501**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1. Identify the various financial decisions taken by firms and their significance.

CO2. Identify the factors that determine the capital structure and the significance of Different types of leverages.

CO3. Compute the cost of capital of equity and understand the sources of financing and Apply different capital budgeting techniques.

CO4. Identify the factors that influence the working capital requirements of a firm and estimate the working capital requirements of a firm.

CO5. Identify different methods of risk analysis such as standard costing and the Hillier method and they will also be able to make informed decisions by assessing and managing risk effectively

- **Course Content:**

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
I	12	**1. Introduction to financial management** 1.1. Financial Management - Meaning - Scope of Finance - Financial Decisions in Firm - Goals of Financial Management.	✓			Didactic lecture Assignment	25%

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		1.2. Financial Statement Analysis**:** Meaning of Financial Statement – Different types of F.S viz Income Statement, Balance Sheet, Statement of Retained earnings, Fund Flow Statement, Cash Flow Statement – definition, significance and limitations, Ratio analysis (types of ratios and their limitations)	✓			Problem solving methodologies Role play	
II	**12**	**2 - Financing Decision**				Didactic lecture Problem solving methodologies	25%
		2.1. Introduction to Capital structure	✓				
		2.2. Sources and Instruments of funds (Long term, Medium Term and Short term sources)	✓				
		2.3. Factors determining capital structure - Problems	✓				

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		2.4. Leverages - Operating Leverage, Financial Leverage and Combined Leverage	✓				
		2.5. EPS Analysis - Problems.	✓				
		2.6. Primary Market, Capital Market, and Money Market.	✓				
		2.7. Cost of Capital - Meaning, Computation of Cost of Capital of Equity	✓				
		2.8. Preference, Debentures, Retained earnings	✓				
		2.9 Public Deposits - Weighted Average Cost of Capital, Marginal cost of capital.	✓				
III	**12**	**3 – Capital Budgeting** 3.1. Investment Decision	✓			Didactic lecture	15%
		3.2. Meaning of Capital Budgeting - Significance	✓				

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		– Capital Budgeting process				Problem solving methodologies	
		3.3. Project Classification and Investment Criteria	✓				
		3.4. Payback method - ARR Method - Net Present Value - IRR Method – Profitability Index, Sensitivity analysis, Simulation.	✓				
		3.5. Management of profits - Meaning	✓				
		3.6. Cost Containment- Auto Financing – Cost Recovery	✓				
		3.7. Types of Dividend policies – Factors influencing dividend policy - Forms of Dividends.	✓				
IV	**10**	**4 - Management of working capital**	✓				25%

Unit	Hours	Content	Must Know	Good to	Desirable to Know	Teaching Learning Method	Weightage
		4.1. Meaning - Introduction - concepts of working capital				Didactic lecture Problem solving methodologies	
		4.2. Factors Influencing working capital Requirements	✓				
		4.3. Importance of adequacy of working capital	✓				
		4.4. Components of working capital - Cash Management - Receivables Management and Inventory Management	✓				
		4.5. Simple Problems on estimation of working capital requirements	✓				
V	**12**	**5- Index Method - Risk Analysis in project decisions** 5.1. Introduction		✓		Didactic lecture Assignment	15%
		5.2. Business risk & financial risk	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		5.3. Standard costing as an absolute measure of risk		✓		Case studies	
		5.4. Hillier method of risk analysis.			✓	Problem solving methodologies	

BOOKS FOR REFERENCE

1. Kulkarni PV, Sathyaprasad BG. Financial Management. 14th ed. New Delhi, India: Himalaya Publishing House; 2015.
2. Bhalla VK. Financial management. S. Chand Publishing; 2014.
3. Pandey IM. Financial management. 11th ed. New Delhi, India: Vikas Publishing House Pvt Ltd; 2015.
4. Maheshwari SN . Financial management principles & practice .15th ed.S. Chand Publishing New Delhi: ; 2019.
5. Gupta S, Gupta N. Financial Management

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HOSPITAL PLANNING

Course type: Core **Course code: NBHA502**

Credits:04 **Duration: 60 hours**

- **Course Outcome:**

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

CO 1: Students will be able to describe the design and planning considerations involved in creating a hospital, including site selection, facility layout, and equipment requirements.

CO 2: They will also be able to discuss the operational aspects of hospital organization, including staffing, budgeting, and quality control.

CO 3: The students will be able to describe about the different areas of a hospital, its design and planning aspects.

- **Course content**

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
I	12	**Promoting and building a r hospital**				Didactic Lecture	25%
		1.1. Steps of hospital planning	✓				
		1.2. Principles of hospital planning	✓				
		1.3. Need assessment survey of community	✓				
		1.4. factors determining site select	✓				
		1.5. Hospital planning committee	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
		1.6. General consideration of hosp planning.	✓				
		1.7. Role and responsibilities of Hospital Administrator in hosp planning.		✓			
II	08	**Hospital functional planning**				Didactic Lecture an Participato discussion	15%
		2.1. Zoning of hospital	✓				
		2.2. Interdepartmental relations		✓			
		2.3. Bed requirement -Doctors Ratio, Nurses Ratio. Space requirement of different areas of the hospital.		✓			
III	15	**Basic planning and des consideration of Clinical service**				Didactic Lecture, Participato discussion With AV self directe Learning/ experientia learning	25%
		3.1. Accident and Emergency	✓				
		3.2. Outpatient department	✓				
		3.3. Inpatient units (Nursing Unit)	✓				
		3.4. Operation theatre	✓				
		3.5. Intensive care unit	✓				
		Basic planning and des consideration of Support Service				Didactic	20%

Unit	Hours	Content	Must Know	Good to Know	Desirable to	Teaching Learning Method	Weightage
IV	15	4.1. Clinical Laboratories	✓			Lecture/	
		4.2. Radiology unit	✓			Participato discussion/	
		4.3. Pharmacy	✓			self directe	
		4.4 CSSD	✓			Learning/	
		4.5. Mortuary		✓		experientia learning	
V	10	**Basic planning and des consideration of Utility Services**				Didactic	15%
		5.1 Medical Records Department		✓		Lecture an	
		5.2. Dietary department		✓		Participato discussion/	
		5.3. Linen and laundry unit		✓		self directe	
		5.4. Biomedical Engineering unit			✓	Learning/	
		5.5. Housekeeping service unit			✓	experientia learning	

BOOKS TO BE REFERRED

1. Goel SL, Kumar R, editors. Management of hospitals: Hospital administration in the 21st century. Deep & Deep Publications; 2002.
2. Sakharkar BM. Principles of hospital administration and planning. Jaypee Brothers Medical Publishers; 2009.
3. Tabish SA. Hospital and health services administration: principles and practice. Oxford University Press, USA; 2001.
4. Kunders GD. Hospitals: facilities planning and management. Tata McGraw-Hill Education; 2004.

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HOSPITAL HAZARDS AND DISASTER MANAGEMENT

Course type: Core **Course code: NBHA503**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1. To understand meaning of hospital hazard and its management.

CO2. To understand hospital acquired infection and role of central sterile supply department

CO3. To familiarize with the concepts of biomedical waste and its management

CO4.To familiarize with the concepts of solid waste and its management.

CO5. To provide comprehensive understanding of disaster management, including types of disasters, the disaster management cycle, the role of the National Disaster Management Authority (NDMA), and the management of natural disasters and epidemics

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
I	12	**Hospital Hazards** **1.1** Hospital Hazards: Meaning – Types – Physical – Biological Mechanical- Psychological	✓			Didactic lecture	10%
		1.2 Its impact on employees- Preventive measure.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.3 Hospital Hazards Management: Meaning – Need – Principles – Purpose	✓				
II	12	**Control of Hospital Acquired infection:** 2.1. Types of infection		✓		Didactic lecture	25%
		2.2. Common Nosocomial infection and their Causative Agents	✓				
		2.3. Prevention of hospital acquired infection	✓				
		2.4. Role of central sterile supply department	✓				
		2.5. Infection control committee	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
III	12	**Biomedical Waste Management:** 3.1. Meaning – Categories of biomedical Wastes	✓			Didactic lecture and experiential learning	25%
		3.2. Disposal of biomedical waste products 3.3. Incineration and its Importance	✓				
		3.4. Government Rules and Schedules	✓				
		3.5. Standards for Waste autoclaving, micro waving and deep burial		✓			
		3.6. Segregation – Packaging – Transportation – Storage.	✓				
IV	12	**Solid waste management**		✓			15%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.1. Human Waste Disposal and Sewage Disposal**:** Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal				Didactic lecture and field visit	
		4.2. Sewage wastes: Meaning – Composition – Aims of Sewage disposal – Decomposition of organic matter – Modern sewage treatment – Drawbacks of improper disposal of wastes – Solid and liquid – Effluent Treatment Plan.		✓			
V	12	**Management of disaster**	✓			Didactic lecture and	25%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		5.1. Disaster: Meaning, Types				participatory learning	
		5.2 Disaster management cycle	✓				
		5.3 Role of NDMA	✓				
		5.4. Management of Natural Disaster - Ambulance management, Role of Hospitals, Community, Voluntary agencies and Government in disaster management	✓				
		5.5. Management of Epidemics		✓			

BOOKS TO BE REFERRED

- Paruelkar SV. First Aid. 3rd ed. Mumbai, Mumbai: Vora Medical Publications; 2012.
- Kusum, Samant. First Aid Manual : Accident & emergency. mumbai, Mumbai: Vora Medical Publications; 2000

HOSPITAL SERVICES- PART 3

Course type: Core **Course code: NBHA504**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1: To demonstrate the application of policies and SOPs in hospital

CO2: To demonstrate importance of periodic review of safety practices

CO 3: To demonstrate importance of various committees and their respective criteria for measurement of quality services in hospital

CO 4: To demonstrate solution oriented approach to hospital management

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit I	12hrs	**Ambulatory patient services Policies & procedures, safety practices, quality indices & managerial challenges** 1.1. Out Patient Department including day care services	✓			Didactic lecture and participatory learning	**20%**
		1.2 Physiotherapy & Occupational therapy		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.3. Accident and emergency including Ambulance services	✓				
Unit II	13hrs	**In Patient Services Policies & procedures, safety practices, quality indices & managerial challenges** 2.1 Inpatient Department	✓			Didactic lecture and participatory learning	20%
		2.2 Intensive Care Unit & Burns Unit – Types	✓				
		2.3 Operation theater-Types	✓				
Unit III	10hrs	**Diagnostic Services Policies & procedures, safety practices, quality indices & managerial challenges**	✓			Didactic lecture, participatory and experiential learning	20%

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.1 Radiology & Imaging Services - Diagnostic Radiology &					
		3.2 Nuclear Medicine		✓			
		3.3 Hospital Laboratory	✓				
		3.3 Blood Bank & Transfusion Services	✓				
Unit IV	15hrs	**Support Service** **Policies & procedures, safety practices, quality indices & managerial challenges** 4.1. Pharmacy	✓			Didactic lecture, participatory and experiential learning	20%
		4.2. CSSD	✓				
		4.3. Dietary Service	✓				
		4.4. Hospital Laundry and Linen	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit V	10hrs	**Utility Services** **Policies & procedures, safety practices, quality indices & managerial challenges** 5.1. Biomedical Department		✓		Didactic lecture, participatory and experiential learning	20%
		5.2. Medical Records	✓				
		5.3. Mortuary	✓				

- **Reference:**

- Goel SL, Kumar R, editors. Management of hospitals: Hospital administration in the 21st century. Deep & Deep Publications; 2002.
- Goel SL, Kumar R. Hospital core services. Deep & Deep Publications; 2002.
- Goel SL, Kumar R. Hospital support services. Deep & Deep Publications; 2002.
- Joshi DC, Joshi M. Hospital Administration. Jaypee Bros. Medical Publishers; 2009.
- Sakharkar BM. Principles of hospital administration and planning. Jaypee Brothers Medical Publishers; 2009.
- Srinivasan AV, editor. Managing a modern hospital. SAGE Publications India; 2008 Jun 10.
- Tabish SA. Hospital and health services administration: principles and practice. Oxford University Press, USA; 2001.

YENEPOYA
(DEEMED TO BE UNIVERSITY)

VI SEMESTER

HEALTHCARE LAWS AND ETHICS

Course type: Core **Course code: NBHA601**

Credits: 4 **Duration: 60 hours**

- **Course Outcomes:**

Upon completion of the course the students will be able to

CO1. Identify the elements required for the formation of a valid contract, including the essentials of offer and acceptance and the role of consideration in the enforceability of contracts

CO2. Evaluate the role of healthcare Acts in promoting public health, safety, and welfare, and in preventing misuse and abuse of healthcare practices and procedures

CO3. Identify and mitigate potential legal risks associated with medical practice, understand the patient's rights and responsibilities, and effectively respond to consumer complaints and grievances.

CO4. Develop the necessary skills to apply healthcare Acts in their professional practice and decision-making, while ensuring compliance with legal and ethical standards.

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit I	12hrs	**1.1** Law of Tort	✓			Didactic Lecture Interactive Discussion Participatory Learning	**15%**
		1.2. Essentials of a Contract	✓				
		1.3. Offer and acceptance	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.4. Capacity of Parties - Free Consent		✓			
		1.5. Consideration and legality of object		✓			
		1.6. Void agreement and Contingent Contract			✓		
Unit II	14hrs	2.1. Transplantation of Human Organs Act 1994	✓			Didactic lecture Case studies Audio/visual Group discussion	25%
		2.2. Pre-Natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act 1994.	✓				
		2.3. Central Births and Deaths		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		Registration Act 1969					
		2.4. Medical Termination of Pregnancy Act 1971.		✓			
		2.5. Drugs and Cosmetics Act. 1948	✓				
		2.6. Pharmacy Act. 1948 – Poison Act 1919		✓			
		2.7. Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954			✓		
Unit III	18hrs	3.1. Employees Provident Fund Act. 1952	✓			Didactic Lecture Case studies Group debates	25%
		3.2. Payment of Gratuity Act, 1972	✓				
		3.3. Minimum Wages Act.		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1948 & Payment of Wages Act. 1916,					
		3.4. Maternity Benefit Act. 1961.		✓			
		3.5. Workmen Compensation Act, 1923	✓				
		3.7. Trade Union Act		✓			
		3.8. Industrial Disputes Act			✓		
Unit IV	10hrs	4.1. Consumer Protection Act, 1986	✓			Didactic Lecture Case studies Role plays Group discussion	20%
		4.2. Application of C.P Act in Hospital	✓				
		4.3. Recent judgment of Supreme Court		✓			
		4.4. Implication for Health Professionals			✓		

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.5. Medical Negligence Act.	✓				
Unit V	06hrs	5.1. Medical ethics – basic issues, importance, process of developing and implementing ethics and values in an institution	✓			Didactic lecture Group discussion Case studies/ presentations	15%
		5.2. Codes of conduct**:** Hippocrates oath and declaration of Geneva – MCI regulation – professional conduct, etiquette and ethics, Euthanasia, Dying Declaration.	✓				

- **Reference:**

1. Kapoor ND, Abbi R, Bhushan B, Kapoor R. N.D. Kapoor's Elements of Industrial Law. New Delhi, New Delhi: Sultan Chand & sons; 2018.
2. Porkodi S, Haque A. Health Laws and Health Care System. 2nd ed. New Delhi, New Delhi: Global AcAcademic Publishers & Distributors; 2015.

HEALTH ECONOMICS

Course type: Core **Course code: NBHA602**

Credits:04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1: Develop and analyse market situation and pricing in various competitivesituations.

CO 2: Design competitive strategies, including costing, pricing, product differentiation, and marketenvironment, based on the natures of products and market structures.

CO 3: Describe key behaviours that influence a consumer's health and the overall cost of healthcare.

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit I	12hrs	**Economics and Health Economics**				Didactic Lecture Participatory discussion	**20%**
		1.1 The Relevance of Economics in Health Care	✓				
		1.2 Micro Economics Tools in Health Economics	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.3 A Simple Model of Demand, Supply and Price Determination,	✓				
		1.4 Elasticity of Demand, Applying Elasticity of Demand to Health Policy	✓				
		1.5 The Economics of Consumer Choice.		✓			
Unit II	12hrs	**Production function of Health**				Didactic Lecture Participatory discussion	15%
		2.1 Production and the possibilities for Substitution		✓			
		2.2 Deriving the Cost function,	✓				
		2.3 Technical and Allocative Inefficiency		✓			
		2.4 The Theory of Firm Behavior		✓			
Unit III	12hrs	**Economic Efficiency and Cost Effectiveness in Health Care**				Didactic Lecture Participatory discussion	25%
		3.1 Cost-Benefit Analysis (CBA)	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.2 Cost Effectiveness Analysis (CEA)	✓				
		3.3 Cost Utility Analysis (CUA)- Methods for Calculating QALYs and DALYs, Sen's Capability Approach and QALYs.	✓				
Unit IV	12hrs	**The Changing World of Health Care Finance**				Didactic Lecture Participatory discussion	25%
		4.1 Private Health Insurance	✓				
		4.2 Social Health Insurance	✓				
		4.3 Theory of Risk and Insurance	✓				
		4.4 Health Insurance and Market Failure, The case of Moral Hazard,	✓				
Unit V	12hrs	**The Impact of Economic Evaluation on Decision Making in Health Care**				Didactic Lecture Participatory discussion	15%
		5.1 Government involvement in health care market	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		5.2 Public Good	✓				
		5.3 Externalities 5.4 Tax Policy	✓				
		5.5 Lessons for Public Health Policy		✓			

- **Reference:**

1. Morris S, Devlin N, Parkin D, Spencer A. Economic analysis in healthcare. John Wiley & Sons; 2012 May 7.
2. Folland S, Goodman AC, Stano M. The economics of health and health care: Pearson new international edition. Routledge; 2016 May 23.
3. Bhattacharya J, Hyde T, Tu P. Health economics. Bloomsbury Publishing; 2018 Oct 19.

QUALITY IN HEALTHCARE

Course type: Core **Course code: NBHA603**

Credits: 04 **Duration: 60 hours**

- **Course Outcomes:**

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

CO1: 1. To demonstrate the evolving concepts of quality in healthcare

CO 2. To be able to demonstrate tools used in management of quality in healthcare

CO 3. To be able to demonstrate organization wide quality assessment criteria

CO 4. To be able to demonstrate planning, implementation and evaluation of quality in hospital

CO 5. To be able to demonstrate accreditation process

- **Course Content:**

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
Unit I	08hrs	**Introduction to Quality Philosophies**				Didactic Lecture and Participatory discussion	**15%**
		1.1. Fundamentals of Quality Management: Introduction – Objectives - Historical Back Ground – Concept of Quality Care and Quality Management		✓			

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		1.2. **Quality management philosophies-** Deming's, Taguchi's principles, Feigenbaum's philosophy.	✓				
Unit II	15hrs	**Approaches to quality management**				Didactic Lecture and Participatory discussion	20%
		2.1. System - Effects and Benefits of ISO 9000 management System	✓				
		2.2. Present Indian Scenario		✓			
		2.3. Organization of quality Management System	✓				
		2.4. Approaches to measurement of Quality.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		2.5. TQM team work	✓				
		2.6 Employee involvement	✓				
		2.7 Key result areas – leadership – TQM Tools – Deming's – P.D.C.A. Cycle – JIT (Just in Time) – Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking	✓				
		2.8. Business Process Reengineering	✓				
Unit III	15hrs	**Quality Management in Hospitals**				Didactic Lecture and Participatory discussion	25%
		3.1. Techniques of Quality Management	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.2. Improving Hospital Performance – Patient Participation – Quality Health Care through Patience Satisfaction – Conceptual model of potential Contribution in quality in the health care system.	✓				
		3.3. Organization wide Quality Improvement - Organizing for Quality Assessment — A Quality Improvement model of daily Patient Care		✓			
		3.4. Quality Assurance and Quality improvement.	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		3.5. Assessing Quality Health Care: Some attributes of Quality in Health Care – Some attributes of a Good Patient Practitioners Relationship	✓				
		3.6. The measurement of Quality – Procedure for formulating explicit Criteria and standards – Determinants of Quality – Structure – Process Outcome		✓			
		3.7. Audits in Hospitals	✓				
Unit IV	10hrs	**4 - The implementation of Total Quality:**				Didactic Lecture and Participatory discussion	20%
		4.1. Planning Quality	✓				
		4.2. organizing Quality	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		4.3. Evaluating Quality	✓				
		4.4.Transforming organizations to a Total Quality Philosophy and Culture		✓			
Unit V	12hrs	**Accreditation**				Didactic Lecture and Participatory discussion	20%
		5.1. Introduction	✓				
		5.2. Concept of Hospital Accreditation	✓				
		5.3. Accreditation Scenario in India and abroad	✓				
		5.4. Organisations, National &International authorities for accreditations	✓				
		5.5. Accreditation process	✓				
		5.6. Role of the government in developing an	✓				

Unit	Hours	Content	Must Know	Good to Know	Desirable to Know	Teaching Learning Method	Weightage
		accreditation system.					

- **Reference:**

1. Johnson RH, Schmidt R, Trumbo J. Quality Assurance in Health Care Services. Asq Press; 1992.
2. Parsley K, Corrigan P. Quality Improvement in Healthcare: Putting evidence into practice. Nelson Thornes; 1999.
3. Lighter D, Fair DC. Quality management in health care: principles and methods. Jones & Bartlett Learning; 2004 Feb 24

16. Annexure-1

Question Paper Layout for Internal Assessment Test (IAT) of all Core courses

Course Code: Name of the Course:

Duration: 1 Hour Total Marks: 30

Section A

Answer the following Questions (MCQ's) Questions are on Remembering **(5*1=5)**

1.

2.

3.

4.

5.

Section B

Answer any TWO of the Questions. Questions are on Understanding and Applying **(2 *5=10)**

11.

12.

13.

Section C

Answer any ONE Questions. Questions are on analyzing and evaluating **(1*15=15)**

18.

19.

Annexure-2

Question Paper Layout for Semester End Examination (SEE) of Core courses

____ Semester_____. Examination, Month/Year

Paper: _____

Course Code:_____

Duration: 3 Hours Total Marks: 75

Section A

Answer the following Questions (MCQ's) (15*1=15)

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Section B

Answer any THREE of the Questions **(3*10=30)**

16.

17.

18.

19.

20.

Section C

Answer any TWO Questions **(2*15=30)**

21.

22.

23.

24.

Annexure-3

Question Paper Layout for Semester End Examination (SEE) of MEC/VAC Courses

____ Semester_____. Examination, Month/Year

Paper: _____

Course Code: _____

Duration: 1 Hour Total Marks: 25

Section A

Answer the following Questions (MCQs) (10*1=10)

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Section B

Answer any THREE of the Questions (3*5=15)

11.

12.

13.

14.

15.

Annexure - 4

Question Paper Layout for Semester End Examination (SEE) of AEC courses

____ Semester_____. Examination, Month/Year

Paper: _____

Course Code:_____

Duration: 3 Hours Total Marks: 75

Section A

Answer the following Questions (15*1=15)

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

(NOTE: Q 1-5 Prose section, Q 6-10 Poetry section, Q 11-15 Grammar section)

Section B

Answer any THREE of the Questions **(3*10=30)**

16.

17.

18.

19.

20.

(NOTE: Q 16-17 Prose section, Q 18-19 Poetry section, Q 20 Grammar section)

Section C

Answer any TWO Questions **(2*15=30)**

21.

22.

23.

24.

(NOTE: Q 21-22 Prose section, Q 23-24 Poetry section)

Annexure-5

Question Paper Layout for Internal Assessment Test (IAT) of MEC /VAC courses

Course Code: Name of the Course:

Duration: 1 Hour Total Marks: 20

Section A

Answer the following Questions (MCQ's) Questions are on Remembering **(5*1=5)**

1.

2.

3.

4.

5.

Section B

Answer any Three of the Questions. Questions are on Understanding and Applying **(3 *5=15)**

6.

7.

8.

9.

10.

Annexure-6

Undergraduate Assignment Evaluation checklist

Name of the student: _____
Program: _____
Course: _____
Assignment Topic: _____
Date of submission: _____
Faculty In charge: _____

	Assessment criteria	Marks Allotted	Marks Awarded
	Title/Cover page	**01**	
	Organization of assignment	**03**	
	Level of Content	**03**	
	Bibliography	**01**	
	Grammar/Neatness	**02**	
Total marks		**10**	

Annexure-7

SEMINAR PRESENTATION EVALUATION FORM

Topic:

1

2

3

PARTICULARS	**1**	**2**	**3**	**4**
Content				
Loud and clear				
Understandable				
Vocabulary				
Well organized and followed a logical order				
Interesting facts and examples included				
Helped in understanding the topic better				
Data Representation				
Creativity				
Use of audio visual aids				
Total score :50				
Total score in percentage				
Signature of the invigilator				

Rating scale

1 = Very poor
2 = Improvement required
3 = Average
4 = Good
5 = Excellent

Grading

Above 80% - Excellent
70-79% - Very good
60-69% - Good
50-59% - Average
Below 50% - Below average

Course Coordinator