



BHARATHIDASAN UNIVERSITY TIRUCHIRAPPALLI - 620 024.
M.B.A.- HOSPITAL MANAGEMENT
CHOICE BASED CREDIT SYSTEM - LEARNING OUTCOMES BASED
CURRICULUM FRAMEWORK (CBCS - LOCF)
(Applicable to the candidates admitted from the academic year 2026-27 onwards)

Semester	Name of the Courses	Title of Course	Inst. Hours	Credit	Exam Hrs.	Marks		
						Int.	Ext.	Total
I	Core Course – I (CC)	Management Principles and Business Ethics	5	5	3	30	70	100
	Core Course – II (CC)	Quantitative Techniques and Research Methods in Business	5	5	3	30	70	100
	Core Course – III (CC)	Managing Organizational Behaviour	5	5	3	30	70	100
	Core Course – IV (CC)	Accounting for Managers	5	5	3	30	70	100
	Core Course – V (CC)	Managerial Economics	5	5	3	30	70	100
	Core Course – VI (CC)	Legal Systems in Business	5	5	3	30	70	100
	Discipline Centric Elective Course – I (DCEC)	Entrepreneurship Development	5	3	3	30	70	100
	Value Added Course – I (VAC)*	VAC I – Executive Communication	-	2*	3	30	70	100*
II		TOTAL	35	33				700
	Core Course – VII(CC)	Applied Operations Research	5	5	3	30	70	100
	Core Course – VIII(CC)	Human Resource Management	5	5	3	30	70	100
	Core Course – IX(CC)	Marketing Management	5	5	3	30	70	100
	Core Course – X(CC)	Operations Management	5	5	3	30	70	100
	Core Course – XI(CC)	Financial Management	5	5	3	30	70	100
	Core Course - XII(CC)	Strategic Management	5	5	3	30	70	100
	Discipline Centric Course – II(DCC)	Health Insurance	5	3	3	30	70	100
	Non Major Elective – I (NME)	Stress Management	2	2	3	30	70	100
	Value Added Course – II (VAC)*	VAC II – Business Etiquette & Computing Skills	-	2*	3	30	70	100*
		TOTAL	37	35				800

III	Core Course - XIII(CC)	Information Systems for Business	5	4	3	30	70	100
	Generic Elective – I	**Choose any SIX Generic Elective from the given list	5	4	3	30	70	100
	Generic Elective – II		5	4	3	30	70	100
	Generic Elective – III		5	4	3	30	70	100
	Generic Elective – IV		5	4	3	30	70	100
	Generic Elective - V		5	4	3	30	70	100
	Generic Elective - VI		5	4	3	30	70	100
	Non Major Elective – II(NME)	Event Management	2	2	3	30	70	100
	Value Added Course – III (VAC)*	VAC III – Leadership and Team Building Skills	-	2*	3	30	70	100*
	Internship	***Summer Internship	-	4		100	-	100
		TOTAL	37	34				900
IV	Project Work	# Project Work & Viva- Voce	-	10		75	225	300
		TOTAL	-	10				300
		GRAND TOTAL	109	112				2700

SPECIALIZATION COURSES: HOSPITAL MANAGEMENT

Semester	Name of the Courses	Title of Course	Inst. Hours	Credit	Exam Hrs.	Marks		
						Int.	Ext.	Total
III	Generic Elective – 1	Health Policy and Health Care System	5	4	3	30	70	100
	Generic Elective – 2	Hospital Planning and Administration	5	4	3	30	70	100
	Generic Elective – 3	Hospital Records Management	5	4	3	30	70	100
	Generic Elective – 4	Hospital Core Services	5	4	3	30	70	100
	Generic Elective -5	Hospital Support Services	5	4	3	30	70	100
	Generic Elective – 6	Material Management in Hospital	5	4	3	30	70	100
	Generic Elective – 7	Operations Management in healthcare	5	4	3	30	70	100
	Generic Elective – 8	Hazards Management in Hospital	5	4	3	30	70	100
	Generic Elective – 9	Total Quality Management in Hospital	5	4	3	30	70	100
	Generic Elective - 10	Health care accreditation and Law	5	4	3	30	70	100

Choose any 6 electives from the above list in consultation with the Head of the Department.

NON MAJOR ELECTIVE COURSE (NMEC-1&2) (For Other Department Students)	
1	Stress Management
2	Event Management

- ** Students should choose six elective Course from the specialization list in consultation with the Head of the Institution.**
- *** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**
- * The value added courses credit will not be included in the total CGPA. These courses are extra-credit courses. Instruction hours for these courses is 30 hours.**
- # The Project Work will be evaluated jointly by TWO Examiners (i.e. Internal and External Examiner)**
- # The Viva-Voce will be conducted with Two Examiners (i.e. Internal and External Examiner)**

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES–MBA

Sl. No.	Types of the Courses	No. of Courses	No. of Credits	Marks
1.	Core Courses	13	64	1300
2.	Discipline Centric Elective Course	2	6	200
3.	Generic Elective Courses	6	24	600
4.	Non-Major Elective Courses	2	4	200
5.	Internship	1	4	100
6.	Project Work	1	10	300
7.	Total	25	112	2700
8	Value Added Courses*	3*	6*	300*

PROGRAM OUTCOMES:

After completion of the programme, students will be able to:

- Apply management theories, principles, analytical tools and healthcare administration concepts to solve organizational and healthcare management problems effectively.
- Demonstrate analytical thinking, logical reasoning and evidence-based decision-making skills in healthcare and business environments.
- Exhibit ethical behaviour, professional integrity, accountability and legal awareness in healthcare and hospital management practices.
- Communicate effectively through oral, written, digital and interpersonal communication in professional, managerial and healthcare settings.
- Lead multidisciplinary teams, manage organizational behaviour and contribute effectively towards team performance and institutional goals.
- Apply healthcare operations, quality systems, hospital technologies and digital healthcare tools for efficient healthcare service delivery.
- Demonstrate entrepreneurial mindset, innovation and strategic thinking for healthcare service development and sustainable organizational growth.
- Conduct research, analyze healthcare data and apply quantitative and qualitative methods to solve healthcare management problems.
- Contribute towards public health, patient safety, sustainability and social welfare through responsible healthcare management practices.
- Engage in continuous learning and adapt to global trends, healthcare policies and emerging challenges in healthcare and hospital management..

FIRST YEAR	CORE COURSE I	SEMESTER-I
	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the fundamental concepts, principles and functions of management in modern organizations and healthcare institutions.	
C2	To develop knowledge on planning, strategic decision-making and contemporary business models in dynamic business environments.	
C3	To analyze organizational structures, innovation, change management and technology-driven organizational practices.	
C4	To examine leadership, communication and managerial control systems for organizational effectiveness.	
C5	To evaluate business ethics, corporate social responsibility, sustainability and ethical leadership practices in organizations and healthcare systems.	
UNIT	Details	Course Objectives
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture-Environment–Systems Approach to Management – Levels in Management – Disaster Management	C1
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques Business Models	C2
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures– Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span-Managing Change and Innovation.	C3

IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control–Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization– Management by Exception(MBE)	C4
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership–Ethics Audit -Business Ethics and- CSR Models.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to Management Principles, Business Ethics and Corporate Governance – Practical: Study of ethical management practices in global organizations – Case study analysis on business ethics and sustainability – Group discussion on leadership and ethical decision making – Mini project on digital transformation in management.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and functions of management in organizations and healthcare institutions.	PO1, PO2
CO2	Apply planning and strategic decision-making techniques for managerial problem solving.	PO1, PO2, PO7
CO3	Analyze organizational structures, innovation and change management practices.	PO1, PO5, PO6
CO4	Demonstrate leadership, communication and managerial control skills.	PO3, PO4, PO5
CO5	Evaluate ethical issues, CSR initiatives and sustainability practices in organizations and healthcare systems.	PO3, PO9, PO10
Text Books		
1.	Robbins, S. P., Coulter, M. & DeCenzo, D., <i>Fundamentals of Management</i> , 12th Edition, Pearson Education, 2024.	
2.	Koontz, H. & Weihrich, H., <i>Essentials of Management: Global and Contemporary Perspective</i> , 12th Edition, McGraw Hill, 2024.	
3.	Richard L. Daft, <i>Management</i> , 15th Edition, Cengage Learning, 2024.	
4.	Griffin, R. W., <i>Management Principles and Applications</i> , 14th Edition, Cengage Learning India, 2023.	
5.	Andrew J. DuBrin, <i>Essentials of Management</i> , 11th Edition, Cengage, 2025.	

References	
1.	Stephen Robbins & Mary Coulter, <i>Management</i> , 16th Edition, Pearson, 2025.
2.	Kinicki & Williams, <i>Management: A Practical Introduction</i> , 10th Edition, McGraw Hill, 2024.
3.	Schermerhorn, J. R., <i>Introduction to Management</i> , 15th Edition, Wiley India, 2024.
4.	Peter G. Northouse, <i>Leadership: Theory and Practice</i> , 10th Edition, Sage Publications, 2024.
5.	Fernando, A. C., <i>Business Ethics and Corporate Governance</i> , 3rd Edition, Pearson India, 2023.
E - Resources	
1.	https://nptel.ac.in/courses/110105146
2.	https://onlinecourses.swayam2.ac.in
3.	https://hbr.org/topic/management
4.	https://www.coursera.org/learn/foundations-of-management
5.	https://www.edx.org/learn/leadership

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	-	-	-	-	-	-	-
CO2	2	3	-	-	-	-	1	-	-	-
CO3	2	2	-	-	2	2	1	-	-	1
CO4	-	2	1	3	3	-	-	-	-	1
CO5	-	-	3	1	-	-	-	-	3	2

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE II	SEMESTER-I
	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS	
COURSE CODE		CREDITS: 5

Course Objectives		
C1	To understand probability theories, statistical concepts and quantitative techniques for managerial decision-making.	
C2	To develop knowledge on research methodology, research design and data collection techniques for business and healthcare research.	
C3	To apply statistical tools and hypothesis testing techniques for data analysis and interpretation.	
C4	To analyze multivariate statistical techniques and software applications in business research and healthcare analytics.	
C5	To develop skills in research report writing, academic ethics and professional research practices.	
UNIT	Details	Course Objectives
I	Introduction: Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	C1
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques-Optimal Sample Size determination.	C2
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results-Chi-Square Test-Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation-Regression Analysis -One Way and Two Way Analysis of Variance.	C3

IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems-Application of Statistical Software For Data Analysis-SEM Analysis	C4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report-Different Styles of Referencing-Academic Vs Business Research Reports-Ethics In Research.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary applications of quantitative techniques and business research – Practical: Data analysis using SPSS/Excel – Case study on business analytics and research methodology – Group discussion on research ethics and AI-assisted analytics – Mini project on healthcare/business research.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Apply probability and quantitative techniques for business and healthcare decision-making.	PO1, PO2, PO8
CO2	Design appropriate research methodologies and data collection techniques for managerial research.	PO2, PO8
CO3	Analyze quantitative and qualitative data using statistical tools and hypothesis testing methods.	PO1, PO2, PO8
CO4	Utilize multivariate statistical techniques and analytical software for business research applications.	PO6, PO8, PO10
CO5	Prepare research reports and demonstrate ethical research and academic writing practices.	PO3, PO4, PO10
Text Books		
1.	Anderson, D. R., Sweeney, D. J. & Williams, T. A., <i>Statistics for Business and Economics</i> , 15th Edition, Cengage Learning, 2024.	
2.	Kumar, R., <i>Research Methodology: A Step-by-Step Guide for Beginners</i> , 6th Edition, Sage Publications, 2024.	
3.	Levine, D. M., Stephan, D. F. & Szabat, K. A., <i>Statistics for Managers using Microsoft Excel</i> , 9th Edition, Pearson, 2024.	
4.	Cooper, D. R. & Schindler, P. S., <i>Business Research Methods</i> , 15th Edition, McGraw Hill, 2023.	
5.	Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E., <i>Multivariate Data Analysis</i> , 9th Edition, Cengage Learning, 2024.	

References	
1.	Creswell, J. W. & Creswell, J. D., <i>Research Design: Qualitative, Quantitative and Mixed Methods Approaches</i> , 7th Edition, Sage Publications, 2024.
2.	Field, A., <i>Discovering Statistics Using IBM SPSS Statistics</i> , 6th Edition, Sage Publications, 2024.
3.	Saunders, M., Lewis, P. & Thornhill, A., <i>Research Methods for Business Students</i> , 10th Edition, Pearson, 2024.
4.	Gupta, S. P. & Gupta, M. P., <i>Business Statistics</i> , 2023 Edition, Sultan Chand & Sons, 2023.
5.	Sekaran, U. & Bougie, R., <i>Research Methods for Business</i> , 9th Edition, Wiley India, 2025.
E- Resources	
1.	https://nptel.ac.in/courses/110107114
2.	https://onlinecourses.swayam2.ac.in
3.	https://www.coursera.org/specializations/business-analytics
4.	https://www.ibm.com/analytics/spss-statistics-software
5.	https://www.sciencedirect.com/journal/journal-of-business-research

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	-	-	-	-	-	2	-	-
CO2	2	3	-	-	-	-	-	3	-	-
CO3	3	3	-	-	-	1	-	3	-	-
CO4	1	2	-	-	-	3	-	2	-	2
CO5	-	-	3	3	-	-	-	1	-	2

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE III	SEMESTER-I
	MANAGING ORGANIZATIONAL BEHAVIOUR	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the fundamental concepts, evolution and importance of organizational behaviour in modern organizations and healthcare institutions.	
C2	To analyze individual behaviour, personality, perception, learning, attitudes and motivation in organizational settings.	
C3	To examine group dynamics, team behaviour and interpersonal communication for effective organizational performance.	
C4	To evaluate leadership styles, organizational politics, conflict management and negotiation strategies.	
C5	To understand workplace stress, emotional intelligence, organizational culture and work-life integration practices in organizations.	
UNIT	Details	Course Objectives
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	C1
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process–Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	C2

III	Group Dynamics – Foundations of Group Behaviour – Group and Team- Stages of Group Development–Factors affecting Group and Team Performance-Group Decision making Interpersonal Communication –Communication Process–Barriers to Communication–Guidelines for Effective Communication	C3
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict–Negotiation Strategies– Negotiation Process.	C4
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to organizational behaviour and workplace dynamics – Practical: Study of organizational culture and leadership styles in modern organizations – Group discussion on employee engagement and hybrid workplace management – Case study on conflict management and motivation – Mini project on organizational behaviour practices.	-
CourseOutcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, evolution and significance of organizational behaviour in organizations and healthcare institutions.	PO1, PO5
CO2	Analyze individual behaviour, personality, motivation and perception in organizational settings.	PO2, PO5
CO3	Demonstrate effective group behaviour, teamwork and interpersonal communication skills.	PO4, PO5
CO4	Apply leadership, negotiation and conflict management techniques for organizational effectiveness.	PO2, PO4, PO5
CO5	Evaluate workplace stress, emotional intelligence and organizational culture for employee wellbeing and productivity.	PO3, PO5, PO9

Text Books	
1.	Robbins, S. P., Judge, T. A. & Vohra, N., <i>Organizational Behaviour</i> , 19th Edition, Pearson Education, 2024.
2.	Luthans, F., <i>Organizational Behaviour</i> , 14th Edition, McGraw Hill, 2024.
3.	McShane, S. L. & Von Glinow, M. A., <i>Organizational Behaviour</i> , 10th Edition, McGraw Hill, 2025.
4.	Aswathappa, K., <i>Organizational Behaviour</i> , 14th Edition, Himalaya Publishing House, 2023.
5.	Kinicki, A. & Fugate, M., <i>Organizational Behaviour: A Practical Problem-Solving Approach</i> , 4th Edition, McGraw Hill, 2024.
References	
1.	Greenberg, J., <i>Behavior in Organizations</i> , 12th Edition, Pearson, 2023.
2.	Schermerhorn, J. R., Hunt, J. G. & Osborn, R. N., <i>Organizational Behaviour</i> , 14th Edition, Wiley India, 2024.
3.	Hellriegel, D. & Slocum, J. W., <i>Organizational Behaviour</i> , 15th Edition, Cengage Learning, 2024.
4.	Newstrom, J. W., <i>Organizational Behaviour: Human Behaviour at Work</i> , 15th Edition, McGraw Hill, 2023.
5.	Daft, R. L., <i>The Leadership Experience</i> , 8th Edition, Cengage Learning, 2024.
E- Resources	
1.	https://nptel.ac.in/courses/110105145
2.	https://onlinecourses.swayam2.ac.in
3.	https://www.coursera.org/learn/organizational-behavior
4.	https://hbr.org/topic/organizational-culture
5.	https://www.sciencedirect.com/journal/organizational-behavior-and-human-decision-processes

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	2	-	-	-	-	-
CO2	2	3	-	-	2	-	-	-	-	-
CO3	-	1	-	3	3	-	-	-	-	1
CO4	-	3	1	2	3	-	-	-	-	1
CO5	-	1	3	-	2	-	-	-	3	2
			3-Strong		2-Medium		1-Low			

FIRST YEAR	CORE COURSE IV	SEMESTER-I
	ACCOUNTING FOR MANAGERS	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the fundamental concepts, principles and standards of financial, cost and management accounting.	
C2	To develop skills in preparation, analysis and interpretation of financial statements for managerial decision-making.	
C3	To apply marginal costing and financial analysis techniques for managerial planning and control.	
C4	To examine budgeting techniques and management accounting tools for organizational decision-making.	
C5	To understand cost accounting methods, accounting software and reporting systems for effective managerial control.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet(problems); International Accounting Standards-IFRS	C1
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement- Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.	C2
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing – Break even point Analysis - Contribution, p/v Ratio, margin of safety-Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	C3
IV	Budget, Budgeting, and Budgeting Control -Types of Budgets-Preparation of Flexible and fixed Budgets, master budget and Cash Budget-Problems-Zero Base Budgeting.	C4

V	Cost Accounting: meaning– Objectives-Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to accounting systems and financial reporting – Practical: Preparation and analysis of financial statements using accounting software – Group discussion on digital accounting and financial analytics – Case study on budgeting and cost control – Mini project on financial management practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts and principles of financial, cost and management accounting.	PO1, PO6
CO2	Prepare and interpret financial statements for managerial decision-making.	PO1, PO2, PO6
CO3	Apply marginal costing and financial analysis techniques for business decisions.	PO1, PO2, PO8
CO4	Utilize budgeting and management accounting tools for organizational planning and control.	PO2, PO6, PO8
CO5	Demonstrate the use of accounting software, reporting systems and modern accounting technologies.	PO4, PO6, PO10
Text Books		
1.	Khan, M. Y. & Jain, P. K., <i>Management Accounting</i> , 9th Edition, McGraw Hill, 2024.	
2.	Gupta, A., <i>Financial Accounting for Management</i> , 8th Edition, Pearson Education, 2024.	
3.	Horngren, C. T., Datar, S. M. & Rajan, M., <i>Cost Accounting: A Managerial Emphasis</i> , 18th Edition, Pearson, 2024.	
4.	Noreen, E., Brewer, P. & Garrison, R., <i>Managerial Accounting for Managers</i> , 7th Edition, McGraw Hill, 2025.	
5.	Maheshwari, S. N. & Maheshwari, S. K., <i>Advanced Accountancy</i> , 13th Edition, Vikas Publishing, 2023.	

References	
1.	Jain, S. P. & Narang, K. L., <i>Advanced Cost Accounting</i> , 2024 Edition, Kalyani Publishers, 2024.
2.	Bhattacharyya, A. K., <i>Financial Accounting for Business Managers</i> , 7th Edition, PHI Learning, 2023.
3.	Drury, C., <i>Management and Cost Accounting</i> , 11th Edition, Cengage Learning, 2024.
4.	Lal, J. & Srivastava, S., <i>Cost Accounting</i> , 6th Edition, McGraw Hill, 2023.
5.	Needles, B. E., Powers, M. & Crosson, S., <i>Financial and Managerial Accounting</i> , 14th Edition, Cengage Learning, 2024.
E- Resources	
1.	https://nptel.ac.in/courses/110107073
2.	https://onlinecourses.swayam2.ac.in
3.	https://www.coursera.org/learn/financial-accounting
4.	https://www.ifrs.org
5.	https://www.tallysolutions.com

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	3	3	-	-	-	2	-	1	-	-
CO3	3	3	-	-	-	1	-	2	-	-
CO4	2	3	-	-	-	3	-	2	-	-
CO5	-	1	-	2	-	3	-	-	-	3

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE V	SEMESTER-I
	MANAGERIAL ECONOMICS	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the fundamental concepts and principles of managerial economics for effective business decision-making.	
C2	To analyze demand, utility, elasticity and demand forecasting techniques in business and healthcare markets.	
C3	To examine production functions, cost analysis and market structures for managerial applications.	
C4	To understand macroeconomic concepts, national income, economic policies and business environment analysis.	
C5	To evaluate monetary systems, fiscal policies, globalization and digital economy trends affecting business organizations.	
UNIT	Details	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis– Consumer Behavior-Consumer Equilibrium	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions–Production with Two Variable Inputs–Production Isoquants– Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition– Monopoly, Duopoly, Monopolistic Competition– Pricing Methods.	C3
IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment – Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning.	C4

V	Commodity and Money Market: Demand and Supply of Money–Money Market Equilibrium –Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to managerial economics and business decision making – Practical: Analysis of market trends and demand forecasting – Case study on pricing strategies and economic policies – Group discussion on digital economy and globalization – Mini project on healthcare/business economics.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts and principles of managerial economics for organizational decision-making.	PO1, PO2
CO2	Analyze demand, elasticity and forecasting techniques in business and healthcare markets.	PO2, PO8
CO3	Apply production, cost and market structure concepts for managerial decision-making.	PO1, PO2
CO4	Evaluate macroeconomic indicators, economic policies and business environment factors.	PO2, PO9
CO5	Examine monetary systems, globalization and digital economy trends affecting organizations.	PO6, PO7, PO10

Text Books	
1.	Samuelson, W. F. & Marks, S. G., <i>Managerial Economics</i> , 9th Edition, Wiley India, 2024.
2.	Dominick Salvatore, <i>Managerial Economics in a Global Economy</i> , 9th Edition, Oxford University Press, 2024.
3.	Hirschey, M., <i>Managerial Economics</i> , 16th Edition, Cengage Learning, 2025.
4.	Dwivedi, D. N., <i>Managerial Economics</i> , 9th Edition, Vikas Publishing House, 2023.
5.	Mehta, P. L., <i>Managerial Economics: Analysis, Problems and Cases</i> , 16th Edition, Sultan Chand & Sons, 2024.

References	
1.	Gupta, G. S., <i>Managerial Economics</i> , 4th Edition, McGraw Hill, 2023.
2.	Petersen, H. C. & Lewis, W. C., <i>Managerial Economics</i> , 5th Edition, Pearson Education, 2024.
3.	Baye, M. R. & Prince, J. T., <i>Managerial Economics and Business Strategy</i> , 11th Edition, McGraw Hill, 2024.
4.	Thomas, C. R. & Maurice, S. C., <i>Managerial Economics: Foundations of Business Analysis and Strategy</i> , 13th Edition, McGraw Hill, 2025.
5.	Ahuja, H. L., <i>Managerial Economics</i> , 21st Edition, S. Chand Publishing, 2023.
E - Resources	
1.	https://nptel.ac.in/courses/110105151
2.	https://onlinecourses.swayam2.ac.in
3.	https://www.coursera.org/learn/managerial-economics-business-analysis
4.	https://hbr.org/topic/economics
5.	https://www.imf.org/en/Home

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	-	-	-	-	-	-	-	-
CO2	1	3	-	-	-	-	-	3	-	-
CO3	3	3	-	-	-	-	-	1	-	-
CO4	-	3	-	-	-	-	-	1	3	-
CO5	-	1	-	-	-	2	3	-	1	3

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE VI	SEMESTER-I
	LEGAL SYSTEMS IN BUSINESS	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the fundamental concepts and legal principles governing contracts and business agreements.	
C2	To examine the legal provisions relating to sale of goods and negotiable instruments in business transactions.	
C3	To analyze partnership laws, company law and corporate legal frameworks applicable to organizations.	
C4	To understand labour laws and legal regulations governing employee welfare and industrial relations.	
C5	To evaluate consumer protection laws, cyber laws and intellectual property rights in modern business environments.	
UNIT	Details	Course Objectives
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts– Remedies for Breach of Contracts.	C1
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale– Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	C2

III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organization – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies– General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit– Winding up of Companies– General Idea of the Different Modes of Winding Up.	C3
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986-Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979-Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act-Four Labour Codes and Rules-RTI Act 2005.	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL–United Nations Commission on International Trade Law.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only) : Contemporary issues related to business law and corporate legal systems – Practical: Study of legal compliance practices in organizations – Group discussion on cyber laws and data privacy – Case study on business contracts and labour laws – Mini project on corporate governance and legal frameworks.	-

CourseOutcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the legal principles governing contracts and business agreements.	PO1, PO3
CO2	Analyze legal provisions relating to sale of goods and negotiable instruments.	PO1, PO2
CO3	Apply partnership and company law concepts in organizational and business contexts.	PO1, PO6
CO4	Evaluate labour laws and legal compliance requirements in organizations.	PO3, PO5, PO9
CO5	Examine cyber laws, consumer protection laws and intellectual property rights in digital business environments	PO3, PO6, PO10
Text Books		
1.	Kapoor, N. D., <i>Business Law</i> , 9th Edition, Sultan Chand & Sons, 2024.	
2.	Kuchhal, M. C. & Vivek Kuchhal, <i>Business Law</i> , 10th Edition, Vikas Publishing House, 2024.	
3.	Bulchandani, K. R., <i>Business Law for Management</i> , 3rd Edition, Himalaya Publishing House, 2023.	
4.	Singh, Avtar, <i>Mercantile and Commercial Law</i> , 14th Edition, Eastern Book Company, 2024.	
5.	Gogna, P. P. S., <i>Business and Corporate Laws</i> , 5th Edition, S. Chand Publishing, 2025.	
ReferencesBooks		
1.	Tulsian, P. C. & Tulsian, Bharat, <i>Business Law</i> , 5th Edition, McGraw Hill, 2024.	
2.	Sharma, J. P., <i>Business Regulatory Framework</i> , 3rd Edition, Pearson Education, 2024.	
3.	Gulshan, S. S. & Kapoor, G. K., <i>Business Law Including Company Law</i> , 18th Edition, New Age International, 2023.	
4.	Bare Acts on Labour Codes, Consumer Protection Act, IT Act and Companies Act, Universal Law Publishing, 2025.	
5.	Singh, Avtar, <i>Company Law</i> , 19th Edition, Eastern Book Company, 2025.	
E- Resources		
1.	https://nptel.ac.in/courses/110105139	
2.	https://onlinecourses.swayam2.ac.in	
3.	https://www.mca.gov.in	
4.	https://www.indiacode.nic.in	
5.	https://www.wipo.int/portal/en/index.html	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	<u>3</u>	=	<u>2</u>	=	=	=	=	=	=	=
CO2	<u>2</u>	<u>3</u>	=	=	=	=	=	=	=	=
CO3	<u>3</u>	<u>1</u>	=	=	=	<u>2</u>	=	=	=	=
CO4	=	<u>2</u>	<u>3</u>	=	<u>2</u>	=	=	=	<u>3</u>	=
CO5	=	<u>1</u>	<u>3</u>	=	=	<u>2</u>	=	=	=	<u>3</u>
			3-Strong		2-Medium		1-Low			

FIRST YEAR	DISCIPLINE CENTRIC ELECTIVE COURSE I	SEMESTER-I
	ENTREPRENEURSHIP DEVELOPMENT	
COURSE CODE		CREDIT 3

Course Objectives		
C1	To understand the concepts, characteristics and growth of entrepreneurship in India and global business environments.	
C2	To examine innovation, creativity, intellectual property rights and technology-driven entrepreneurship practices.	
C3	To analyze entrepreneurial opportunities, feasibility studies and new venture creation processes.	
C4	To develop business plans and startup models for sustainable entrepreneurial ventures.	
C5	To evaluate financial assistance, institutional support and funding mechanisms available for entrepreneurs and startups.	
UNIT	Details	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities–Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	C1
II	Innovation in Business: Types of Innovation –Creating and Identifying Opportunities for Innovation– Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship–Licensing–Patent Rights– Innovation in Indian Firms	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods–Pricing Policy and Distribution Channels	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan–Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	C4

V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives– Institutional Arrangement and Encouragement of Entrepreneurship.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to entrepreneurship and startup ecosystem – Practical: Preparation of startup business models and pitch decks – Group discussion on innovation and digital entrepreneurship – Case study on successful startups and entrepreneurs – Mini project on healthcare/social entrepreneurship.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain entrepreneurial concepts, characteristics and startup ecosystem developments.	PO1, PO7
CO2	Analyze innovation, intellectual property rights and technology-based entrepreneurial practices.	PO2, PO7, PO10
CO3	Evaluate entrepreneurial opportunities and feasibility analysis for new ventures.	PO2, PO7, PO8
CO4	Develop business plans and startup strategies for sustainable entrepreneurial ventures.	PO4, PO7, PO10
CO5	Examine funding mechanisms, institutional support and financial assistance available for entrepreneurs.	PO6, PO7
Text Books		
1.	Barringer, B. R. & Ireland, R. D., <i>Entrepreneurship: Successfully Launching New Ventures</i> , 7th Edition, Pearson Education, 2024.	
2.	Hisrich, R. D., Peters, M. P. & Shepherd, D. A., <i>Entrepreneurship</i> , 12th Edition, McGraw Hill, 2024.	
3.	Kuratko, D. F., <i>Entrepreneurship: Theory, Process and Practice</i> , 12th Edition, Cengage Learning, 2025.	
4.	Khanka, S. S., <i>Entrepreneurial Development</i> , 4th Edition, S. Chand Publishing, 2023.	
5.	Desai, V., <i>Dynamics of Entrepreneurial Development and Management</i> , 8th Edition, Himalaya Publishing House, 2024.	
References		
1.	Drucker, P. F., <i>Innovation and Entrepreneurship</i> , Updated Edition, Harper Business, 2024.	
2.	Tidd, J. & Bessant, J., <i>Managing Innovation</i> , 8th Edition, Wiley India, 2024.	
3.	Ries, E., <i>The Lean Startup</i> , Updated Global Edition, Crown Business, 2023.	
4.	Osterwalder, A. & Pigneur, Y., <i>Business Model Generation</i> , Updated Edition, Wiley, 2024.	
5.	Scarborough, N. M. & Cornwall, J. R., <i>Essentials of Entrepreneurship and Small Business Management</i> , 10th Edition, Pearson, 2025.	

E- Resources	
1.	https://www.coursera.org/specializations/entrepreneurship
2.	https://www.udemy.com/topic/entrepreneurship
3.	https://nptel.ac.in/courses/110106141
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.edx.org/learn/entrepreneurship

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	-	-	-	-	-	3	-	-	1
CO2	1	3	-	-	-	-	3	-	-	2
CO3	-	3	-	-	-	-	3	2	-	1
CO4	-	2	-	3	-	-	3	1	-	2
CO5	-	1	-	-	-	3	3	-	-	1

3-Strong 2-Medium 1-Low

FIRST YEAR	VALUE ADDED COURSE I	SEMESTER-I
	EXECUTIVE COMMUNICATION	
COURSE CODE		CREDIT 2

Course Objectives		
C1	To understand the fundamentals, types and importance of communication in professional and organizational environments.	
C2	To develop business correspondence and professional writing skills for managerial communication.	
C3	To enhance report writing, proposal writing and documentation skills for business and healthcare organizations.	
C4	To develop presentation, meeting management, interview and group discussion skills for professional effectiveness.	
C5	To understand non-verbal communication, interpersonal skills and digital communication practices in organizations.	
UNIT	Details	Course Objectives
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	C1
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message-Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating – Letters of application and resume.	C2
III	UNITIII-Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports-Norms for Including Exhibits and Appendices-Writing Business Proposals.	C3

IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills-Fluency Development Strategies- Attending and Conducting Interviews - Listening.	C4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables-Visual and Audio-visual Aids for Communication.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to executive communication and professional interaction – Practical: Business presentations, mock interviews and professional writing exercises – Group discussion on workplace communication and digital etiquette – Case study on communication barriers and negotiation skills – Mini project on corporate communication practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the principles, process and importance of communication in professional environments.	PO4, PO5
CO2	Demonstrate effective business correspondence and professional writing skills.	PO4, PO10
CO3	Prepare business reports, proposals and professional documents using appropriate communication techniques.	PO4, PO6
CO4	Apply presentation, interview and meeting management skills for professional effectiveness.	PO4, PO5, PO10
CO5	Demonstrate effective verbal, non-verbal and interpersonal communication skills in organizational settings.	PO3, PO4, PO5
Text Books		
1.	Bovee, C. L. & Thill, J. V., <i>Business Communication Today</i> , 15th Edition, Pearson Education, 2024.	
2.	Murphy, H. A., Hildebrandt, H. W. & Thomas, J. P., <i>Effective Business Communication</i> , 12th Edition, McGraw Hill, 2024.	
3.	Lesikar, R. V. & Flatley, M. E., <i>Basic Business Communication</i> , 15th Edition, McGraw Hill, 2023.	
4.	Mehra, P., <i>Business Communication for Managers</i> , 2nd Edition, Pearson India, 2024.	
5.	Raman, M. & Singh, P., <i>Business Communication</i> , 3rd Edition, Oxford University Press, 2023.	

References	
1.	Guffey, M. E. & Loewy, D., <i>Essentials of Business Communication</i> , 12th Edition, Cengage Learning, 2024.
2.	Courtland L. Bovee, <i>Excellence in Business Communication</i> , 14th Edition, Pearson, 2025.
3.	Newman, A. & Ober, S., <i>Business Communication and Character</i> , 12th Edition, Cengage Learning, 2024.
4.	Carnegie, D., <i>The Quick and Easy Way to Effective Speaking</i> , Updated Edition, Simon & Schuster, 2023.
5.	Penrose, J. M., Rasberry, R. W. & Myers, R. J., <i>Advanced Business Communication</i> , 7th Edition, Cengage Learning, 2024.
E - Resources	
1.	https://www.coursera.org/learn/wharton-communication-skills
2.	https://www.udemy.com/topic/business-communication
3.	https://nptel.ac.in/courses/109104031
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.linkedin.com/learning/topics/business-communication

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	-	-	-	3	2	-	-	-	-	1
CO2	-	-	-	3	-	-	-	-	-	2
CO3	-	-	-	3	-	2	-	-	-	1
CO4	-	1	-	3	3	-	-	-	-	2
CO5	-	-	2	3	2	-	-	-	-	1

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE VII	SEMESTER-II
	APPLIED OPERATIONS RESEARCH	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, models and applications of operations research in managerial and healthcare decision-making.	
C2	To develop skills in formulating and solving linear programming problems for optimal resource utilization.	
C3	To analyze transportation and assignment models for efficient operational planning and allocation decisions.	
C4	To examine inventory, replacement, sequencing, networking and queuing models for operational effectiveness.	
C5	To evaluate game theory, simulation and dynamic programming techniques for strategic and competitive decision-making.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Introduction: Overview of operations research –Origin – Nature, scope & characteristics of OR – Models in OR–Application of operations research in functional areas of management	C1
II	Linear Programming Problem: Linear programming problem model–Formulation–Maximization & Minimization problem – Graphical method – Simplex method–Artificial variable -- Primal & Dual.	C2
III	Transportation problem: Basic Solution–North/West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method–Modi method–Degeneracy–Imbalance matrix. Assignment model: Hungarian method–Travelling salesmen problem.	C3
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique(PERT) and Critical Path Method (CPM) for Project Scheduling–Crashing–Resource allocation and Resource Scheduling.	C4

V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points– Dominance method–Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary applications of operations research in business and healthcare – Practical: Solving optimization models using Excel Solver/SPSS – Group discussion on analytics and decision support systems – Case study on inventory and supply chain optimization – Mini project on healthcare operations analytics.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain operations research concepts, models and applications in business and healthcare systems.	PO1, PO2
CO2	Apply linear programming techniques for optimal managerial decision-making and resource utilization.	PO1, PO2, PO8
CO3	Analyze transportation and assignment problems for operational planning and allocation decisions.	PO2, PO6, PO8
CO4	Utilize inventory, networking and queuing models for operational efficiency and project management.	PO2, PO6, PO8
CO5	Evaluate game theory, simulation and dynamic programming techniques for strategic decision-making.	PO2, PO7, PO8
Text Books		
1.	Taha, H. A., <i>Operations Research: An Introduction</i> , 11th Edition, Pearson Education, 2024.	
2.	Sharma, J. K., <i>Operations Research: Theory and Applications</i> , 8th Edition, Macmillan India, 2024.	
3.	Hillier, F. S. & Lieberman, G. J., <i>Introduction to Operations Research</i> , 12th Edition, McGraw Hill, 2025.	
4.	Vohra, N. D., <i>Quantitative Techniques in Management</i> , 7th Edition, McGraw Hill, 2023.	
5.	Gupta, P. K. & Hira, D. S., <i>Operations Research</i> , 10th Edition, S. Chand Publishing, 2024.	
References		
1.	Ravindran, A., Phillips, D. T. & Solberg, J. J., <i>Operations Research: Principles and Practice</i> , 3rd Edition, Wiley India, 2024.	
2.	Anderson, D. R., Sweeney, D. J. & Williams, T. A., <i>Quantitative Methods for Business</i> , 14th Edition, Cengage Learning, 2024.	
3.	Winston, W. L., <i>Operations Research: Applications and Algorithms</i> , 5th Edition, Cengage Learning, 2023.	
4.	Taylor, B. W., <i>Introduction to Management Science</i> , 14th Edition, Pearson Education, 2024.	
5.	Hamdy A. Taha, <i>Introduction to Operations Research using Excel Solver</i> , Pearson, 2023.	

E - Resources	
1.	https://www.coursera.org/learn/operations-research-modeling
2.	https://www.udemy.com/topic/operations-research
3.	https://nptel.ac.in/courses/110106062
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.ibm.com/topics/operations-research

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	-	-	-	-	1	-	-
CO2	3	3	-	-	-	1	-	3	-	-
CO3	2	3	-	-	-	3	-	2	-	-
CO4	1	3	-	-	-	3	-	2	-	1
CO5	-	3	-	-	-	1	2	3	-	1

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE VIII	SEMESTER-II
	HUMAN RESOURCE MANAGEMENT	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, functions and strategic importance of human resource management in organizations and healthcare institutions.	
C2	To examine human resource planning, recruitment, selection and employee placement processes.	
C3	To analyze training, development, performance appraisal and employee career management practices.	
C4	To evaluate compensation management, employee welfare and industrial relations practices in organizations.	
C5	To understand emerging trends in HRM, HR analytics and technology-enabled human resource practices.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy-HRM in Healthcare Organizations.	C1
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media- AI-based Recruitment and Selection Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management.	C2
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	C3

IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	C4
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition-Ethics in HRM	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to human resource management and workplace practices – Practical: Study of recruitment, training and performance appraisal systems – Group discussion on HR analytics and hybrid workforce management – Case study on employee engagement and leadership – Mini project on strategic HR practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, functions and strategic role of human resource management in organizations and healthcare institutions.	PO1, PO5
CO2	Apply human resource planning, recruitment and selection techniques for organizational effectiveness.	PO2, PO5, PO6
CO3	Analyze training, development and performance management systems for employee growth and productivity.	PO2, PO5, PO6
CO4	Evaluate compensation management, employee welfare and industrial relations practices.	PO3, PO5, PO9
CO5	Examine emerging HR technologies, HR analytics and digital HR practices in modern organizations.	PO6, PO10

Text Boooks	
1.	Dessler, G., <i>Human Resource Management</i> , 17th Edition, Pearson Education, 2024.
2.	Aswathappa, K., <i>Human Resource Management</i> , 10th Edition, McGraw Hill, 2024.
3.	Decenzo, D. A., Robbins, S. P. & Verhulst, S. L., <i>Fundamentals of Human Resource Management</i> , 14th Edition, Wiley India, 2025.
4.	Rao, V. S. P., <i>Human Resource Management</i> , 6th Edition, Taxmann Publications, 2023.
5.	Gary Dessler & Biju Varkkey, <i>Human Resource Management</i> , 17th Edition, Pearson India, 2024.
References	
1.	Armstrong, M. & Taylor, S., <i>Armstrong's Handbook of Human Resource Management Practice</i> , 16th Edition, Kogan Page, 2024.
2.	Mathis, R. L., Jackson, J. H. & Valentine, S. R., <i>Human Resource Management</i> , 16th Edition, Cengage Learning, 2024.
3.	Monappa, A. & Saiyadain, M., <i>Personnel Management</i> , 4th Edition, McGraw Hill, 2023.
4	Noe, R. A., <i>Employee Training and Development</i> , 9th Edition, McGraw Hill, 2025.
5.	Cascio, W. F. & Boudreau, J. W., <i>Investing in People: Financial Impact of Human Resource Initiatives</i> , 3rd Edition, Pearson, 2024.
E - Resources	
1.	https://www.coursera.org/learn/human-resource-management
2.	https://www.udemy.com/topic/human-resource-management
3.	https://nptel.ac.in/courses/110105069
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.linkedin.com/learning/topics/human-resources

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	2	-	-	-	-	-
CO2	2	3	-	-	3	2	-	-	-	-
CO3	1	3	-	-	3	2	-	1	-	-
CO4	-	1	3	-	2	-	-	-	3	-
CO5	-	-	1	-	-	3	-	1	-	3

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE IX	SEMESTER-II
	MARKETING MANAGEMENT	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, principles and functions of marketing management in business and healthcare organizations.	
C2	To analyze consumer behaviour, market segmentation and targeting strategies for effective marketing decisions.	
C3	To examine product, pricing and distribution strategies for competitive market positioning.	
C4	To evaluate promotional strategies, digital marketing tools and integrated marketing communication practices.	
C5	To understand contemporary marketing trends, customer relationship management and marketing analytics in modern business environments.	
UNIT	Details	Course Objectives
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing-Marketing and Services – Digital Marketing – Social Media Marketing–Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing-Sustainable Marketing.	C1
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing-Omni channel Marketing	C2
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing– Sales force Automation and it's tools-Marketing Analytics-	C3
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management-	C4

V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion- Sales Force Decisions, Selection, Training, Compensation and Control– Publicity and Personal Selling- AI-based Personalized Marketing–Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to marketing management and digital marketing – Practical: Market analysis and consumer behaviour study – Group discussion on social media marketing and branding – Case study on product and pricing strategies – Mini project on healthcare/service marketing.	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and functions of marketing management in business and healthcare organizations.	PO1, PO6
CO2	Analyze consumer behaviour, market segmentation and targeting strategies for marketing decisions.	PO2, PO8
CO3	Apply product, pricing and distribution strategies for competitive market positioning.	PO2, PO6, PO7
CO4	Evaluate promotional strategies and digital marketing communication techniques for organizational effectiveness.	PO4, PO6, PO7
CO5	Examine CRM practices, marketing analytics and emerging marketing technologies in modern business environments.	PO6, PO8, PO10
Text Books		
1.	Kotler, P. & Keller, K. L., <i>Marketing Management</i> , 16th Edition, Pearson Education, 2024.	
2.	Ramaswamy, V. S. & Namakumari, S., <i>Marketing Management: Indian Context Global Perspective</i> , 7th Edition, McGraw Hill, 2024.	
3.	Kerin, R. A. & Hartley, S. W., <i>Marketing</i> , 16th Edition, McGraw Hill, 2025.	
4.	Saxena, R., <i>Marketing Management</i> , 7th Edition, McGraw Hill, 2023.	
5.	Grewal, D. & Levy, M., <i>Marketing</i> , 9th Edition, McGraw Hill, 2024.	

References	
1.	Armstrong, G. & Kotler, P., <i>Principles of Marketing</i> , 19th Edition, Pearson Education, 2024.
2.	Chaffey, D. & Ellis-Chadwick, F., <i>Digital Marketing</i> , 9th Edition, Pearson, 2024.
3.	Solomon, M. R., <i>Consumer Behaviour: Buying, Having and Being</i> , 14th Edition, Pearson, 2025.
4.	Ryan, D., <i>Understanding Digital Marketing</i> , 6th Edition, Kogan Page, 2024.
5.	Keller, K. L. & Swaminathan, V., <i>Strategic Brand Management</i> , 5th Edition, Pearson Education, 2024.
E-Resources	
1.	https://www.coursera.org/learn/marketing-management
2.	https://www.udemy.com/topic/marketing-management
3.	https://nptel.ac.in/courses/110104068
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.linkedin.com/learning/topics/marketing

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	1	3	-	-	-	1	-	3	-	-
CO3	2	3	-	-	-	3	2	1	-	-
CO4	-	2	-	3	-	3	2	-	-	1
CO5	-	1	-	-	-	3	-	2	-	3

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE X	SEMESTER-II
	OPERATIONS MANAGEMENT	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, functions and significance of operations management in manufacturing and service organizations including healthcare institutions.	
C2	To analyze production planning, process design and capacity management techniques for operational efficiency.	
C3	To examine inventory management, supply chain management and quality management practices in organizations.	
C4	To evaluate project management, scheduling and maintenance management techniques for effective operations control.	
C5	To understand emerging trends, technology integration and sustainable operations management practices in modern organizations.	
UNIT	Details	Course Objectives
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective-Challenges-Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes-Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	C1
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision-Plant Location Trends. Layout of ManufacturingFacilities:PrinciplesofaGoodLayout-LayoutFactors-BasicTypesofLayout-Principlesof Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	C2

III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs- Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution-Maintenance of Cost Balance- Procedure for Maintenance.	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure-Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors-Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve-Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery-AI-driven Operations Optimization	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to operations and supply chain management – Practical: Study of production planning and inventory systems – Group discussion on lean management and process automation – Case study on operational efficiency and quality management – Mini project on healthcare/service operations.	-

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts and functions of operations management in manufacturing, service and healthcare organizations.	PO1, PO6
CO2	Apply production planning, process design and capacity management techniques for operational efficiency.	PO2, PO6, PO8
CO3	Analyze inventory management, supply chain management and quality management practices.	PO2, PO6, PO8
CO4	Utilize project scheduling, maintenance management and operations control techniques for organizational effectiveness.	PO2, PO5, PO6
CO5	Examine emerging technologies and sustainable practices in modern operations management.	PO6, PO9, PO10

Text Books	
1.	Heizer, J., Render, B. & Munson, C., <i>Operations Management</i> , 15th Edition, Pearson Education, 2024.
2.	Stevenson, W. J., <i>Operations Management</i> , 15th Edition, McGraw Hill, 2025.
3.	Slack, N. & Brandon-Jones, A., <i>Operations and Process Management</i> , 7th Edition, Pearson Education, 2024.
4.	Chary, S. N., <i>Production and Operations Management</i> , 7th Edition, McGraw Hill, 2023.
5.	Mahadevan, B., <i>Operations Management: Theory and Practice</i> , 4th Edition, Pearson India, 2024.
References	
1.	Krajewski, L. J., Malhotra, M. K. & Ritzman, L. P., <i>Operations Management: Processes and Supply Chains</i> , 14th Edition, Pearson Education, 2024.
2.	Russell, R. S. & Taylor, B. W., <i>Operations and Supply Chain Management</i> , 11th Edition, Wiley India, 2024.
3.	Jacobs, F. R. & Chase, R. B., <i>Operations and Supply Chain Management</i> , 17th Edition, McGraw Hill, 2025.
4.	Monks, J. G., <i>Operations Management</i> , 6th Edition, McGraw Hill, 2023.
5.	Bozarth, C. & Handfield, R., <i>Introduction to Operations and Supply Chain Management</i> , 6th Edition, Pearson, 2024.
E - Resources	
1.	https://www.coursera.org/learn/wharton-operations
2.	https://www.udemy.com/topic/operations-management
3.	https://nptel.ac.in/courses/110106144
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.edx.org/learn/operations-management

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	2	3	-	-	-	3	-	2	-	-
CO3	1	3	-	-	-	3	-	2	-	-
CO4	-	3	-	-	2	3	-	1	-	-
CO5	-	1	-	-	-	3	-	-	3	3

3-Strong 2-Medium 1-Low

FIRST YEAR	CORE COURSE XI	SEMESTER-II
	FINANANCIAL MANAGEMENT	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, objectives and functions of financial management in business and healthcare organizations.	
C2	To examine capital budgeting techniques and investment decisions for effective financial planning.	
C3	To analyze financing decisions, capital structure and cost of capital in organizational finance.	
C4	To evaluate working capital management and dividend decisions for maintaining financial stability.	
C5	To understand financial analysis, risk management and emerging financial technologies in modern organizations.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity - International Financial Management- Financial Planning- Behavioural Finance- Capital Market-Money Market-Micro Finance-Financial Information System-ERP-based Financial Management.	C1
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal : Pay Back Period; Accounting Rate of Return, Time Value of Money-DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysing Capital Budgeting- Introduction to Fintech– Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	C2
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT- EPS Analysis –Operating Leverage –Financial Leverage-problems.	C3

IV	Capital structure - Factors influencing capital structure – optimal capital structure- capitals Structure theories – Net Income Approach – Net Operating Income (NOI) Approach– Modigliani-Miller(MM)Approach– Traditional Approach–Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends-Dividend policy general, Determinants of dividend policy- Dividend Policy in Digital Economy.	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and – Inventory Management- Working Capital Financing- Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to financial management and investment decisions – Practical: Financial analysis using Excel and financial software – Group discussion on fintech and digital finance – Case study on capital budgeting and risk management – Mini project on financial planning practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, objectives and functions of financial management in organizations.	PO1, PO6
CO2	Apply capital budgeting techniques and investment appraisal methods for financial decision-making.	PO1, PO2, PO8
CO3	Analyze financing decisions, capital structure and cost of capital for organizational finance.	PO2, PO6, PO8
CO4	Evaluate working capital management and dividend decisions for maintaining financial stability.	PO2, PO6
CO5	Examine financial analysis, risk management and emerging financial technologies in organizations.	PO6, PO7, PO10
Text Books		
1.	Pandey, I. M., <i>Financial Management</i> , 12th Edition, Pearson Education, 2024.	
2.	Khan, M. Y. & Jain, P. K., <i>Financial Management: Text, Problems and Cases</i> , 9th Edition, McGraw Hill, 2024.	
3.	Brigham, E. F. & Ehrhardt, M. C., <i>Financial Management: Theory and Practice</i> , 17th Edition, Cengage Learning, 2025.	
4.	Chandra, P., <i>Financial Management: Theory and Practice</i> , 11th Edition, McGraw Hill, 2023.	
5.	Prasanna Chandra, <i>Fundamentals of Financial Management</i> , 8th Edition, McGraw Hill, 2024.	

References	
1.	Ross, S. A., Westerfield, R. & Jordan, B., <i>Fundamentals of Corporate Finance</i> , 14th Edition, McGraw Hill, 2025.
2.	Van Horne, J. C. & Wachowicz, J. M., <i>Fundamentals of Financial Management</i> , 16th Edition, Pearson Education, 2024.
3.	Brealey, R. A., Myers, S. C. & Allen, F., <i>Principles of Corporate Finance</i> , 14th Edition, McGraw Hill, 2024.
4.	Srivastava, R. M., <i>Financial Management and Policy</i> , 7th Edition, Himalaya Publishing House, 2023.
5.	Gitman, L. J. & Zutter, C. J., <i>Principles of Managerial Finance</i> , 16th Edition, Pearson Education, 2024.
E - Resources	
1.	https://www.coursera.org/learn/financial-management
2.	https://www.udemy.com/topic/financial-management
3.	https://nptel.ac.in/courses/110107144
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.edx.org/learn/finance

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	3	3	-	-	-	2	-	3	-	-
CO3	2	3	-	-	-	3	-	2	-	-
CO4	1	3	-	-	-	3	-	1	-	-
CO5	-	2	-	-	-	3	2	1	-	3

3-Strong

2-Medium

1-Low

FIRST YEAR	CORE COURSE XII	SEMESTER-II
	STRATEGIC MANAGEMENT	
COURSE CODE		CREDIT 5

Course Objectives		
C1	To understand the concepts, significance and process of strategic management in business and healthcare organizations.	
C2	To analyze internal and external business environments for strategic decision-making and competitive advantage.	
C3	To examine strategy formulation techniques at corporate, business and functional levels.	
C4	To evaluate strategy implementation, strategic control and organizational change management practices.	
C5	To understand contemporary strategic trends, digital transformation and sustainable strategic management practices.	
UNIT	Details	Course Objectives
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework-Corporate Governance–Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	C1
II	Corporate Policy and Planning in India: Importance – Characteristics– Objectives – Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business– Corporate Governance and Ethical Responsibility- ESG and Sustainable Strategy.	C2
III	Environmental Analysis: Environmental Scanning– Industry Analysis - The Synthesis of External Factors – Internal Scanning–Value Chain Analysis –SWOT Audit– Scenario planning-Creating an Industry Matrix.	C3
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy-TOWS Matrix– Corporate Strategy– Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	C4

V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance-Problems in Measurement of Performance-Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management– Strategic Information System-Digital Transformation Strategy.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to strategic management and organizational competitiveness – Practical: Strategic analysis of global organizations – Group discussion on innovation and digital transformation strategies – Case study on business expansion and sustainability – Mini project on strategic planning practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, process and significance of strategic management in organizations.	PO1, PO7
CO2	Analyze internal and external business environments for strategic decision-making.	PO2, PO8
CO3	Apply strategy formulation techniques for achieving organizational competitiveness and growth.	PO2, PO7, PO8
CO4	Evaluate strategy implementation, strategic control and organizational change management practices.	PO5, PO6, PO10
CO5	Examine emerging strategic trends, digital transformation and sustainable strategic practices in organizations.	PO7, PO9, PO10
Text Books		
1.	David, F. R., David, F. R. & David, M. E., <i>Strategic Management: A Competitive Advantage Approach</i> , 18th Edition, Pearson Education, 2024.	
2.	Hill, C. W. L., Schilling, M. A. & Jones, G. R., <i>Strategic Management: Theory and Cases</i> , 15th Edition, Cengage Learning, 2025.	
3.	Wheelen, T. L., Hunger, J. D., Hoffman, A. N. & Bamford, C. E., <i>Strategic Management and Business Policy</i> , 16th Edition, Pearson Education, 2024.	
4.	Kazmi, A., <i>Strategic Management and Business Policy</i> , 6th Edition, McGraw Hill, 2023.	
5.	Thompson, A. A., Gamble, J. E., Peteraf, M. A. & Strickland, A. J., <i>Crafting and Executing Strategy</i> , 24th Edition, McGraw Hill, 2024.	

References	
1.	Dess, G. G., McNamara, G., Eisner, A. & Lee, S. H., <i>Strategic Management: Creating Competitive Advantages</i> , 10th Edition, McGraw Hill, 2024.
2.	Rothaermel, F. T., <i>Strategic Management</i> , 6th Edition, McGraw Hill, 2024.
3.	Hitt, M. A., Ireland, R. D. & Hoskisson, R. E., <i>Strategic Management: Competitiveness and Globalization</i> , 15th Edition, Cengage Learning, 2025.
4.	Porter, M. E., <i>Competitive Strategy</i> , Updated Edition, Free Press, 2023.
5.	Parthasarthy, R., <i>Fundamentals of Strategic Management</i> , 3rd Edition, Wiley India, 2024.
E - Resources	
1.	https://www.coursera.org/learn/strategic-management
2.	https://www.udemy.com/topic/strategic-management
3.	https://nptel.ac.in/courses/110105154
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.edx.org/learn/strategic-management

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	-	2	-	-	-
CO2	1	3	-	-	-	-	-	3	-	-
CO3	2	3	-	-	-	-	3	2	-	-
CO4	-	2	-	-	3	3	-	1	-	2
CO5	-	1	-	-	-	2	3	-	3	3

3-Strong 2-Medium 1-Low

FIRST YEAR	DISCIPLINE CENTRIC ELECTIVE COURSE II	SEMESTER-II
	HEALTH INSURANCE	
COURSE CODE		CREDIT 3

Course Objectives		
C1	To understand the concepts, principles and significance of health insurance systems in healthcare management.	
C2	To examine various types of health insurance policies, healthcare financing systems and insurance providers.	
C3	To analyze health insurance claims management, reimbursement procedures and third-party administration systems.	
C4	To evaluate regulatory frameworks, legal provisions and ethical practices in health insurance management.	
C5	To understand digital health insurance systems, emerging technologies and recent trends in healthcare financing.	
UNIT	Details	Course Objectives
I	Concept and Importance of Health Insurance, Principles of Insurance, Types of Health Insurance Policies, Health Insurance in India, Public and Private Health Insurance Systems, Role of IRDAI in Health Insurance Regulation.	C1
II	Health Insurance Providers and Healthcare Financing Systems, Government Health Insurance Schemes, Mediclaim Policies, Group Health Insurance, Third Party Administrators (TPA), Digital Insurance Services.	C2
III	Health Insurance Claims Management, Claim Settlement Procedures, Cashless Hospitalization Systems, Reimbursement Processes, Fraud Detection Systems, Insurance Documentation and Record Management.	C3
IV	Legal and Ethical Issues in Health Insurance, Health Insurance Regulations, Healthcare Fraud Prevention, Risk Management in Insurance, Consumer Protection in Health Insurance Services.	C4
V	Digital Health Insurance Systems, AI-enabled Claim Processing, Health Insurance Analytics, Insur Tech Applications, Telemedicine Insurance Coverage, Emerging Trends in Healthcare Financing.	C5

VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to health insurance systems and healthcare financing – Practical: Study of health insurance claim procedures and policies – Group discussion on digital insurance systems and cashless healthcare – Case study on healthcare risk coverage – Mini project on health insurance services.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and significance of health insurance systems in healthcare management.	PO1, PO6
CO2	Analyze various health insurance policies, healthcare financing systems and insurance providers.	PO2, PO6, PO9
CO3	Apply health insurance claims management and reimbursement procedures in healthcare organizations.	PO2, PO6, PO8
CO4	Evaluate legal regulations, ethical practices and risk management systems in health insurance services.	PO3, PO6, PO9
CO5	Examine digital insurance systems and emerging technologies in healthcare financing and insurance management.	PO6, PO9, PO10
Text Books		
1.	Black, K. & Skipper, H. D., <i>Life and Health Insurance</i> , 15th Edition, Pearson Education, 2024.	
2.	Rejda, G. E. & McNamara, M., <i>Principles of Risk Management and Insurance</i> , 14th Edition, Pearson Education, 2025.	
3.	Gupta, P. K., <i>Insurance and Risk Management</i> , 5th Edition, Himalaya Publishing House, 2024.	
4.	Mishra, M. N. & Mishra, S. B., <i>Insurance Principles and Practice</i> , 24th Edition, S. Chand Publishing, 2023.	
5.	George E. Rejda, <i>Health Insurance and Managed Care</i> , 9th Edition, Pearson Education, 2024.	
References		
1.	IRDAI, Health Insurance Regulations and Guidelines, Updated Edition, 2025.	
2.	Harrington, S. E. & Niehaus, G. R., <i>Risk Management and Insurance</i> , 3rd Edition, McGraw Hill, 2024.	
3.	Vaughan, E. J. & Vaughan, T., <i>Fundamentals of Risk and Insurance</i> , 13th Edition, Wiley India, 2024.	
4.	Gupta, P. K., <i>Fundamentals of Insurance</i> , 3rd Edition, Himalaya Publishing House, 2023.	
5.	WHO, Healthcare Financing and Health Insurance Guidelines, World Health Organization Publications, 2024.	

E –Reources	
1.	https://www.coursera.org/learn/healthcare-financing
2.	https://www.udemy.com/topic/health-insurance
3.	https://onlinecourses.swayam2.ac.in
4.	https://www.irdai.gov.in
5.	https://www.who.int/health-topics/health-financing

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	1	3	-	-	-	3	-	1	2	-
CO3	-	3	-	-	-	3	-	2	-	1
CO4	-	2	3	-	-	3	-	-	3	-
CO5	-	1	-	-	-	3	-	-	2	3

3-Strong 2-Medium 1-Low

FIRST YEAR	NON MAJOR ELECTIVE COURSE- I	SEMESTER-II
	STRESS MANAGEMENT	
COURSE CODE		CREDIT 2

Course Objectives		
C1	To understand the concepts, causes and significance of stress management in personal and professional life.	
C2	To examine physiological, psychological and organizational factors contributing to stress in workplace environments.	
C3	To analyze stress coping mechanisms, behavioural techniques and emotional management practices for individual wellbeing.	
C4	To evaluate stress reduction techniques, work-life balance strategies and organizational wellness practices.	
C5	To understand emerging trends, digital wellness systems and stress management practices in healthcare and organizational settings.	
UNIT	Details	Course Objectives
I	Concept and Meaning of Stress, Types of Stress, Sources of Stress in Organizations, Workplace Stress in Healthcare Sector, Occupational Stress Management, Impact of Stress on Individual and Organizational Performance.	C1
II	Physiological and Psychological Stress, Stress and Behavioural Changes, Burnout Syndrome, Emotional Intelligence and Stress Management, Stress Assessment Techniques, Workplace Mental Health Awareness.	C2
III	Stress Coping Strategies, Time Management Techniques, Relaxation Techniques, Meditation and Mindfulness Practices, Behavioural Modification Techniques, Employee Assistance Programmes.	C3
IV	Work-life Balance, Organizational Stress Management Practices, Wellness Programmes, Conflict Management and Counseling, Team Support Systems, Stress Reduction Techniques in Healthcare Organizations.	C4
V	Digital Wellness Platforms, AI-based Mental Health Support Systems, Employee Wellness Technologies, Remote Work Stress Management, Workplace Resilience Building, Sustainable Employee Wellbeing Practices.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to workplace stress and employee wellbeing – Practical: Stress assessment and stress reduction exercises – Group discussion on work-life balance and mental health– Mini project on wellness and resilience practices.	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, causes and significance of stress management in personal and organizational environments.	PO1, PO5
CO2	Analyze physiological, psychological and organizational factors contributing to workplace stress.	PO2, PO5
CO3	Apply stress coping strategies and emotional management techniques for personal wellbeing and professional effectiveness.	PO3, PO5, PO10
CO4	Evaluate work-life balance strategies and organizational wellness practices for stress reduction.	PO3, PO5, PO9
CO5	Examine digital wellness systems and emerging stress management practices in healthcare and organizational settings.	PO5, PO9, PO10
Text Books		
1.	Cooper, C. L. & Quick, J. C., The Handbook of Stress and Health, 2nd Edition, Wiley Blackwell, 2024.	
2.	Greenberg, J. S., Comprehensive Stress Management, 16th Edition, McGraw Hill, 2025.	
3.	Schafer, W., Stress Management for Wellness, 8th Edition, Cengage Learning, 2024.	
4.	Patel, M. K., Stress Management, 3rd Edition, Himalaya Publishing House, 2023.	
5.	Robbins, S. P. & Judge, T. A., Organizational Behaviour, 19th Edition, Pearson Education, 2024.	
References		
1.	Hargie, O., Skilled Interpersonal Communication, 7th Edition, Routledge, 2024.	
2.	Goleman, D., Emotional Intelligence, Updated Edition, Bloomsbury Publishing, 2024.	
3.	Covey, S. R., The 7 Habits of Highly Effective People, Updated Edition, Simon & Schuster, 2023.	
4.	Quick, J. C. & Tetrick, L. E., Handbook of Occupational Health Psychology, 3rd Edition, American Psychological Association, 2024.	
5.	Cary Cooper, Stress in Organizations, Updated Edition, Routledge, 2023.	
E - Resources		
1.	https://www.coursera.org/learn/positive-psychology-resilience	
2.	https://www.udemy.com/topic/stress-management	
3.	https://onlinecourses.swayam2.ac.in	
4.	https://nptel.ac.in/courses/109104095	
5.	https://www.who.int/news-room/questions-and-answers/item/stress	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	2	-	-	-	-	-
CO2	1	3	-	-	3	-	-	-	-	-
CO3	-	1	3	-	3	-	-	-	-	2
CO4	-	1	3	-	3	-	-	-	2	1
CO5	-	-	1	-	3	-	-	-	3	3

3-Strong

2-Medium

1-Low

FIRST YEAR	VALUE ADDED COURSE II	SEMESTER-II
	BUSINESS ETIQUETTE & COMPUTING SKILLS	
COURSE CODE		CREDIT 2

Course Objectives		
C1	To understand the importance of business etiquette, professional behaviour and corporate culture in organizational settings.	
C2	To develop professional grooming, workplace manners and interpersonal relationship skills for managerial effectiveness.	
C3	To examine business dining etiquette, telephone etiquette and digital communication etiquette in professional environments.	
C4	To understand the fundamentals of computer systems, digital technologies and office automation tools used in organizations.	
C5	To develop practical skills in word processing, spreadsheet applications and business documentation techniques.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios- Developing a culture of excellence The principles of exceptional work behaviour – What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands-Introductions-Introductory scenarios- Addressing individuals.	C1
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting- Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining-Specific food Etiquette guidelines.	C2

III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette-Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	C3
IV	MS Excel–Basic Functions-Workbook–Building–modifying - navigating; Worksheet – Auto fill copying and moving cells ,inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases–creating, sorting filtering and linking.	C4
V	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to business etiquette and computing skills – Practical: Professional communication, digital presentation and computing exercises – Group discussion on workplace professionalism and digital collaboration – Case study on corporate etiquette and workplace technology – Mini project on professional skill development.	
CourseOutcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the importance of business etiquette, workplace ethics and professional behaviour in organizations.	PO3, PO5, P10
CO2	Demonstrate professional grooming, interpersonal communication and workplace etiquette skills.	PO4, PO5,P10
CO3	Apply corporate etiquette and professional relationship management practices in organizational settings.	PO4, PO5, PO10
CO4	Explain the fundamentals of computer systems, office automation and digital technologies used in organizations.	PO4, PO5, PO10
CO5	Apply word processing, spreadsheet and business documentation tools for professional tasks.	PO3, PO10

Text Books	
1.	Rai, U. & Rai, S. M., <i>Business Communication</i> , 3rd Edition, Himalaya Publishing House, 2024.
2.	Bowman, J. P. & Branchaw, P. P., <i>Business Etiquette and Professionalism</i> , 2nd Edition, McGraw Hill, 2024.
3.	Sabath, A. M., <i>Business Etiquette in Brief</i> , Updated Edition, Career Press, 2023.
4.	Shelly, G. B. & Vermaat, M. E., <i>Microsoft Office 365 & Office 2021 Introductory</i> , Cengage Learning, 2024.
5.	Norton, P., <i>Introduction to Computers</i> , 9th Edition, McGraw Hill, 2024.
References	
1.	Carnegie, D., <i>How to Win Friends and Influence People</i> , Updated Edition, Simon & Schuster, 2024.
2.	Pease, A. & Pease, B., <i>The Definitive Book of Body Language</i> , Updated Edition, Manjul Publishing, 2023.
3.	Post, P., <i>The Etiquette Advantage in Business</i> , 3rd Edition, HarperCollins, 2024.
4.	ITL Education Solutions Limited, <i>Introduction to Information Technology</i> , 3rd Edition, Pearson India, 2023.
5.	Stair, R. & Reynolds, G., <i>Principles of Information Systems</i> , 15th Edition, Cengage Learning, 2025.
E - Resources	
1.	https://www.coursera.org/learn/business-communication
2.	https://www.udemy.com/topic/business-etiquette
3.	https://nptel.ac.in/courses/109104031
4.	https://nptel.ac.in/courses/106105163
5.	https://onlinecourses.swayam2.ac.in

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	-	-	3	-	2	-	-	-	-	1
CO2	-	-	1	3	3	-	-	-	-	1
CO3	-	-	1	3	2	-	-	-	-	3
CO4	-	1	-	3	3	-	-	-	-	2
CO5	-	-	3	1	-	-	-	-	-	3

3-Strong 2-Medium 1-Low

SECOND YEAR	CORE COURSE XIII	SEMESTER-III
	INFORMATION SYSTEMS FOR BUSINESS	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the concepts, components and significance of information systems in business and healthcare organizations.	
C2	To examine business process management, database systems and enterprise information systems for organizational effectiveness.	
C3	To analyze decision support systems, business intelligence and data analytics applications in managerial decision-making.	
C4	To evaluate e-business, digital communication and information security practices in modern business environments.	
C5	To understand emerging technologies, digital transformation and strategic information systems in organizations.	
UNIT	Details	Course Objectives
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, Input, output, process and feedback.	C1
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system–Decision support system-Executive information systems-AI-assisted Decision Support Systems	C2
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	C3
IV	System Analysis and Design: The work of a system analyst- SDLC- System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis- Data flow diagram, relationship diagram, design- Implementation- Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database- Cloud-based Database Management; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science- Block Chain Technology; E-commerce and E-Business models; IOT-RFID.	C4

V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organization & Types, Decision Making, Data & information, Characteristics & Classification of information ,Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to information systems and digital business transformation – Practical: Study of ERP, MIS and business analytics systems – Group discussion on cyber security and digital innovation – Case study on information systems implementation – Mini project on healthcare/business information systems.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, components and applications of information systems in business and healthcare organizations.	PO1, PO6
CO2	Apply enterprise systems, database systems and business process management techniques for organizational effectiveness.	PO2, PO6, PO8
CO3	Analyze decision support systems, business intelligence and analytics tools for managerial decision-making.	PO2, PO6, PO8
CO4	Evaluate e-business applications, digital communication systems and information security practices in organizations.	PO4, PO6, PO10
CO5	Examine emerging technologies and strategic information systems for digital transformation and organizational innovation.	PO6, PO7, PO10
Text Books		
1.	Laudon, K. C. & Laudon, J. P., Management Information Systems: Managing the Digital Firm, 18th Edition, Pearson Education, 2024.	
2.	O'Brien, J. A. & Marakas, G. M., Management Information Systems, 12th Edition, McGraw Hill, 2024.	
3.	Bidgoli, H., Management Information Systems, 3rd Edition, Cengage Learning, 2025.	
4.	Jawadekar, W. S., Management Information Systems, 6th Edition, McGraw Hill, 2023.	
5.	Baltzan, P., Business Driven Information Systems, 9th Edition, McGraw Hill, 2024.	

References	
1.	Stair, R. & Reynolds, G., Principles of Information Systems, 15th Edition, Cengage Learning, 2025.
2.	Turban, E., Pollard, C. & Wood, G., Information Technology for Management, 12th Edition, Wiley India, 2024.
3.	Rainer, R. K. & Prince, B., Introduction to Information Systems, 9th Edition, Wiley India, 2024.
4.	Pearlson, K. E., Saunders, C. S. & Galletta, D. F., Managing and Using Information Systems, 8th Edition, Wiley, 2024.
5.	Haag, S., Cummings, M. & Phillips, A., Management Information Systems for the Information Age, 11th Edition, McGraw Hill, 2023.
E- Resources	
1.	https://www.coursera.org/specializations/information-systems
2.	https://www.udemy.com/topic/management-information-systems
3.	https://nptel.ac.in/courses/110105148
4.	https://onlinecourses.swayam2.ac.in
5.	https://www.edx.org/learn/information-systems

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	2	3	-	-	-	3	-	2	-	1
CO3	1	3	-	-	-	3	-	3	-	1
CO4	-	1	1	3	-	3	-	-	-	3
CO5	-	1	-	-	-	3	2	1	-	3

3-Strong 2-Medium 1-Low

****SPECIALIZATION COURSES: HOSPITALMANAGEMENT**

Semester	Course	Subject Title	Credits	Inst. Hours	Marks		
					CIA	External	Total
III	Generic Elective Course – 1	Health Policy and Health Care System	4	5	30	70	100
	Generic Elective Course – 2	Hospital Planning and Administration	4	5	30	70	100
	Generic Elective Course – 3	Hospital Records Management	4	5	30	70	100
	Generic Elective Course – 4	Hospital Core Services	4	5	30	70	100
	Generic Elective Course -5	Hospital Support Services	4	5	30	70	100
	Generic Elective Course – 6	Material Management in Hospital	4	5	30	70	100
	Generic Elective Course – 7	Operations Management in healthcare	4	5	30	70	100
	Generic Elective Course – 8	Hazards Management in Hospital	4	5	30	70	100
	Generic Elective Course – 9	Total Quality Management in Hospital	4	5	30	70	100
	Generic Elective Course - 10	Health care accreditation and Law	4	5	30	70	100

#Choose any 6 electives from the above list in consultation with the Head of the Department.

SPECIALIZATION COURSES: HOSPITAL MANAGEMENT

SECOND YEAR	GENERIC ELECTIVE COURSE I	SEMESTER-III
	HEALTH POLICY AND HEALTH CARE SYSTEM	
COURSE CODE		CREDIT 4
Course Objectives		
C1	To understand the concepts, objectives and significance of health policy and healthcare systems in India and globally.	
C2	To examine the structure, organization and functioning of healthcare delivery systems and healthcare institutions.	
C3	To analyze national health programmes, healthcare financing and public health policies for effective healthcare management.	
C4	To understand healthcare regulations, accreditation systems and quality standards in healthcare organizations.	
C5	To evaluate emerging trends, digital health initiatives and sustainable healthcare practices in modern healthcare systems.	
UNIT	Details	Course Objectives
I	Determinants of Health; Life Style – Socio – Economic conditions–Heredity–Environment–Health and Family Welfare Services–Other Factors–Health Scenario of India- Sustainable Lifestyle	C1
II	Organizations for Health; Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI– Rockefeller Foundation–Ford Foundation–CARE– International organizations–WHO–UNICEF–UNDP.	C2
III	Health Policy; Meaning – Need – National health policy – features – National health programmers in India – Health planning–Planning under Five Year Plans –Plan Outlays.–National Population Policy.	C3
IV	Health care; concept of health care – Levels; Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Healthcare system in India–Structure of Government Machinery–Private, Government, Corporate Hospitals.	C4
V	Medical Tourism; Role of Medical Tourism, Methods to attract Foreign Medical; Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): issues related to health policy and healthcare systems – Practical: Analysis of national and international healthcare policies – Group discussion on public health reforms and digital healthcare – Case study on healthcare delivery systems – Mini project on healthcare policy implementation.	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, objectives and importance of health policy and healthcare systems.	PO1, PO9
CO2	Analyze the structure and functioning of healthcare delivery systems and institutions.	PO1, PO2, PO6
CO3	Evaluate national health programmes, healthcare financing and public health policies.	PO2, PO6, PO9
CO4	Examine healthcare regulations, accreditation standards and quality systems in healthcare organizations.	PO3, PO6, PO10
CO5	Assess emerging digital health initiatives and sustainable healthcare practices in healthcare management.	PO6, PO9, PO10
Text Books		
1.	Park, K., <i>Park’s Textbook of Preventive and Social Medicine</i> , 27th Edition, Banarsidas Bhanot Publishers, 2024.	
2.	Sunder Lal & Adarsh, <i>Textbook of Community Medicine</i> , 6th Edition, CBS Publishers, 2024.	
3.	Shi, L. & Singh, D. A., <i>Delivering Health Care in America: A Systems Approach</i> , 9th Edition, Jones & Bartlett Learning, 2024.	
4.	Kovner, A. R. & Knickman, J. R., <i>Health Care Delivery in the United States</i> , 13th Edition, Springer Publishing, 2025.	
5.	Mehta, S., <i>Hospital and Health System Management</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2023	
ReferenceBooks		
1.	Jonas, S. & Kovner, A. R., <i>Health Care Delivery in the United States</i> , 13th Edition, Springer Publishing, 2025.	
2.	Stanhope, M. & Lancaster, J., <i>Public Health Nursing</i> , 11th Edition, Elsevier, 2024.	
3.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5th Edition, Jones & Bartlett Learning, 2024.	
4.	WHO, <i>World Health Statistics Report</i> , Latest Edition, World Health Organization, 2025.	
5.	Shortell, S. M. & Kaluzny, A. D., <i>Healthcare Management: Organization Design and Behaviour</i> , 7th Edition, Cengage Learning, 2024.	
E - Resources		
1.	https://www.coursera.org/learn/health-policy	
2.	https://www.udemy.com/topic/healthcare-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://www.who.int	
5.	https://onlinecourses.swayam2.ac.in	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	-	-	-	3	1
CO2	3	2	-	-	-	3	-	-	1	-
CO3	1	3	-	-	-	3	-	-	3	1
CO4	-	1	3	-	-	3	-	-	2	3
CO5	-	-	1	-	-	3	-	-	3	3

3-Strong

2-Medium

1-Low

SECOND YEAR	GENERIC ELECTIVE COURSE II	SEMESTER-III
	HOSPITAL PLANNING AND ADMINISTRATION	
COURSE CODE		CREDIT 4
Course Objectives		
C1	To understand the principles, concepts and importance of hospital planning and administration in healthcare organizations.	
C2	To examine hospital organization structure, departmental functions and healthcare service management systems.	
C3	To analyze hospital infrastructure planning, facility management and resource allocation for effective healthcare delivery.	
C4	To understand hospital operational management including materials, equipment, biomedical waste and support services management.	
C5	To evaluate quality management, accreditation standards, healthcare information systems in hospital administration.	
UNIT	Details	Course Objectives
I	Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system–Need for scientific planning and design of hospitals.	C1
II	Planning: Principles of Planning – Planning process– Size of the hospital–Size selection – Location Layout– Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.	C2
III	Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization–Bed planning–Project cost – Land requirements – Space requirements –hospital drawings and documents.	C3
IV	Hospital Design: Building requirement–Entrance and ambulatory zone–diagnostic zone–Intermediate zone– Critical zone–Service zone–Administrative zone.	C4
V	Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others. Standard in Hospital: General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.	C5

VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to hospital planning and administration – Practical: Study of hospital infrastructure and administration systems – Group discussion on smart hospitals and healthcare management – Case study on hospital operations and planning – Mini project on hospital administration practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the principles and importance of hospital planning and administration in healthcare organizations.	PO1, PO6
CO2	Analyze hospital organization structures, departmental functions and healthcare service systems.	PO1, PO2, PO6
CO3	Apply hospital infrastructure planning and facility management concepts for effective healthcare delivery.	PO2, PO6, PO8
CO4	Evaluate hospital operational management practices including materials, equipment and support services management.	PO2, PO6, PO10
CO5	Examine quality management systems, accreditation standards and emerging technologies in hospital administration.	PO3, PO6, PO9, PO10
Text Books		
1.	Goel, S. L. & Kumar, R., <i>Hospital Administration and Management</i> , 2nd Edition, Deep & Deep Publications, 2024.	
2.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
3.	Kunders, G. D., <i>Hospitals: Planning, Design and Management</i> , 2nd Edition, McGraw Hill Education, 2023.	
4.	Joshi, S. K., <i>Hospital Administration</i> , 4th Edition, Jaypee Brothers Medical Publishers, 2025.	
5.	Reddy, G. & Reddy, P., <i>Hospital Management and Administration</i> , 3rd Edition, CBS Publishers, 2023.	
Reference Books		
1.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5th Edition, Jones & Bartlett Learning, 2024.	
2.	Shortell, S. M. & Kaluzny, A. D., <i>Healthcare Management: Organization Design and Behaviour</i> , 7th Edition, Cengage Learning, 2024.	
3.	NHS Estates, <i>Hospital Planning and Design Guidelines</i> , Updated Edition, 2024.	
4.	WHO, <i>Hospital Safety Index Guide for Evaluators</i> , Updated Edition, World Health Organization, 2025.	
5.	McLaughlin, D. B. & Olson, J. R., <i>Health Care Operations Management</i> , 4th Edition, Health Administration Press, 2024.	

E – Resources		
1.	https://www.coursera.org/learn/healthcare-organization-operations	
2.	https://www.udemy.com/topic/hospital-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.who.int/health-topics/hospitals	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	3	2	-	-	-	3	-	-	-	1
CO3	1	3	-	-	-	3	-	2	-	1
CO4	-	3	-	-	-	3	-	1	-	3
CO5	-	1	3	-	-	3	-	-	3	3

3-Strong

2-Medium

1-Low

SECOND YEAR	GENERIC ELECTIVE COURSE III	SEMESTER-III
	HOSPITAL RECORDS MANAGEMENT	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the principles, importance and functions of hospital records management in healthcare organizations.	
C2	To examine medical records systems, documentation standards and classification methods used in hospitals.	
C3	To analyze medical coding, indexing and healthcare information management practices for effective hospital administration.	
C4	To understand legal, ethical and confidentiality aspects of hospital records and healthcare data management.	
C5	To evaluate electronic medical records systems, health information technologies and digital healthcare documentation practices.	
UNIT	Details	Course Objectives
I	Hospital Records; Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police–court of Law, Education and Research.	C1
II	Records Management; Registers, Forms; Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations–latest trends in record maintenance– Electronic forms of records maintenance	C2
III	Types–Out- patient record in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.	C3
IV	Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.	C4
V	Medical Registers; Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues. Medical Forms and Reports; Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to hospital records and health information management – Practical: Study of medical records systems and EHR practices – Group discussion on healthcare data privacy and digital records–Mini project on health information management.	-

CourseOutcomes		
Course Outcomes	On completion of this course, students will;	ProgramOutcomes
CO1	Explain the principles and functions of hospital records management in healthcare organizations.	PO1, PO6
CO2	Analyze medical records systems, documentation standards and classification methods used in hospitals.	PO1, PO2, PO6
CO3	Apply medical coding, indexing and healthcare information management practices in hospital administration.	PO2, PO6, PO8
CO4	Examine legal, ethical and confidentiality aspects related to healthcare records management.	PO3, PO6, PO9
CO5	Evaluate electronic medical records systems and emerging digital technologies in healthcare documentation.	PO6, PO8, PO10
Text Books		
1.	Huffman, E. K., <i>Health Information Management</i> , 12th Edition, Physicians Record Company, 2024.	
2.	Johns, M. L., <i>Health Information Management Technology: An Applied Approach</i> , 6th Edition, AHIMA Press, 2024.	
3.	Sayles, N. B. & Gordon, K., <i>Health Information Management Technology</i> , 6th Edition, Cengage Learning, 2025.	
4.	Green, M. A., <i>Essentials of Health Information Management</i> , 4th Edition, Cengage Learning, 2024.	
5.	Sharma, D. C., <i>Hospital Administration and Medical Record Management</i> , 3rd Edition, CBS Publishers, 2023.	
ReferenceBooks		
1.	AHIMA, <i>Principles of Health Information Management</i> , Updated Edition, AHIMA Press, 2025.	
2.	LaTour, K. M. & Eichenwald, S. J., <i>Health Information Management Concepts, Principles and Practice</i> , 6th Edition, AHIMA Press, 2024.	
3.	Abdelhak, M., Grostick, S. & Hanken, M. A., <i>Health Information: Management of a Strategic Resource</i> , 6th Edition, Elsevier, 2024.	
4.	WHO, <i>Digital Health and Health Information Systems Guidelines</i> , Updated Edition, World Health Organization, 2025.	
5.	Rinehart-Thompson, L., <i>Introduction to Health Information Technology</i> , 3rd Edition, AHIMA Press, 2023.	
E - Resources		
1.	https://www.coursera.org/learn/health-informatics	
2.	https://www.udemy.com/topic/health-information-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.ahima.org	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	3	2	-	-	-	3	-	1	-	1
CO3	1	3	-	-	-	3	-	3	-	1
CO4	-	1	3	-	-	3	-	-	3	2
CO5	-	-	1	-	-	3	-	2	1	3

3- Strong

2 -Medium

1 -Low

SECOND YEAR	GENERIC ELECTIVE COURSE IV	SEMESTER-III
	HOSPITAL CORE SERVICES	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the organization, functions and significance of core clinical and support services in hospitals.	
C2	To examine the operational management of outpatient, inpatient, emergency and intensive care services in healthcare organizations.	
C3	To analyze diagnostic, laboratory, radiology and pharmacy services for effective patient care management.	
C4	To understand hospital support services including dietary, housekeeping, laundry and biomedical waste management systems.	
C5	To evaluate quality assurance, patient safety standards and technology-enabled hospital core services in modern healthcare institutions.	
UNIT	Details	Course Objectives
I	Hospital Services: Meaning–Types–Clinical–Non-Clinical – Nursing and Administrative Services, Departments in the Hospital Management.	C1
II	Clinical Services: Part I - Meaning – Importance–Types – Overview of each service. Clinical Services: Part II – Types Anesthesia – Internal medicine– Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery–General Pediatrics–Urology–Obstetrics and Gynecology– Neonatology–Physiotherapy.	C2
III	Non-Clinical Services: Blood Bank Management, Meaning – Importance – Types – Blood Bank, Non-Clinical Services: Diagnostic Services (Laboratory Services): Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – Microbiology–Immunology, Non-Clinical Services: Radiology and Imaging Services–Nuclear medicine–Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.	C3
IV	Nursing Services: Objectives– Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit: Determining nursing complement in hospital–Health education.	C4

V	Hospital Administrative Services: Hospital administration – Hospital administrator – Duties of hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services: General and medical purchase–General stores, Hospital Information System: Computer and hospital information system	C5
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the functions and importance of hospital core clinical and support services.	PO1, PO6
CO2	Analyze the operational management of outpatient, inpatient, emergency and intensive care services.	PO1, PO2, PO6
CO3	Evaluate diagnostic, laboratory, radiology and pharmacy services in healthcare organizations.	PO2, PO6, PO8
CO4	Apply hospital support service management practices including housekeeping, dietary and waste management systems.	PO2, PO6, PO10
CO5	Examine quality assurance, patient safety standards and technology-enabled hospital services.	PO3, PO6, PO9, PO10
Text Books		
1.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2 nd Edition, Jaypee Brothers Medical Publishers, 2024.	
2.	Joshi, S. K., <i>Hospital Administration</i> , 4 th Edition, Jaypee Brothers Medical Publishers, 2025.	
3.	Kunders, G. D., <i>Hospitals: Planning, Design and Management</i> , 2 nd Edition, McGraw Hill Education, 2023.	
4.	Reddy, G. & Reddy, P., <i>Hospital Management and Administration</i> , 3 rd Edition, CBS Publishers, 2023.	
5.	Goel, S. L. & Kumar, R., <i>Hospital Administration and Management</i> , 2 nd Edition, Deep & Deep Publications, 2024.	
References Books		
1.	McLaughlin, D. B. & Olson, J. R., <i>Health Care Operations Management</i> , 4 th Edition, Health Administration Press, 2024.	
2.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5 th Edition, Jones & Bartlett Learning, 2024.	
3.	WHO, <i>Hospital Safety and Patient Care Guidelines</i> , Updated Edition, World Health Organization, 2025.	
4.	Shortell, S. M. & Kaluzny, A. D., <i>Healthcare Management: Organization Design and Behaviour</i> , 7 th Edition, Cengage Learning, 2024.	
5.	NHS Estates, <i>Hospital Operational Service Guidelines</i> , Updated Edition, 2024.	

E – Resources		
1.	https://www.coursera.org/learn/healthcare-organization-operations	
2.	https://www.udemy.com/topic/hospital-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.who.int/teams/integrated-health-services	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussion, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	3	2	-	-	-	3	-	-	-	1
CO3	1	3	-	-	-	3	-	2	-	1
CO4	-	3	-	-	-	3	-	1	-	3
CO5	-	1	3	-	-	3	-	-	3	3

3- Strong

2 -Medium

1 -Low

SECOND YEAR	GENERIC ELECTIVE COURSE V	SEMESTER-III
	HOSPITAL SUPPORT SERVICES	
COURSE CODE		CREDIT 4
Course Objectives		
C1	To understand the organization, functions and importance of hospital support services in healthcare organizations.	
C2	To examine housekeeping, laundry, dietary and linen management systems for effective hospital operations.	
C3	To analyze materials management, inventory control and biomedical equipment maintenance in hospitals.	
C4	To understand biomedical waste management, infection control and safety practices in healthcare institutions.	
C5	To evaluate quality standards, patient safety practices and technology-enabled support service systems in hospitals.	
UNIT	Details	Course Objectives
I	Basics of Hospital Support Services: Principles and methods of organizing, clinical and support services for hospitals. Role of supportive services / departments in the hospital management -Digital Hospital Support Systems Nursing Care and Ward Management.	C1
II	Laboratories and Rules: Duties and responsibilities – Documentation and records Emergency Services: Ambulance service – First aid measures. Meaning-Importance of various services relate to Emergency Laboratories for Investigation: Laboratory rules– Conduct–Housekeeping.	C2
III	Laundry and Linen Services: Safety in the laboratory– Blood bank management Linen and Laundry: Meaning – Importance –Type of service Laundry arrangements– Washing materials – Washing arrangements.	C3
IV	General Kitchen Equipment Store: Dietary Services and Hospital Diets: Important and function Equipment – Store– Daystore – Visual arrangements General kitchen –Special diet kitchen –Food distribution.	C4
V	Holistic Approach to Health: Occupational Hazards – Physical Hazards, Chemical hazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards. Evolution of Health Care delivery system–Changing trends in evolution of health care delivery system-Green Hospital Practices Sustainable Healthcare Facility Management.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to hospital support services management – Practical: Study of housekeeping, dietary and waste management systems – Group discussion on infection control and hospital safety – Case study on healthcare facility management – Mini project on hospital support services.	-

CourseOutcomes		
Course Outcomes	On completion of this course, students will;	ProgramOutcomes
CO1	Explain the functions and importance of hospital support services in healthcare organizations.	PO1, PO6
CO2	Analyze housekeeping, laundry, dietary and linen management systems in hospitals.	PO1, PO2, PO6
CO3	Apply materials management and biomedical equipment maintenance practices in healthcare institutions.	PO2, PO6, PO8
CO4	Evaluate biomedical waste management, infection control and hospital safety practices.	PO3, PO6, PO9
CO5	Examine quality standards and technology-enabled support service systems in hospitals.	PO6, PO9, PO10
Text Books		
1.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
2.	Joshi, S. K., <i>Hospital Administration</i> , 4th Edition, Jaypee Brothers Medical Publishers, 2025.	
3.	Kunders, G. D., <i>Hospitals: Planning, Design and Management</i> , 2nd Edition, McGraw Hill Education, 2023.	
4.	Goel, S. L. & Kumar, R., <i>Hospital Administration and Management</i> , 2nd Edition, Deep & Deep Publications, 2024.	
5.	Reddy, G. & Reddy, P., <i>Hospital Management and Administration</i> , 3rd Edition, CBS Publishers, 2023.	
References		
1.	McLaughlin, D. B. & Olson, J. R., <i>Health Care Operations Management</i> , 4th Edition, Health Administration Press, 2024.	
2.	WHO, <i>Healthcare Waste Management Guidelines</i> , Updated Edition, World Health Organization, 2025.	
3.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5th Edition, Jones & Bartlett Learning, 2024.	
4.	NHS Estates, <i>Hospital Support Services Operational Guidelines</i> , Updated Edition, 2024.	
5.	Shortell, S. M. & Kaluzny, A. D., <i>Healthcare Management: Organization Design and Behaviour</i> , 7th Edition, Cengage Learning, 2024.	

E - Resources		
1.	https://www.coursera.org/learn/healthcare-organization-operations	
2.	https://www.udemy.com/topic/hospital-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.who.int/teams/environment-climate-change-and-health/water-sanitation-and-health/health-care-waste	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Method sof Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Shortessays, Conceptexplanations, Shortsummaryoroverview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solvingquestions, Finishaprocedureinmanysteps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	3	2	-	-	-	3	-	-	-	1
CO3	1	3	-	-	-	3	-	2	-	1
CO4	-	1	3	-	-	3	-	-	3	2
CO5	-	-	1	-	-	3	-	-	3	3

3- Strong

2 -Medium

1 -Low

SECOND YEAR	GENERIC ELECTIVE COURSE VI	SEMESTER-III
	MATERIAL MANAGEMENT IN HOSPITAL	
COURSE CODE		CREDIT 4
Course Objectives		
C1	To understand the concepts, principles and importance of material management in hospitals and healthcare organizations.	
C2	To examine purchasing procedures, procurement systems and inventory control techniques in hospitals.	
C3	To analyze storage, distribution and logistics management practices for effective healthcare supply chain operations.	
C4	To evaluate vendor management, quality assurance and cost control techniques in hospital material management.	
C5	To understand digital systems, sustainable practices and emerging technologies in healthcare material management.	
UNIT	Details	Course Objectives
I	Concept and Scope of Material Management, Functions of Material Management, Objectives of Hospital Material Management, Role of Material Management in NABH Accredited Hospitals, Digital Procurement Systems.	C1
II	Purchasing Procedures, Centralized and Decentralized Purchasing, E-Procurement Systems, Inventory Control Techniques, EOQ, ABC, VED and FSN Analysis, AI-assisted Demand Forecasting.	C2
III	Storage and Distribution Systems, Healthcare Supply Chain Management, Logistics Management, Warehouse Management Systems, RFID-based Inventory Tracking in Hospitals.	C3
IV	Vendor Selection and Evaluation, Vendor Performance Analysis, Quality Assurance in Medical Supplies, Cost Control Techniques, ERP Systems in Hospital Material Management.	C4
V	Biomedical Equipment Materials Management, Green Supply Chain Practices, Sustainable Procurement Systems, IoT-enabled Asset Tracking, Block chain Applications in Healthcare Supply Chain.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to hospital material management and healthcare supply chain systems – Practical: Study of inventory control and procurement systems – Group discussion on digital logistics and RFID tracking – Case study on hospital supply chain management – Mini project on healthcare material management practices.	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and significance of material management in hospitals and healthcare organizations.	PO1, PO6
CO2	Apply purchasing procedures and inventory control techniques for effective hospital material management.	PO2, PO6, PO8
CO3	Analyze storage, logistics and healthcare supply chain practices in hospitals.	PO2, PO6, PO8
CO4	Evaluate vendor management, quality assurance and cost control practices in healthcare material management.	PO2, PO6, PO9
CO5	Examine digital systems and sustainable practices in healthcare material management.	PO6, PO9, PO10
Text Books		
1.	Govindaraj, V., Hospital Materials Management, 3rd Edition, Jaypee Brothers Medical Publishers, 2024.	
2.	Sakharkar, B. M., Principles of Hospital Administration and Planning, 3rd Edition, Jaypee Brothers Medical Publishers, 2024.	
3.	Gupta, S. K. & Kant, S., Hospital and Health Services Administration, 2nd Edition, CBS Publishers, 2024.	
4.	Gopalakrishnan, P. & Sundaresan, M., Materials Management: An Integrated Approach, 3rd Edition, PHI Learning, 2023.	
5.	Joshi, J., Hospital Management: Principles and Practice, 4th Edition, Jaypee Brothers Medical Publishers, 2025.	
References		
1.	Dobler, D. W. & Burt, D. N., Purchasing and Supply Management, 8th Edition, McGraw Hill, 2024.	
2.	Monczka, R. M., Handfield, R. B. & Giunipero, L. C., Purchasing and Supply Chain Management, 7th Edition, Cengage Learning, 2025.	
3.	Bowersox, D. J., Closs, D. J. & Cooper, M. B., Supply Chain Logistics Management, 6th Edition, McGraw Hill, 2024.	
4.	Waters, D., Inventory Control and Management, 3rd Edition, Wiley India, 2023.	
5.	WHO, Medical Supply and Logistics Management Guidelines, World Health Organization Publications, 2024.	
E - Resources		
1.	https://www.coursera.org/learn/supply-chain-management	
2.	https://www.udemy.com/topic/material-management	
3.	https://onlinecourses.swayam2.ac.in	
4.	https://nptel.ac.in/courses/110107081	
5.	https://www.who.int	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	1	3	-	-	-	3	-	2	-	-
CO3	1	3	-	-	-	3	-	2	-	1
CO4	-	3	-	-	-	3	-	1	2	-
CO5	-	1	-	-	-	3	-	-	3	3

3- Strong

2 – Medium

1-Low

SECOND YEAR	GENERIC ELECTIVE COURSE VII	SEMESTER-III
	OPERATIONS MANAGEMENT IN HEALTH CARE	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the concepts, principles and importance of operations management in healthcare organizations.	
C2	To examine healthcare process planning, capacity management and resource utilization for efficient healthcare delivery.	
C3	To analyze materials management, supply chain systems and inventory control practices in hospitals.	
C4	To understand quality management, scheduling and performance measurement techniques in healthcare operations.	
C5	To evaluate emerging technologies, digital healthcare operations and sustainable operational practices in healthcare institutions.	
UNIT	Details	Course Objectives
I	Operations Management in Healthcare: Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities –Trends in Operations Management - The Challenge and the Opportunity -History of Performance Improvement-Evidence-Based Medicine and Pay-for-Performance. Health care Operations and Systems Management	C1
II	Planning and Scheduling: Basic principles of forecasting-Forecasting patient demand and volumes-Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management Process Improvement and Patient Flow-Hospital Workflow Optimization	C2
III	The planning process: Analyze operations and environment -Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management: Focus on Six Sigma, The Lean Enterprise- Simulation	C3
IV	Operational Metrics: Financial distress in healthcare. Operational Metrics, Benchmarking, and Analysis-Productivity and Operational Planning-Purchasing and Inventory Management	C4
V	Implications of Supply Chain: Define supply chains-Flows in supply chain- Supply chain strategy for hospitals-Forecasting and Supply Chain Management-Healthcare Supply Chain Analytics-Implications for Operations and Logistics Management	C5

VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to healthcare operations and service delivery systems – Practical: Study of patient flow and hospital scheduling systems – Group discussion on healthcare analytics and process optimization – Case study on healthcare quality and operations management – Mini project on hospital operational efficiency.	-
Course Outcomes		
Course	On completion of this course, students will;	Program Outcomes
CO1	Have deeper understanding of operations management concepts.	P01,P02,P04,P06
CO2	Know about capacity planning, scheduling and management of patient flow	P01,P03,P04,P05
CO3	Be able to use data analytics for planning and improving hospital operations.	P01,P04,P06,P07
CO4	Know to prepare operational metrics in hospitals and manage inventory	P01,P02,P04
CO5	Appreciate the role of supply chain on operations & logistics of hospitals	P01,P06,P07,P08
Text Books		
1.	McLaughlin, D. B. & Olson, J. R., <i>Health Care Operations Management</i> , 4th Edition, Health Administration Press, 2024.	
2.	Langabeer, J. R. & Helton, J., <i>Health Care Operations Management: A Systems Perspective</i> , 3rd Edition, Jones & Bartlett Learning, 2024.	
3.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
4.	Stevenson, W. J., <i>Operations Management</i> , 15th Edition, McGraw Hill, 2025.	
5.	Heizer, J., Render, B. & Munson, C., <i>Operations Management</i> , 14th Edition, Pearson Education, 2024.	
References		
1.	Jacobs, F. R. & Chase, R. B., <i>Operations and Supply Chain Management</i> , 17th Edition, McGraw Hill, 2024.	
2.	Kumar, S. & Suresh, N., <i>Operations Management</i> , 3rd Edition, New Age International, 2023.	
3.	Slack, N. & Brandon-Jones, A., <i>Operations Management</i> , 11th Edition, Pearson Education, 2024.	
4.	WHO, <i>Operational Guidelines for Healthcare Facilities</i> , Updated Edition, World Health Organization, 2025.	
5.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5th Edition, Jones & Bartlett Learning, 2024.	

E - Resources		
1.	https://www.coursera.org/learn/healthcare-organization-operations	
2.	https://www.udemy.com/topic/operations-management	
3.	https://nptel.ac.in/courses/110106144	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.edx.org/learn/operations-management	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea /concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay /Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Checkknowledgeinspecificoroffbeatsituations,Discussions,Debatingor Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	1
CO2	1	3	-	-	-	3	-	3	-	1
CO3	-	3	-	-	-	3	-	1	-	3
CO4	-	3	1	-	-	3	-	1	3	1
CO5	-	-	-	-	-	3	-	2	1	3

3- Strong

2 -Medium

1 -Low

SECOND YEAR	GENERIC ELECTIVE COURSE VIII	SEMESTER-III
	HAZARDS MANAGEMENT IN HOSPITAL	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the concepts, principles and types of hospital hazards and their impact on healthcare employees and patients.	
C2	To examine hospital acquired infections, infection control measures and sterilization practices in healthcare institutions.	
C3	To analyze biomedical waste management procedures, disposal systems and regulatory standards applicable to hospitals.	
C4	To evaluate human waste disposal, sewage treatment systems and environmental sanitation practices in healthcare organizations.	
C5	To understand medical insurance systems, healthcare risk coverage and emerging safety practices in hospital management.	
UNIT	Details	Course Objectives
I	Hospital hazards meaning, Need – Principles- Purpose – Types – Physical – Biological – mechanical – Psychological- its impact on employees – preventive measures.	C1
II	Hospital Related Infection: Types of infection – common Nosocomial infections and their causative agents prevention of hospital acquired infection- Role of the central sterile supply Department – Infection control. Committee – Monitoring and control of cross infection staff health.	C2
III	Biomedical waste management: Meaning – categories of biomedical wastes Disposal of biomedical waste. Products- Incineration and its importance – TNPCB Rules and Schedules – Standards for Waste autoclaving. Microwaving and deep burial segregation, packing – Transportation & Storage.	C3
IV	Human waste disposal & Sewage disposal: Disease carried from excreta – Sanitation barrier – methods of excreta disposal – sewage waste: meaning – composition – Aims of Sewage disposal – Decomposition of organic matter – modern sewage treatment – Drawbacks of improper disposal of waste solid liquid.	C4

V	Medical insurance: Insurance companies – Life insurance for people with medical problems – medical – third party insurance – paramount health care. Services – Star Health and services Ltd	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to hospital hazards and healthcare safety management – Practical: Study of infection control and biomedical waste management systems – Group discussion on occupational safety and healthcare risk management – Case study on hospital hazard prevention – Mini project on healthcare safety practices.	-
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and types of hospital hazards and their impact on healthcare organizations.	PO1, PO6
CO2	Apply infection prevention and control practices for minimizing hospital acquired infections.	PO2, PO6, PO9
CO3	Analyze biomedical waste management systems and regulatory compliance practices in hospitals.	PO2, PO3, PO9
CO4	Evaluate human waste disposal, sewage treatment and environmental sanitation practices in healthcare institutions.	PO3, PO6, PO9
CO5	Examine medical insurance systems, healthcare risk coverage and digital healthcare safety practices.	PO6, PO9, PO10
Text Books		
1.	Sakharkar, B. M., Principles of Hospital Administration and Planning, 3rd Edition, Jaypee Brothers Medical Publishers, 2024.	
2.	Gupta, S. K. & Kant, S., Hospital and Health Services Administration, 2nd Edition, CBS Publishers, 2024.	
3.	Joshi, J., Hospital Management: Principles and Practice, 4th Edition, Jaypee Brothers Medical Publishers, 2025.	
4.	Park, K., Park's Textbook of Preventive and Social Medicine, 27th Edition, Banarsidas Bhanot Publishers, 2024.	
5.	Goel, S. L. & Kumar, R., Hospital Administration and Management, 2nd Edition, Deep & Deep Publications, 2023.	
References		
1.	WHO, Healthcare Waste Management Guidelines, World Health Organization Publications, 2024.	
2.	Government of India, Biomedical Waste Management Rules, Updated Edition, 2024.	
3.	Basavanthappa, B. T., Community Health Nursing, 4th Edition, Jaypee Brothers Medical Publishers, 2023.	
4.	Sharma, D. K., Hospital Safety and Infection Control Management, 2nd Edition, PHI Learning, 2024.	
5.	NABH, Accreditation Standards for Hospitals, 6th Edition, Quality Council of India, 2024.	

E – Resources		
1.	https://www.coursera.org/learn/healthcare-quality-improvement	
2.	https://www.udemy.com/topic/hospital-management	
3.	https://onlinecourses.swayam2.ac.in	
4.	https://www.who.int/teams/environment-climate-change-and-health/water-sanitation-and-health/healthcare-waste	
5.	https://nabh.co	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	1	3	-	-	-	3	-	-	3	-
CO3	-	2	3	-	-	3	-	-	3	-
CO4	-	1	3	-	-	3	-	-	3	1
CO5	-	1	-	-	-	3	-	-	2	3
	3- Strong			2 -Medium			1 –Low			

SECOND YEAR	GENERIC ELECTIVE COURSE IX	SEMESTER-III
	TOTAL QUALITY MANAGEMENT IN HOSPITAL	
COURSE CODE		CREDIT 4

Course Objectives		
C1	To understand the concepts, principles and importance of Total Quality Management (TQM) in hospital and healthcare services.	
C2	To examine quality management tools, continuous quality improvement techniques and patient-centered care practices in hospitals.	
C3	To analyze accreditation systems, quality standards and performance measurement techniques in healthcare organizations.	
C4	To understand risk management, patient safety, infection control and legal aspects related to hospital quality management.	
C5	To evaluate emerging technologies, digital quality systems and strategic quality improvement practices in healthcare institutions.	
UNIT	Details	Course Objectives
I	TQM & Six-Sigma: TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis– Root Cause Analysis–Quality Improvement Teams.	C1
II	Process Approach to Quality Management in Hospitals: Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank–Pharmacy–OPD–Surgery–ICU–Emergency and Traumacare – Canteen–Hospital Stores.	C2
III	Quality Assurance Methods: Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing–Prototype Testing–Failure Testing– Process Mapping – Process Mapping Tools – Quality Audit–Business Process Reengineering– Essence of Re-engineering.	C3

IV	Quality Certification Systems: Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.	C4
V	Quality Accreditation in Hospitals: Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission –Benefits – Value – Accreditationin15Areas– JCIforprimarycarecenters–JCI Accredited Hospitals in India– Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure –Patent Rights and Education– Benefits of NABH to Hospital– Employees– Patents and TPA’s.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to total quality management and patient safety in hospitals – Practical: Study of quality assurance and NABH accreditation systems – Group discussion on healthcare quality improvement and Six Sigma practices – Case study on hospital quality management – Mini project on healthcare quality systems.	-
CourseOutcomes		
Course Outcomes	On completion of this course, students will;	ProgramOutcomes
CO1	Explain the concepts, principles and importance of Total Quality Management in hospitals.	PO1, PO9
CO2	Analyze quality management tools and continuous quality improvement techniques in healthcare organizations.	PO2, PO6, PO9
CO3	Evaluate accreditation systems, quality standards and performance measurement practices in hospitals.	PO2, PO6, PO10
CO4	Examine patient safety, infection control and legal aspects related to hospital quality management.	PO3, PO6, PO9
CO5	Assess emerging technologies and strategic quality improvement practices in healthcare institutions.	PO6, PO8, PO10
Text Books		
1.	Joshi, S. K., <i>Quality Management in Hospitals</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
2.	McLaughlin, C. P. & Kaluzny, A. D., <i>Continuous Quality Improvement in Health Care</i> , 6th Edition, Jones & Bartlett Learning, 2024.	
3.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
4.	Nash, D. B., Joshi, M. S. & Ransom, E. R., <i>The Healthcare Quality Book</i> , 5th Edition, Health Administration Press, 2025.	
5.	Goetsch, D. L. & Davis, S., <i>Quality Management for Organizational Excellence</i> , 9th Edition, Pearson Education, 2024	

References		
1.	NABH, <i>Accreditation Standards for Hospitals</i> , Latest Edition, Quality Council of India, 2024.	
2.	Joint Commission International, <i>JCI Accreditation Standards for Hospitals</i> , 8th Edition, 2025.	
3.	WHO, <i>Patient Safety and Quality Improvement Guidelines</i> , Updated Edition, World Health Organization, 2025.	
4.	Evans, J. R. & Lindsay, W. M., <i>Managing for Quality and Performance Excellence</i> , 12th Edition, Cengage Learning, 2024.	
5.	Sunder Lal & Adarsh, <i>Textbook of Community Medicine</i> , 6th Edition, CBS Publishers, 2024.	
E - Resources		
1.	https://www.coursera.org/learn/healthcare-quality-improvement	
2.	https://www.udemy.com/topic/total-quality-management	
3.	https://nptel.ac.in/courses/110104080	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.nabh.co	
Methods o Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	30 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	70 Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend(K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/ concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay /Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	-	-	-	3	1
CO2	1	3	-	-	-	3	-	-	3	1
CO3	-	3	-	-	-	3	-	-	1	3
CO4	-	1	3	-	-	3	-	-	3	2
CO5	-	-	1	-	-	3	-	2	1	3

3- Strong

2 -Medium

1 –Low

SECOND YEAR	GENERIC ELECTIVE COURSE X	SEMESTER-III
	HEALTH CARE ACCREDITATION AND LAW	
COURSE CODE		CREDIT 4

Course Objectives			
C1	To understand the concepts, principles and importance of healthcare governance in healthcare organizations.		
C2	To examine healthcare policies, regulatory frameworks and ethical standards governing healthcare institutions.		
C3	To analyze healthcare technologies, information systems and digital transformation practices in healthcare management.		
C4	To understand healthcare data management, cyber security and technology-enabled decision-making systems in healthcare organizations.		
C5	To evaluate emerging healthcare technologies, innovation and sustainable governance practices in modern healthcare systems.		
UNIT	Details	No.of Hours	Course Objectives
I	Code of Medical Ethics: Code - Duties of Physician to their patients - Duties of Physician to the profession at large-duties of Physician to the profession in consultation-Duties of Physician to the profession to the public - Disciplinary action - NAB	9	C1
II	Medico Legal Aspects – The Medical Termination of Pregnancy Act 1971: Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion - The Prenatal Diagnostic Techniques act 1994 Regulation of genetic counseling centre - Regulation of pre -natal diagnostic technique - Death Certificate - Precautions while issuing death certificate-contents of Death Certificate-Importance of Death certificate-Tamil Nadu clinics Act	9	C2
III	Medical Jurisprudence: Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act-Healthcare Legal Information Systems	9	C3
IV	Legal Framework – Introduction to Legal framework - Patient's rights & provider's responsibility- Medical Malpractice	9	C4
V	Health care Technology Evolution of cyber medicine, the future of healthcare industry. Healthcare information systems. Healthcare Cyber security and Data Privacy-Global perspective on health informatics business.	9	C5

CourseOutcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts and importance of healthcare governance in healthcare organizations.	PO1, PO9
CO2	Analyze healthcare policies, regulatory frameworks and ethical standards in healthcare institutions.	PO2, PO3, PO9
CO3	Evaluate healthcare technologies and digital transformation	PO2, PO6, PO10
CO4	Apply healthcare data management and technology-enabled decision-making systems in healthcare organizations.	PO2, PO6, PO8
CO5	Examine emerging healthcare technologies and sustainable governance practices in modern healthcare systems.	PO6, PO9, PO10
Text Books		
1.	Buchbinder, S. B. & Shanks, N. H., <i>Introduction to Health Care Management</i> , 5th Edition, Jones & Bartlett Learning, 2024.	
2.	Gupta, S. K. & Kant, S., <i>Hospital and Health Care Administration: Principles and Practice</i> , 2nd Edition, Jaypee Brothers Medical Publishers, 2024.	
3.	Wager, K. A., Lee, F. W. & Glaser, J. P., <i>Health Care Information Systems: A Practical Approach for Health Care Management</i> , 5th Edition, Jossey-Bass, 2024.	
4.	Nelson, R. & Staggers, N., <i>Health Informatics: An Interprofessional Approach</i> , 3rd Edition, Elsevier, 2024.	
5.	Shi, L. & Singh, D. A., <i>Delivering Health Care in America: A Systems Approach</i> , 9th Edition, Jones & Bartlett Learning, 2024.	
References		
1.	Shortell, S. M. & Kaluzny, A. D., <i>Healthcare Management: Organization Design and Behaviour</i> , 7th Edition, Cengage Learning, 2024.	
2.	WHO, <i>Digital Health Strategy and Governance Guidelines</i> , Updated Edition, World Health Organization, 2025.	
3.	McGonigle, D. & Mastrian, K., <i>Nursing Informatics and the Foundation of Knowledge</i> , 6th Edition, Jones & Bartlett Learning, 2024.	
4.	Raghupathi, W. & Raghupathi, V., <i>Healthcare Analytics and Information Systems</i> , 2nd Edition, CRC Press, 2025.	
5.	Joint Commission International, <i>Healthcare Governance and Accreditation Standards</i> , Updated Edition, 2025	

E - Resources		
1.	https://www.coursera.org/specializations/digital-health	
2.	https://www.udemy.com/topic/healthcare-management	
3.	https://nptel.ac.in/courses/127106227	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.who.int/health-topics/digital-health	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75Marks
	Total	100Marks
Methods of Assessment		
Recall(K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True / False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea /concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze(K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay /Evaluation essay, Critique or justify with pros and cons	
Create(K6)	Check knowledge in specific or off beat situations, Discussions, Debating or Presentations	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	-	-	-	3	1
CO2	-	3	3	-	-	1	-	-	3	1
CO3	-	3	-	-	-	3	-	-	1	3
CO4	1	3	-	-	-	3	-	3	-	1
CO5	-	-	1	-	-	3	-	1	3	3

3- Strong

2 -Medium

1 –Low

SECOND YEAR	NON MAJOR ELECTIVE COURSE II	SEMESTER-III
	EVENT MANAGEMENT	
COURSE CODE		CREDIT 2

Course Objectives		
C1	To understand the concepts, principles and scope of event management in business and healthcare sectors.	
C2	To examine event planning, budgeting and resource management techniques for successful event execution.	
C3	To analyze event marketing, sponsorship and promotional strategies for organizational events.	
C4	To evaluate event operations, risk management and legal compliance practices in event management.	
C5	To understand digital event technologies, virtual event platforms and emerging trends in event management.	
SYLLABUS		
UNIT	Details	Course Objectives
I	Concept and Scope of Event Management, Types of Events, Event Management in Healthcare and Corporate Sector, Event Planning Process, Role of Event Managers, Digital Event Ecosystem	C1
II	Event Planning and Budgeting, Venue Selection, Resource Allocation, Event Scheduling, Vendor Coordination, Event Management Software and Digital Planning Tools.	C2
III	Event Marketing and Promotion, Sponsorship Management, Branding Strategies, Social Media Marketing for Events, Digital Advertising, Customer Relationship Management in Events.	C3
IV	Event Operations Management, Risk and Crisis Management, Legal and Ethical Issues in Event Management, Safety and Security Measures, Crowd Management Techniques, Healthcare Event Compliance.	C4
V	Virtual and Hybrid Event Management, Online Event Platforms, AI-enabled Event Analytics, Event Automation Technologies, Sustainable Event Practices, Emerging Trends in Event Management.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to event planning and management – Practical: Preparation of event proposals and budgeting – Group discussion on digital event management and branding – Case study on corporate and healthcare events – Mini project on event planning and execution.	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the concepts, principles and scope of event management in business and healthcare sectors.	PO1, PO6
CO2	Apply event planning, budgeting and resource management techniques for successful event execution.	PO2, PO6, PO8
CO3	Analyze event marketing, sponsorship and promotional strategies for organizational events.	PO2, PO4, PO7
CO4	Evaluate event operations, risk management and legal compliance practices in event management.	PO3, PO5, PO6
CO5	Examine digital event technologies and emerging trends in modern event management.	PO6, PO9, PO10
Text Books		
1.	Goldblatt, J., <i>Special Events: Creating and Sustaining a New World for Celebration</i> , 9th Edition, Wiley India, 2024.	
2.	Silvers, J. R., Professional Event Coordination, 3rd Edition, Wiley India, 2024.	
3.	Shone, A. & Parry, B., Successful Event Management, 6th Edition, Cengage Learning, 2025.	
4.	Kumar, A., Event Management, 3rd Edition, Himalaya Publishing House, 2023.	
5.	Tum, J., Norton, P. & Wright, J. N., Management of Event Operations, 2nd Edition, Routledge, 2024.	
References		
1.	Allen, J., O’Toole, W., Harris, R. & McDonnell, I., Festival and Special Event Management, 7th Edition, Wiley India, 2024.	
2.	Getz, D. & Page, S. J., Event Studies: Theory, Research and Policy for Planned Events, 4th Edition, Routledge, 2024.	
3.	Bowdin, G., Allen, J. & O’Toole, W., Events Management, 5th Edition, Routledge, 2025.	
4.	Raj, R., Walters, P. & Rashid, T., Events Management: Principles and Practice, 3rd Edition, Sage Publications, 2023.	
5.	Bladen, C., Kennell, J., Abson, E. & Wilde, N., Events Management: An Introduction, 3rd Edition, Routledge, 2024.	
E-Resources		
1.	https://www.coursera.org/learn/event-planning	
2.	https://www.udemy.com/topic/event-management	
3.	https://onlinecourses.swayam2.ac.in	
4.	https://www.edx.org/learn/project-management	
5.	https://www.eventbrite.com/blog	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	-	-	-	2	-	-	-	-
CO2	1	3	-	-	-	3	-	2	-	-
CO3	-	3	-	2	-	1	3	-	-	1
CO4	-	2	3	-	2	3	-	-	1	-
CO5	-	1	-	-	-	3	-	-	3	3

3-Strong

2-Medium

1-Low

SECOND YEAR	VALUE ADDED COURSE III	SEMESTER-III
	LEADERSHIP AND TEAM BUILDING SKILLS	
COURSE CODE		CREDIT 2
Course Objectives		
C1	To understand the concepts, styles and significance of leadership in organizational and healthcare environments.	
C2	To examine personality traits, emotional intelligence and motivational approaches for effective leadership.	
C3	To develop team building, collaboration and interpersonal relationship skills for organizational effectiveness.	
C4	To analyze conflict management, negotiation and decision-making techniques in team environments.	
C5	To enhance professional leadership competencies, ethical behaviour and change management skills in modern organizations.	
UNIT	Details	Course Objectives
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders – traits of leadership-interpersonal competence & leadership	C1
II	Leadership Styles: Leadership qualities -styles of leadership - attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behavior leadership in different countries-leadership ethics & social responsibility.	C2
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership - Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate-listening to out group members- communication and conflict resolution skills- AI-based Leadership Assessment..	C3
IV	Team Work: Working in group & teams -characteristics of effective team- types- team development: Tuckman' steam development stages-Belbin team roles - Ginnett - team effectiveness leadership model.	C4
V	Exploring team roles & processes: Mapping the stages of group development- Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.	C5
VI	CURRENT CONTOURS (For Continuous Internal Assessment only): Contemporary issues related to leadership and team building – Practical: Leadership exercises, team activities and role plays – Group discussion on transformational leadership and teamwork – Case study on leadership challenges and conflict resolution – Mini project on organizational leadership practices	-

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain leadership concepts, styles and their significance in organizational settings.	PO3, PO5
CO2	Analyze personality traits, emotional intelligence and motivational approaches for effective leadership.	PO2, PO5
CO3	Demonstrate team building, collaboration and interpersonal relationship skills for workplace effectiveness.	PO4, PO5
CO4	Apply conflict management, negotiation and decision-making techniques in team environments.	PO2, PO4, PO5
CO5	Exhibit ethical leadership, professional competencies and change management skills in organizations.	PO3, PO9, PO10
Text Book		
1.	Northouse, P. G., <i>Leadership: Theory and Practice</i> , 10th Edition, Sage Publications, 2024.	
2.	Robbins, S. P. & Judge, T. A., <i>Organizational Behaviour</i> , 19th Edition, Pearson Education, 2024.	
3.	Daft, R. L., <i>The Leadership Experience</i> , 8th Edition, Cengage Learning, 2024.	
4.	Lussier, R. N. & Achua, C. F., <i>Leadership: Theory, Application and Skill Development</i> , 7th Edition, Cengage Learning, 2025.	
5.	Goleman, D., <i>Emotional Intelligence</i> , Updated Edition, Bloomsbury Publishing, 2024.	
References		
1.	Maxwell, J. C., <i>Developing the Leader Within You 2.0</i> , Updated Edition, HarperCollins, 2023.	
2.	Covey, S. R., <i>The 7 Habits of Highly Effective People</i> , Updated Edition, Simon & Schuster, 2024.	
3.	Carnegie, D., <i>How to Win Friends and Influence People</i> , Updated Edition, Simon & Schuster, 2024.	
4.	Katzenbach, J. R. & Smith, D. K., <i>The Wisdom of Teams</i> , Updated Edition, Harper Business, 2023.	
5.	Yukl, G., <i>Leadership in Organizations</i> , 10th Edition, Pearson Education, 2025.	
E - Resources		
1.	https://www.coursera.org/learn/teamwork-skills-effective-communication	
2.	https://www.udemy.com/topic/leadership-skills	
3.	https://nptel.ac.in/courses/110105155	
4.	https://onlinecourses.swayam2.ac.in	
5.	https://www.linkedin.com/learning/topics/leadership-and-management	

COURSE ARTICULATION MATRIX:

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	-	-	2	-	3	-	-	-	-	-
CO2	-	3	1	-	3	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	1
CO4	-	3	-	2	3	-	-	-	-	1
CO5	-	-	3	1	1	-	-	-	3	2

3-Strong 2-Medium 1-Low

Second Year

**SUMMER INTERNSHIP TRAINING
(Compulsory)**

Semester-III

Code:

(Training)

Credit: 4

The student must undertake Summer Internship Training at the end of Semester-II for a period of at least four weeks at any approved hospitals run by corporate, trust, or government, health insurance firms, or health tech organisations and submit a report on its various functional areas, which will be evaluated during the Viva-Voce Examination. The Summer Internship Training Certificate will be issued by the concerned organisation. The marks for the Summer Internship report and the Viva-Voce are in the ratio 50:50. The Summer Internship Report will be evaluated by the External Examiner Only. External examiner will be appointed by the University.

Break up of marks is as follows:

1. Summer Internship Report	- 50 Marks
2. Viva Voce	- 50 Marks

	100 marks

- A candidate shall be declared to have passed in the SUMMER INTERNSHIP TRAINING if he/she gets not less than 40% in each of the Summer Internship report and Viva-voce but not less than 50% in the aggregate of both the marks for Internship Report and Viva-voce.

- A candidate who gets less than 40% in the Summer Internship report must resubmit the Report. Such candidates need to defend the resubmitted Report at the Viva-voce during their forthcoming semester. A maximum of 2 chances will be given to the candidate.

SECOND YEAR	PROJECT	SEMESTER-IV
COURSE CODE		CREDIT 10

Project Work

Each student must undertake a project in the final semester and submit a report. The authenticity of the work must be certified by the Supervisor, Director/Coordinator of the Centre, or Head of the Department. The final report will be evaluated jointly by the Supervisor and an External Examiner appointed by the University specifically for this purpose. Finally, a Viva Voce examination will be conducted jointly by the Supervisor and the External Examiner. The marks will be awarded, carrying a weightage of 75 marks for Viva Voce performance and 225 marks for the Project report.