VIDYASAGAR UNIVERSITY

Midnapore, West Bengal

PROPOSED CURRICULUM & SYLLABUS (DRAFT) OF

BBA (HONOURS/ HONOURS WITH RESEARCH) IN HOSPITAL MANAGEMENT

4-YEAR UNDERGRADUATE PROGRAMME

(w.e.f. Academic Year 2023-2024)

Based on

Curriculum & Credit Framework for Undergraduate Programmes (CCFUP), 2023& NEP, 2020

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VIDYASAGAR UNIVERSITY
BACHELOR OF BUSINESS ADMINISTRATION- BBA (HONOURS/ HONOURS WITH RESEARCH) IN HOSPITAL MANAGEMENT
(under CCFUP, 2023)

Level	YR.	SEM	Course Type	Course Code	Course Title		Credit	L-T-P	Marks		
									CA	ESE	TOTAL
BBA (Hons./ Hons. with Research) in HM	4th	VII	SEMESTER-VII								
			Major-14	BHMHMJ14	T: Organizational Change and Development		4	3-1-0	15	60	75
			Major-15	BHMHMJ15	T: Service Marketing		4	3-1-0	15	60	75
			CRM	BHMHCRM	T: Research Methodology and Ethics		4	3-1-0	15	60	75
			Major Elective-03	BHMHDSE03	Hospital Training – I (To be conducted by the College in Hospital)		4	0-0-4	-	-	75
			Minor-07	BHMMIN07	T: Support and Utility Services-II		4	3-1-0	15	60	75
						Semester-VII Total	20				375
		VIII	SEMESTER-VIII								
			Major-16	BHMHMJ16	T: Financial Management		4	3-1-0	15	60	75
			Major Elective-04	BHMHDSE04	Hospital Training – II (To be conducted by the College in Hospital)		4	0-0-4	-	-	75
			Major Elective-05	BHMHDSE05	T: Business Environment OR T: Corporate Social Responsibility	FOR HONOURS STUDENTS	4	3-1-0	15	60	75
			Major Elective-06	BHMHDSE06	T: Medical Audit OR T: Medical Ethics		4	3-1-0	15	60	75
			Research	BHMHRD	DISSERTATION	*FOR HONOURS WITH RESEARCH STUDENTS*	*8*	*0-0-8*	*-*	*150*	*150*
			Minor-8	BHMMIN08	T: Digital Health and AI in Healthcare		4	3-1-0	15	60	75
						Semester-VIII Total	20				375
						YEAR-4	40				750
		To be awarded *BBA in Hospital Management (Honours / Honours with Research)*					166	Marks (Year: I+II+III+IV)			3075

MJ = Major, MI = Minor Course, DSE = Discipline Specific Elective Course, CRM= Compulsory Research Methodology, INT= Internship, RD= Research / Dissertation; CA= Continuous Assessment, ESE= End Semester Examination, T = Theory, P= Practical, L-T-P = Lecture-Tutorial-Practical

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SEMESTER VII

List of Courses

(MAJOR)

BBAHM-Major-14: Organizational Change and Development

BBAHM-Major-15: Service Marketing

BBAHMCRM: Research Methodology and Ethics

(MAJOR ELECTIVE)

BBAHM- Major-Elective-03: Hospital Training-I

(MINOR)

BBAHM-Minor-7: Support and Utility Services-II

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MAJOR (MJ)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Code: BHMHMJ14
3L+1T= 4 **FULL MARKS- 75**
CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Upon successful completion of this course, students will be able to explain the concepts, significance, and drivers of organizational change and organizational development in contemporary organizations. They will be able to apply major change management models, analyze resistance to change, and identify appropriate organizational development interventions. Students will also be able to examine emerging trends in organizational development and their relevance to organizational effectiveness.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Foundations of Organizational Change	06
2.	Managing Organizational Change	10
3.	Introduction to Organizational Development (OD)	08
4.	Organizational Development (OD) Interventions and Future Trends	08
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **6L**

Foundations of Organizational Change: Meaning, Nature, Need and Importance of Organizational Change, Types, Different Drivers of Organizational Change, Change in Contemporary Organizations.

UNIT-II: **10L**

Managing Organizational Change: Change Management: Concept, Process, Importance; Models of Change Management: Kurt Lewin's Three-Step Model, ADKAR Model, Kotter's Eight-Step Model of Change; Resistance to Change: Meaning, Causes, Managing Resistance to Change.

UNIT-III: **8L**

Introduction to Organizational Development (OD): Meaning, Objectives, Features, Importance, and Steps involved in Organizational Development, Values and Assumptions of OD; OD Practitioner: Concept, Roles, and Competencies.

UNIT-IV: **8L**

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Organizational Development (OD) Interventions and Future Trends: OD Interventions: Concept, Types, Importance, Steps in Implementing OD Interventions, Factors Affecting OD Interventions; Emerging Trends in Organizational Development.

Suggested readings:

1. Cummings, T. G., & Worley, C. G. (2024). *Organization Development and Change.* Cengage Learning.
2. French, W. L., Bell, C. H., & Zawacki, R. A. (1999). *Organization Development and Transformation: Managing Effective Change.* McGraw-Hill.
3. Anderson, D. L. (2016). *Organization Development: The Process of Leading Organizational Change.* SAGE Publications.
4. Singh, K. (2009). *Organisation Change and Development*. Excel Books.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2002). *Organizational Behavior*. Pearson India.
6. Burnes, B. (2017). *Managing Change*. Pearson Education.
7. Luthans, F. (2020). *Organizational Behavior*. McGraw-Hill Education.

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SERVICE MARKETING

Code: BHMHMJ15
3L+1T= 4 **FULL MARKS- 75**
CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Students will be able to understand the fundamental concepts, characteristics, and significance of service marketing and differentiate services from goods. They will be able to analyze consumer behaviour in service settings, evaluate customer expectations, satisfaction, loyalty, and service recovery strategies. Students will develop the ability to assess service quality using models such as SERVQUAL and the GAP model, understand the role of servicescape and technology in service delivery, and apply principles of service design, service blueprinting, service standards, and customer relationship management (CRM) to improve service performance and enhance customer value in various service organizations.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Service Marketing	06
2.	Consumer Behaviour in Services	09
3.	Service Quality & Delivery	09
4.	Service Design and Development	08
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **6L**

Introduction to Service Marketing: Introduction to Service, Nature and Characteristics of Services, Classification of Services, Services vs. Goods Marketing, Service Marketing Mix (7 Ps), Growth and Importance of Service Sector.

UNIT-II **9L**

Consumer Behaviour in Services: Customer Expectations and Perceptions, Decision-making Process in Services, Customer Satisfaction and Loyalty, The Service Encounter and Moment of Truth, Service Failure and Recovery.

UNIT-III: **9L**

Service Quality & Delivery: Concept of Service Quality, Dimensions of Service Quality, SERVQUAL model, GAP model, Servicescape, Technology in Service Delivery.

UNIT-IV: **8L**

Service Design and Development: Challenges of service design, stages in new service development, Service blue printing, Service standards: Factors determine service standard, Customer relationship management in services.

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Suggested readings:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm (7th ed.)*. McGraw-Hill Education.
2. Lovelock, C., & Wirtz, J. (2017). *Services marketing (8th Global ed.)*. Pearson Education.
3. Verma, H. V. (2012). *Service marketing: Text and cases*. Pearson Education India.
4. Rao, K. R. M. (2011). *Services marketing*. Pearson Education/Dorling Kindersley.
5. Bhattacharya, H. (2009). *Services marketing: Concepts, planning and implementation*. Jaico Publishing House.
6. Nargundkar, R. (2014). *Services marketing (3rd ed.)*. McGraw-Hill Education.
7. Wirtz, J. (2018). *Essentials of services marketing*. Pearson Education.
8. Apte, G. (2007). *Marketing of services*. PHI Learning.

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COMPULSORY RESEARCH METHODOLOGY (CRM)

[for Hons./ Research students]

RESEARCH METHODOLOGY AND ETHICS

Code: BHMHCRM

3L+1T= 4 **FULL MARKS- 75**

CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: This course aims at making the students to explain the scope and stages involved in research process, choose appropriate sampling technique for a given study, select appropriate method of collecting primary data and sources of secondary data, and develop a report writing of research article on the lines of standard format. The students will also able to learn the fundamental principles, concepts, and importance of research ethics in academic and professional research.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Research and Source of Data	04
2.	Primary and Secondary Data Collection and Report Writing and Evaluation	10
3.	Sampling	12
4.	Research Ethics	06
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **4L**

Introduction to Research: Introduction to Research, Role of Research in Business, Decision to Conduct Research, Research Design, Types of Research, Research Process.

Sources of Data: Primary and secondary data - Sources of Secondary Data, Scales of Measurement, Validity and Reliability.

UNIT-II **10L**

Primary and Secondary Data Collection: Observation and Its Different Types, Selection of Method of Data Collection, Qualitative Research Methods, Quantitative Research Methods, Pilot Survey and Its Conduct, Components and Design of Questionnaire, Open ended question Vs. Multiple choice questions. Secondary Data: Published Sources, Internal Organizational Records.

UNIT-III: **12L**

Sampling: Population Defined, Sampling Frame, Sampling Vs. Census, Steps in Selecting a Sample. Types of Sampling Methods: Probabilistic and Non- Probabilistic, Determination of Sample Size, Concepts of Errors in Research.

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Report Writing and Evaluation: Introduction, Types of Reports, Planning Report Writing, Research Report Format, Writing the Report, Typing the Report, briefing, Evaluation of a Research Report.

UNIT-IV: **6L**

Research Ethics: Meaning and importance of research ethics, Principles of ethical research, Informed consent and voluntary participation, confidentiality and privacy of research participants, plagiarism and methods, ethical publication practices.

Suggested readings:

1. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
2. Cooper, D. R., & Schindler, P. S. (2018). *Business research methods* (12th ed.). McGraw-Hill Education.
3. Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners*. SAGE South Asia.
4. Jain, R. K. (2021). *Research methodology: Methods and techniques*. Vayu Education.
5. Kumar, R. (2009). *Research methodology: A step-by-step guide for beginners* (2nd ed.). Pearson Education.
6. Sekaran, U. (2010). *Research methods for business: A skill-building approach* (4th ed.). Wiley.
7. Israel, M., & Hay, I. (2006). *Research ethics for social scientists*. SAGE Publications.

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MAJOR ELECTIVE (DSE)

Major Elective (MJDSE) – 03

HOSPITAL TRAINING-I

Code: BHMHDSE-03 **FULL MARKS- 75**

CREDIT: 4P

Course Outcome: Upon successful completion of the Hospital Training, students will be able to apply the theoretical concepts of hospital management in real healthcare settings by understanding the organization, workflow, and functioning of various hospital departments; demonstrate professional ethics, communication, teamwork, and problem-solving skills; perform basic administrative and operational tasks under supervision; analyze hospital practices related to patient care and support services; and develop the practical competencies required for entry-level managerial roles in hospitals and other healthcare organizations.

Course Content: Hospital Training is a compulsory practical course for all students of the Bachelor of Business Administration in Hospital Management (BBAHM). The course is designed to bridge the gap between classroom learning and professional practice by providing students with hands-on exposure to the functioning of hospitals and other healthcare organizations. During the training period, students will be placed in recognized healthcare institutions where they will observe and participate in the day-to-day operations of various departments, including clinical, administrative, diagnostic, support, and allied services. The training aims to familiarize students with hospital workflow, organizational structure, patient care processes, healthcare regulations, communication practices, and professional ethics. Students will also develop essential managerial competencies such as teamwork, problem-solving, decision-making, interpersonal communication, and leadership in a healthcare environment. The training shall be conducted over a continuous period of six to eight weeks, during which students are required to prepare a comprehensive training report based on their observations and learning experiences. The end-semester evaluation shall be based on the assessment of the training report, submitted by the host organization, and a viva-voce examination conducted by the department.

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MINOR (MI)

SUPPORT AND UTILITY SERVICES-II

Code: BHMMIN07
3L+1T= 4 **FULL MARKS- 75**
CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Students will be able to understand the organization, planning, and management of essential support, clinical, administrative, and utility services in hospitals. The course equips students with the managerial and operational competencies required to coordinate support and utility services effectively, ensure patient and staff safety, optimize hospital resources, and contribute to the delivery of safe, efficient, and high-quality healthcare services.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Support Services	06
2.	Clinical Services	08
3.	Administrative Services	06
4.	Utility Services Fire Hazards and Fire Safety	12
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

Unit I: **6L**

Support Services: Functions, location, workflow, physical facilities, design and space requirements, staffing, equipment and managerial issues of: Pharmacy Services. Accident and Emergency Services- Organization and management of Emergency Department- Physical facilities- Manpower planning

Unit II: **8L**

Clinical Services: Functions, location, workflow, physical facilities, design and space requirements, staffing, equipment and managerial issues of: Ward Management and Intensive Care Unit (ICU) - Organization and Management of ICUs - Types of ICUs (ICCU, NICU, PICU, MICU, SICU) - Staffing pattern in ICUs - Specialized ICU- Critical Care Scoring Systems

Unit III: **6L**

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Administrative Services: Functions, location, workflow, physical facilities, design and space requirements, staffing, equipment and managerial issues of Maintenance Management, Security Services, Hospital Information System (HIS)

Unit IV: **12L**

Utility Services: Functions, location, workflow, physical facilities, design and space requirements, staffing, equipment and managerial issues of: Mortuary.

Fire Hazards and Fire Safety: Elements of fire- Fire hazards- Causes of hospital fire- Classification of fire- Fire protection systems- escape routes- Risk assessment- Fire Manual Guidelines- Fire safety training- Do's and Don'ts for electrical fire prevention- Emergency actions during hospital fire incidents

Suggested readings:

1. Bhattacharya, A. K. (2008). *Hospital management: Operational strategies for quality services*. Excel Books.
2. Francis, C. M., & De Souza, M. C. (2014). *Hospital administration (3rd ed.)*. Jaypee Brothers Medical Publishers.
3. Goel, S. L. (2014). *Hospital administration and management*. Deep & Deep Publications.
4. Joshi, D. C., & Joshi, M. (2014). *Hospital administration*. Jaypee Brothers Medical Publishers.
5. Joshi, S. K. (2014). *Hospital management*. Jaypee Brothers Medical Publishers.
6. Lele, R. D. (2005). *Computers in medicine*. Tata McGraw-Hill.
7. Sakharkar, B. M. (2019). *Principles of hospital administration and planning (3rd ed.)*. Jaypee Brothers Medical Publishers.
8. Srinivasan, A. V. (2008). *Managing a modern hospital (2nd ed.)*. SAGE Publications India.
9. Wager, K. A., Lee, F. W., & Glaser, J. P. (2021). Health care information systems: A practical approach for health care management (5th ed.). Jossey-Bass.

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SEMESTER VIII

List of Courses

(MAJOR)

BBAHM-Major-16: Financial Management

(MAJOR ELECTIVES)

BBAHM- Major-Elective-04: Hospital Training-II

BBAHM-Major-Elective-05

BHMHDSE5A: Business Environment
OR
BHMHDSE5B: Corporate Social Responsibility

BBAHM-Major-Elective-06

BHMHDSE6A: Medical Audit
OR
BHMHDSE6B: Medical Ethics

(MINOR)

BBAHM-Minor-8: Digital Health and AI in Healthcare

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MAJOR (MJ)

FINANCIAL MANAGEMENT

Code: BHMHMJ16
3L+1T= 4 **FULL MARKS- 75**
CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Upon successful completion of this course, students will be able to explain the importance of financial management, its objectives and steps involved in financial planning. They will able to explain the concept of the time value of money through various techniques. They will able to analyse earnings per share and compute the optimum capital structure. Students will also able to evaluate the investment and dividend decisions through various capital budgeting techniques, and summarize the significance of working capital management.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Financial Management	08
2.	Long -term investment decisions	12
3.	Capital Structures	08
4.	Working Capital Management	04
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **8L**

Introduction to Financial Management: Concepts, Nature, Function and Objectives of Financial Management; Finance and related disciplines; Scope of Financial Management; Role of financial manager in Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Basic Financial Decisions: Investment, Financing and Dividend Decisions; Concept of Time Value of Money, present value, future value, and annuity.

UNIT-II: **12L**

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitable Index Method. Concept and Measurement of cost of capital: Cost of debt, Cost of Equity Share, Cost of Preference Share, Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

UNIT-III: **8L**

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani- Miller (MM) approach, Traditional approach, Capital

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Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

UNIT-IV: **4L**

Working Capital Management: Concepts, components, determinants and need of working capital. Computation of working capital for a company. Operating cycle – Factors influencing working capital.

Suggested readings:

1. Zutter, C. J., & Smart, S. B. (2022). *Principles of managerial finance* (16th ed.). Pearson.
2. Brigham, E. F., & Ehrhardt, M. C. (2024). *Financial management: Theory & practice* (17th ed.). Cengage Learning.
3. Khan, M. Y., & Jain, P. K. (2018). *Financial management: Text, problems and cases* (8th ed.). McGraw Hill Education.
4. Pandey, I. M. (2021). *Financial management* (12th ed.). Pearson.
5. Maheshwari, S. N., & Maheshwari, S. K. (2019). *Financial management: Principles and practice* (15th ed.). Sultan Chand & Sons.
6. Van Horne, J. C., & Wachowicz, J. M. (2008). *Fundamentals of financial management* (13th ed.). Prentice Hall.
7. Chandra, P. (2019). *Financial management: Theory and practice* (10th ed.). McGraw Hill Education.

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MAJOR ELECTIVES

Major Elective (MJDSE) – 04

HOSPITAL TRAINING-II

Code: BHMHDSE-04 **FULL MARKS- 75**
CREDIT: 4P

Course Outcome: After successful completion of the practicum, students will be able to apply their theoretical knowledge to the practical functioning of hospitals and healthcare organizations. They will develop an understanding of hospital workflow, departmental coordination, patient care processes, administrative practices, healthcare regulations and professional ethics. The practicum will enable students to develop essential managerial and professional skills, including communication, teamwork, problem-solving, decision-making and leadership, and prepare them for effective performance in healthcare management roles.

Course Content: The practicum is a compulsory practical course for all students of the Bachelor of Business Administration in Hospital Management (BBAHM), designed to provide students with practical exposure to the functioning and management of hospitals and other healthcare organizations. It aims to bridge the gap between theoretical knowledge and professional practice by enabling students to observe and understand the actual operations of healthcare institutions. During the practicum, students will be placed in recognized hospitals or healthcare organizations and will gain exposure to different clinical, administrative, diagnostic, support and allied service departments. Students will study hospital workflow, departmental coordination, patient care processes, administrative procedures, healthcare communication, regulatory practices and professional ethics. The practicum will also facilitate the development of managerial and professional skills such as teamwork, communication, problem-solving, decision-making, coordination and leadership in a healthcare setting. The practicum shall be completed over a continuous period of six to eight weeks, during which students will maintain appropriate records of their activities and prepare a comprehensive practicum report documenting their observations, responsibilities, experiences and learning outcomes. The final evaluation will be based on the practicum report, and a viva-voce examination conducted by the department.

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Major Elective (MJDSE) – 05

BUSINESS ENVIRONMENT

Code: BHMHDSE5A

3L+1T= 4 **FULL MARKS- 75**

CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: After successful completion of the course, students will be able to understand the concept, nature and significance of the business environment and analyze the influence of economic, political, technological, social and legal factors on business organizations. They will be able to examine the impact of government policies, technological changes, social responsibilities and legal regulations on business decisions and operations. The course will also enable students to evaluate the effects of globalization and the opportunities and challenges it presents to businesses in India.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Business Environment	10
2.	Economic and Political Environment	10
3.	Technological and Social Environment	06
4.	Legal Environment and Globalization	06
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT I: **10L**

Introduction to Business Environment: Concept, Nature and Significance of Business Environment, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Factors affecting Business Environment, Different Environmental Issues Impacting Business.

UNIT II: **10L**

Economic and Political Environment: Economy: Concept, Nature and Structure, Economic Conditions, Economic Policies: Fiscal Policy, Monetary Policy, Trade Policy, Economic Roles of Government, Political Environment: Concept, Roles, Impact on Businesses.

UNIT III: **6L**

Technological and Social Environment: Technological Environment: Concept, Features, Significance, Technological Changes and their Impact on Business, Social Environment: Meaning, Components, Social and Cultural Factors Affecting Business, Social Responsibility of Business.

UNIT IV: **6L**

Legal Environment and Globalization: Legal Environment of Business: Concept, Characteristics, Importance, Impact on Business, Foreign Exchange Management Act

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(FEMA); Globalization: Concept and Impact on Indian Business, Factors Facilitating Globalization in India, Factors Challenging Globalization in India.

Suggested readings:

1. Cherunilam, F. (2022). *Business environment: Text and cases (29th ed.)*. Himalaya Publishing House.
2. Aswathappa, K. (2023). *Essentials of business environment: Text, cases & exercises (16th ed.)*. Himalaya Publishing House.
3. Ghosh, B. N. (2015). *Business environment*. Oxford University Press.
4. Cherunilam, F. (2025). *Global economy and business environment (4th ed.)*. Himalaya Publishing House.
5. Mishra, S. K., & Puri, V. K. (2018). *Economic environment of business*. Himalaya Publishing House.
6. Datt, R., & Sundharam, K. P. M. (2022). *Indian economy*. S. Chand Publishing.
7. Paul, J. (2018). *Business environment: Text and cases (4th ed.)*. McGraw Hill Education (India).

OR

CORPORATE SOCIAL RESPONSIBILITY

Code: BHMHDSE3B

3L+1T= 4 **FULL MARKS- 75**

CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Upon successful completion of this course, students will be able to gain in depth knowledge in the concepts and models of Corporate Social Responsibility (CSR) and the role of business in sustainable development. They will able to impart knowledge on various provisions of Companies Act 2013 related to CSR in India and highlight the significance of CSR.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to CSR	08
2.	Legislation of Corporate Social Responsibility	10
3.	Corporate Governance	10
4.	Contemporary CSR	04
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **8L**

Introduction to CSR: Meaning and Definition of CSR, History and Evolution of CSR; Scope; Factors affecting the growth of CSR; Factors affecting the growth of CSR; Corporate

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responsibility towards various group of stakeholders; Chronological evolution of CSR in India; Limitations of CSR; Arguments in favour and Against of Corporate Social Responsibility.

UNIT-II: **10L**

Legislation of Corporate Social Responsibility: Legislation in India and the world; Provision for Corporate Social Responsibility in Companies Act 2013 – Section 135; Scope for CSR Activities under Schedule VII; Appointment of Independent Directors on the Board and Computation of Net Profit's Implementing Process in India; The regulatory environment in India Counter trends.

UNIT-III: **10L**

Corporate Governance: Introduction, Historical Background; Factors behind the origin of Corporate Governance; Important issues and Need of Corporate Governance; Reason for the growing demand for corporate Governance, & factors influencing corporate governance; Regulatory framework on corporate governance in India; SEBI Guidelines and CLAUSE 49; Corporate Governance in India; Issues of corporate governance in India and World.

UNIT-IV: **4L**

Contemporary CSR: Current Trends and Opportunities in CSR; Future Trends in CSR in India; CSR as strategic business tool for sustainable development; Roles of intuitions in CSR: Government, NGOs, Education Intuitions & role of Media; Review of successful corporate initiatives and challenges of CSR; Case Studies of major CSR activities by any two industrial units in India.

Suggested readings:

1. Kotler, P., & Lee, N. R. (2005). *Corporate social responsibility: Doing the most good for your company and your cause*. Wiley.
2. Crane, A., Matten, D., & Spence, L. (Eds.). (2014). *Corporate social responsibility: Readings and cases in a global context* (2nd ed.). Routledge.
3. Paleri, P. (2020). *Corporate social responsibility: Concept, cases and trends* (1st ed.). Cengage Learning.
4. Aras, G., & Crowther, D. (Eds.). (2010). *A handbook of corporate governance and social responsibility*. Routledge. 1st ed.
5. Visser, W., Matten, D., Pohl, M., & Tolhurst, N. (Eds.). (2010). *The A to Z of corporate social responsibility: A complete reference guide to concepts, codes and organisations*. Wiley.
6. Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization* (5th ed.). Oxford University Press.

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Major Elective (MJDSE) – 06

MEDICAL AUDIT

Code: BHMHDSE6A

3L+1T= 4 **FULL MARKS- 75**

CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Medical Audit is a systematic process of reviewing clinical practices, patient care, documentation, resource utilisation, and healthcare outcomes against established standards. This course introduces hospital management students to the principles, methods, tools, and applications of medical audit. It focuses on improving quality of care, patient safety, clinical effectiveness, accountability, efficiency, and compliance with healthcare standards.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Medical Audit	06
2.	Audit Process and Methodology	10
3.	Medical Audit Applications and Quality Improvement	08
4.	Legal, Ethical and Managerial Aspects	08
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **6L**

Introduction to Medical Audit: Meaning, Evaluation, Need, Objectives, Scope, Principles of Medical Audit, Classification of medical audit, Clinical, administrative and organizational dimensions of audit.

UNIT-II: **10L**

Audit Process and Methodology: Medical Audit Cycle, Audit planning: Selecting audit criteria, developing audit protocol, Preparing audit timetable, Allocation of responsibilities; Standards and Criteria, Root Cause Analysis, Corrective and Preventive Action, Documentation of the Audit Process.

UNIT-III: **8L**

Medical Audit Applications and Quality Improvement: Audit of clinical services, Patient Safety Audit, Utilization review and resource audit, Linking medical audit with Quality Improvement, Continuous Quality Improvement, Risk management and Patient Safety Improvement.

UNIT-IV: **8L**

Legal, Ethical and Managerial Aspects: Medical documentation and legal protection, medical negligence, medico legal records, Patient confidentiality, Ethical use of patient information, professional integrity.

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Suggested readings:

8. Srivastava, R. K. & Thakur. C. P. (2011). *Medical Audit.* Jaypee.
9. Crombie, I. K., Davies, O. T. H., Abraham, S. C.S., and Florey, C. du V. (1993). *The Audit Handbook: Improving Healthcare Through Clinica Audit.* John Wiley & Sons Ltd
10. Frostick, P. S., Radford, J. P., Wallace, Calman, K. (1993). *Medical Audit: Rationale and Practicalities.* Cambridge University Press.
11. Lawrence, C. (1993). *Medical Audit in Primary Health Care.* Oxford University Press.

OR

MEDICAL ETHICS

Code: BHMHDSE4B
3L+1T= 4 **FULL MARKS- 75**
CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Medical Ethics deals with the moral principles, values, duties, and responsibilities that guide healthcare professionals and healthcare organisations in delivering safe, respectful, equitable, and patient-centred care. This course introduces students to ethical principles in clinical practice, hospital administration, patient rights, confidentiality, informed consent, professional conduct, research ethics, end-of-life care, resource allocation, and emerging ethical challenges in healthcare.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Medical Ethics	06
2.	Patient Rights, Consent, Confidentiality and Privacy	08
3.	Professional Ethics and Ethical Issues in Hospital Management	12
4.	Ethics in Clinical Practice and Public Health	06
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

UNIT-I: **6L**

Introduction to Medical Ethics: Meaning and Definition of Ethics, Definition, Scope, Nature of ethics in healthcare, Major ethical theories: Deontology, Utilitarianism, Virtue ethics, Rights-based ethics; Fundamental principles of medical ethics, Ethical dilemmas in hospital management.

UNIT-II: **8L**

Patient Rights, Consent, Confidentiality and Privacy: Concept of patient rights, Elements of valid informed consent, Types of consent, Consent for surgery and invasive procedures,

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Consent involving children and persons lacking decision-making capacity, Confidentiality of patient information, medical records and confidentiality, electronic health records and privacy.

UNIT-III: 12L

Professional Ethics and Ethical Issues in Hospital Management: Professional ethics in healthcare, Duties and responsibilities in healthcare professionals, Ethical responsibilities of doctors, nurses, pharmacists, technicians, and hospital administrators, Professional boundaries, Conflict of interest, Ethical issues in referral practices, Ethical issues related to staff-patient relationships, Ethical challenges in hospital administration.

UNIT-IV: 6L

Ethics in Clinical Practice and Public Health: Ethical decision-making in clinical care, Treatment refusal, Patient autonomy vs professional responsibility, Ethical issues in emergency care, Ethical issues in critical care, Individual rights vs public interest, Equity and justice in public health, Ethical issues during epidemics and pandemics, Mandatory vaccination and public health interventions.

Suggested readings:

1. Beauchamp, T. L., & Childress, J. F. (2026). *Principles of biomedical ethics (9th ed.)*. Oxford University Press.
2. Herring, J. (2022). *Medical law and ethics (9th ed.)*. Oxford University Press.
3. Gallagher, A., & Hodge, S. (Eds.). (2012). *Ethics, law and professional issues: A practice-based approach for health professionals*. Palgrave Macmillan.
4. Hope, T., Savulescu, J., & Hendrick, J. (2008). *Medical ethics and law: The core curriculum (2nd ed.)*. Churchill Livingstone/Elsevier.
5. Gandhi, S. (Ed.). (2018). *Medical ethics and law*. Jaypee Brothers Medical Publishers.
6. Morrison, E. E. (2020). *Ethics in health administration: A practical approach for decision makers (4th ed.)*. Jones & Bartlett Learning.

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DISSERTATION (RD)

[to be undertaken by students opting for and eligible for Hons. with Research]

Code: BHMHRD **FULL MARKS- 150**
CREDIT: 8P

Course Outcome: After successful completion of the dissertation, students will be able to develop an understanding of relevant issues in the field of health and healthcare through systematic study and preparation of a structured report. They will develop skills in information gathering, analysis, documentation and academic presentation while applying their knowledge to a healthcare-related topic. The dissertation will enhance their ability to independently undertake supervised academic work and communicate their findings effectively.

Guidelines:

The dissertation is intended for students pursuing Honours with Research in Semester VIII. Students shall undertake a supervised study in the field of health and healthcare under the guidance of an assigned internal faculty member and prepare a comprehensive report based on their study. The report shall be prepared following the prescribed academic guidelines and submitted to the department within the stipulated period. The dissertation report will be evaluated by an external examiner.

Structure of the dissertation

Preliminary Pages

- Title Page: Includes name of the student, university, degree, and submission date.
- Certificate/Declaration: Signed statement of originality and supervisor's approval
- Abstract: A 250-350 word summary covering research problem, methodology, and core findings.
- Acknowledgements: To supervisors and others, if any.
- Table of Contents: Clear hierarchical mapping of chapters with page number
- List of Abbreviations: Specialized terms, if any

Introduction

- Background & Context: Situates the topic in historical or theoretical context.
- Research Problem & Objectives: The specific question or gap the research is addressing.
- Thesis Statement/Hypothesis: The core argument the dissertation intends to prove.
- Scope and Significance: Why the study matters.
- Literature Review & Theoretical Framework

Literature Review: Analyzes existing scholarly works to show the gap the study fills.

- Theoretical Framework: Identifies the philosophers, critics, or schools of thought shaping the analysis in the dissertation.

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Methodology

- Describes *how* the research was conducted - Anyone or a combination of textual analysis/ archival research/ conducting interviews/ ethnographic/semi-ethno-graphic research involving both textual analysis and field visit etc.
- Thematic or Analytical Chapters

The Core Body: Usually 3 to 4 chapters focusing on the core concerns of the study.

- Structure: Each chapter introduces its specific theme, analyzes primary and secondary sources, and contributes to the overarching thesis.

Conclusion

- Summary & Synthesis: Recaps your main points without simply repeating them.

Final Verdict: Answers the research questions posed in the introduction.

Future Scope: Suggests how future scholars can build upon your work.

- Works Cited/ Reference, and/or Bibliography: A comprehensive list of all primary and secondary sources cited as per the latest MLA style.

Appendices: Transcripts, interview logs, or raw archival data, if any.

Marks distribution-

Sl. No	Particulars	Marks
1	Research Project / Dissertation Report	70
	▪ Proposal and Abstract (along with some keywords)	10
	▪ Literature Review &Theoretical Framework	10
	▪ Methodology and Research design	10
	▪ Thematic Analysis (Chapter-wise)	20
	▪ Report Quality	20
2	Seminar Presentation	30
3	Viva-Voce	50
Total		**150**

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MINOR (MI)

DIGITAL HEALTH AND AI IN HEALTHCARE

Code: BHMMIN08

3L+1T= 4 **FULL MARKS- 75**

CREDIT: 4 **No. of Classes: 32L (1L= 1 Hour)**

Course Outcome: Students will understand how digital tools and Artificial Intelligence are reshaping healthcare delivery and hospital management. They will learn to identify various digital technologies, their applications, and ethical concerns, preparing them for modern, tech-driven healthcare environments.

Outline of Course

S. No.	Topic	Minimum number of lectures
1.	Introduction to Digital Health	06
2.	Digital Health Technologies	10
3.	Artificial Intelligence (AI) in Healthcare	10
4.	Future Trends and Practical Aspects	06
	Lectures =	**32**
	Tutorials =	**10**
	Total =	**42**

Unit-I: **6L**

Introduction to Digital Health: Meaning, concept, and importance of Digital Health, Evolution of digital technology in healthcare**,** Benefits and challenges of digital transformation in healthcare**,** Overview of global and Indian digital health initiatives: Ayushman Bharat Digital Mission.

Unit- II: **10L**

Digital Health Technologies: Overview of common digital tools used in hospitals: Telehealth, Telemedicine, Remote Patient Monitoring, Telehealth vs. Telemedicine, eHealth and mHealth, Digital communication tools: Hospital portals, and teleconsultation platforms, Importance of data protection and patient confidentiality.

Unit-III: **10L**

Artificial Intelligence (AI) in Healthcare: Meaning and scope of Artificial Intelligence (AI), Advantages and limitations of AI in healthcare, Basic understanding of Chatbots, and Virtual Health Assistants, Applications of AI in healthcare: diagnostics, treatment planning, patient monitoring, and hospital operations.

Unit-IV: **6L**

Future Trends and Practical Aspects: Role of Internet of Things (IoT), and Blockchain in healthcare**,** Role of AI in predictive healthcare and personalized medicine, Digital skills for future healthcare managers, Exploring potential disruptions and opportunities in the industry.

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Suggested readings:

1. West, D. M., & Miller, E. A. (2009). *Digital medicine: Health care in the Internet era*. Bloomsbury Publishing.
2. Gunter, B. (2006). *Digital health: Meeting patient and professional needs online*. Taylor & Francis.
3. Rivas, H., & Wac, K. (Eds.). (2018). *Digital health: Scaling healthcare to the world*. Springer International Publishing.
4. Gulati, A., & Yadav, D. K. (2023). *Artificial intelligence and machine learning in healthcare*. Springer Nature Singapore.
5. Adirim, T. (2025). *Digital health, AI and generative AI in healthcare*. Springer Nature Switzerland.
6. Rodrigues, J. J. P. C. (Ed.). (2010). *Health information systems: Concepts, methodologies, tools, and applications (Vol. 1)*. Medical Information Science Reference.

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