

VIDYASAGAR UNIVERSITY

Midnapore, West Bengal



CURRICULUM & SYLLABUS (DRAFT) OF

**BACHELOR OF BUSINESS ADMINISTRATION-BBA (HONS.)
IN HEALTHCARE MANAGEMENT**

4-YEAR UNDERGRADUATE PROGRAMME
(w.e.f. Academic Year 2026-2027)

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

VIDYASAGAR UNIVERSITY
BACHELOR OF BUSINESS ADMINISTRATION- BBA (HONOURS) IN HEALTHCARE MANAGEMENT
(under CCFUP, 2023)

Level	YR.	SEM	Course Type	Course Code	Course Title	Credit	L-T-P	Marks			
								CA	ESE	TOTAL	
BBA (Hons.)	1 st	I	SEMESTER-I								
			Major-1	BHCHMJ101	Introduction to Healthcare	4	3-1-0	15	60	75	
			SEC	BHCHSEC01	Personality Development	3	0-0-3	10	40	50	
			AEC	AEC01	Business Communication - I	2	2-0-0	10	40	50	
			MDC	MDC01	Multidisciplinary Course -1 (<i>to be chosen from the list</i>)	3	2-1-0	10	40	50	
			VAC	VAC01	ENVS (<i>common for all programmes</i>)	4	2-0-2	50	50	100	
			Minor-1	BHCCMIN01	Principles of Management & Organisational Behaviour	4	3-1-0	15	60	75	
		Semester-I Total				20				400	
		II	SEMESTER-II								
			Major-2	BHCHMJ102	Healthcare Ecosystem in India	4	3-1-0	15	60	75	
			SEC	BHCHSEC02	P: Industrial Visit	3	0-0-3	10	40	50	
			AEC	AEC02	Business Communication - II	2	2-0-0	10	40	50	
			MDC	MDC02	Multidisciplinary Course-02 (<i>to be chosen from the list</i>)	3	2-1-0	10	40	50	
			VAC	VAC02	Value Added Course-02 (<i>to be chosen from the list</i>)	4	3-1-0	10	40	50	
			Minor-2	BHCCMIN02	Principals of Accounting	4	3-1-0	15	60	75	
		Summer Intern.	CS**	Community Service	4	0-0-4	-	-	50		
		Semester-II : Total				20 + (4**)				400	
		TOTAL of YEAR - 1				44				800	

MJ = Major, MI = Minor Course, SEC = Skill Enhancement Course, AEC = Ability Enhancement Course, MDC = Multidisciplinary Course, VAC = Value Added Course; CA= Continuous Assessment, ESE= End Semester Examination, T = Theory, P= Practical, L-T-P = Lecture-Tutorial-Practical, MIL = Modern Indian Language, ENVS = Environmental Studies

MAJOR (MJ)

MJ – 01 : Introduction to Healthcare

Credits: 4 (Full Marks : 75)

Course Objectives:- Students will be able to :

- Understand the concepts of health and healthcare.
- Explain different healthcare delivery systems across the world.
- Identify various healthcare organizations and hospital structures.
- Understand healthcare management, quality, and patient safety.
- Recognize current trends and innovations in healthcare.

Course Outcomes :- On successful completion, students will be able to :

1. Explain the concepts and dimensions of health.
2. Compare major healthcare systems across countries.
3. Describe the organization and functioning of healthcare institutions.
4. Understand hospital operations and management.
5. Evaluate healthcare quality, ethics, and emerging technologies.

Course Content:

UNIT - I : Foundations of Healthcare

(10 Hours)

- Concept, dimensions and definitions of health, Disease, illness, and wellness
- Levels of healthcare delivery systems (primary, secondary, tertiary)
- Preventive, promotive, curative, rehabilitative, and palliative care
- Public health vs. personal healthcare
- SDG 3: Good Health and Well-being
- Interlinkages between health and other SDGs (SDGs 1, 2, 5, 6, 10, 11, 13, and 17)

UNIT - II : Global Healthcare Systems

(10 Hours)

Comparative Healthcare Models :- (Beveridge Model - United Kingdom, Bismarck Model- Germany, National Health Insurance Model – Canada, Out-of-Pocket/Market-Based Model - United States)

International Health Organisations :- (World Health Organization, World Bank, UNICEF, International Red Cross)

International Trade and Healthcare :- Global pharmaceutical industry, Medical device trade, Vaccine production and distribution, Intellectual property rights and access to medicines, Global healthcare supply chains

Digital Health and Global Collaboration :- Artificial Intelligence in healthcare, Digital health platforms, Electronic Health Records, Telehealth across borders, Global health data sharing

Healthcare Rankings and Performance :- Access, Quality, Efficiency, Sustainability, Lessons from high-performing healthcare systems

Global Health Challenges :- Ageing populations, Non-communicable diseases, Infectious diseases and pandemics, Health inequalities, Climate change and health

UNIT - III : Healthcare Organizations and Services

(10 Hours)

- Public hospitals, Private hospitals and Corporate hospitals
- Teaching hospitals, training of nursing and other healthcare professionals
- Specialty hospitals
- Diagnostic laboratories
- Ambulatory or out-patient care centres
- Nursing homes, Rehabilitation centres, Long-term care facilities
- Telemedicine services
- Role of NGOs and voluntary organisations

UNIT – IV : Overview of Hospital Organisation and Administration

(10 Hours)

- Functions of hospitals
- Organisational structure of hospitals - Clinical departments, Administrative departments
- Human resource management
- Materials management and Biomedical engineering
- Housekeeping and support services
- Medical records management, Hospital Information Systems (HIS), Electronic Health Records (EHR)
- Patient journey (OPD, IPD, Emergency)

UNIT - V: Healthcare Quality and Ethics

(10 Hours)

Healthcare Quality :- Quality dimensions, Patient safety, Infection prevention and control, Clinical governance, Accreditation (NABH, JCI, ISO), Continuous Quality Improvement (CQI)

Ethics and Law :- Patient rights, Confidentiality, Informed consent, Medical negligence, Professional ethics

Healthcare Financing :- Health insurance, Public and private financing, Value-based healthcare

UNIT - VI : Future Trends in Healthcare

(10 Hours)

- Digital health
- Artificial Intelligence and Robotics, Internet of Medical Things (IoMT),
- Big Data and analytics
- Wearable technologies
- Precision medicine
- Telehealth
- Personalized healthcare
- Mental Healthcare

Course Objectives:-

- Understand the structure and functioning of India's healthcare ecosystem.
- Identify the roles of key stakeholders in healthcare delivery.
- Explain healthcare governance, financing, and regulation.
- Examine emerging trends and business opportunities in healthcare.

Course Outcomes: - Students will be able to :

1. Describe the components of India's healthcare ecosystem.
2. Explain the organization of healthcare delivery and governance.
3. Analyze health indicators using National Family Health Survey (NFHS) data.
4. Evaluate healthcare financing and policy initiatives.
5. Assess emerging opportunities and challenges in the healthcare sector.

Course Content:

UNIT - I : Overview of India's Healthcare Ecosystem

(10 Hours)

Evolution of healthcare in India: - public and private healthcare infrastructure and workforce, public expenditure in healthcare, private out-of-pocket expenses for healthcare

Public Health in India - concept and importance of public health, public health surveillance

Burden of communicable and non-communicable diseases

Health indicators in India: - fertility, maternal and child health, nutrition, immunization, anaemia, sanitation, non-communicable diseases. Uses of National Family Health Survey (NFHS) data in healthcare planning and business decision-making.

UNIT – II : Healthcare Governance, Policies, Regulation, and Financing

(10 Hours)

Healthcare Governance: - Ministry of Health and Family Welfare (MoHFW), National Health Authority (NHA), State Health Departments, National Medical Commission (NMC), Central Drugs Standard Control Organisation (CDSCO), National Accreditation Board for Hospitals and Healthcare Providers (NABH)

National Public Health and Vaccination Programmes - Universal Immunization Programme (UIP), Mission Indradhanush, Pulse Polio Programme, National Vector Borne Disease Control Programme, National Programme for Prevention and Control of Non-Communicable Diseases (NP-NCD), National AIDS Control Programme (NACP), Public awareness and health promotion campaign

Community Health Workforce - Accredited Social Health Activist (ASHA) Programme: link between communities and the public health system, contribution to maternal and child health, immunization, nutrition, family planning, tuberculosis control, non-communicable diseases, and health awareness, Challenges faced by ASHA workers and recent capacity-building initiatives, Anganwadi centres for child and mother care

Major Central Healthcare Policies and Schemes - National Health Mission (NHM), Ayushman Bharat, PM-JAY, Ayushman Arogya Mandirs, Ayushman Bharat Digital Mission (ABDM), PM Ayushman Bharat Health Infrastructure Mission (PM-ABHIM), National Mental Health Programme (NMHP)

State Healthcare Schemes - Need for state-specific health schemes, Comparative overview of state healthcare schemes

UNIT – III : Healthcare Planning, Challenges and Sustainable Development (10 Hours)

Healthcare Planning: - Five-Year Plans (historical overview), National Health Policy, Target and achievements towards Sustainable Development Goal 3 (Good Health and Well-being)

Equity and Access: - Rural healthcare, Gender and healthcare, Tribal and remote healthcare, Affordable healthcare, Universal Health Coverage

Climate Change and Health :- Heat waves and public health, Air pollution and respiratory diseases, Water pollution and water-borne diseases, Food security and nutrition, Extreme weather events and disaster preparedness, Climate-resilient health systems

Contemporary Healthcare Challenges: - Population ageing, Urbanization, Lifestyle diseases, Mental health, Antimicrobial resistance, Pandemic preparedness

UNIT - IV: Healthcare Industry, Value Chain, and Emerging Business Opportunities (10 hours)

Indian Healthcare Industry - Size and growth of the healthcare sector, Major segments of the industry, Public and private participation

Healthcare Value Chain - Healthcare providers, Pharmaceuticals, Pharmacies, Medical devices and equipment, Diagnostics, Long term rehabilitation centres, home care, Health insurance, Health-tech companies, Supply chain and logistics, telemedicine

Healthcare workforce training – Medical colleges, nursing colleges, equipment handling training

UNIT - V: Healthcare Providers and Stakeholders (10 Hours)

- Government healthcare institutions – issues regarding quality, infrastructure, workforce
- Corporate hospitals, Private hospitals and nursing homes – issues regarding access and financing, chain hospitals
- Primary healthcare providers – professional and workforce planning, referral systems
- Diagnostic laboratories, Pharmacies, Pharmaceutical companies
- Medical device industry and Health-tech startups
- NGOs and charitable organizations
- Patients caregivers – organized and unorganized sectors

UNIT – VI: Emerging Trends and Business Opportunities

(10 Hours)

- Ayushman Bharat Digital Mission (ABDM)
- Medical tourism
- Home healthcare
- Wellness industry
- Rural healthcare innovations
- Geriatric care
- Sustainable healthcare (Green hospitals, Energy-efficient healthcare facilities, Water conservation,
- Biomedical waste management, Plastic reduction in healthcare, Sustainable procurement, Green supply chains, Carbon footprint of healthcare

MINOR (MI)

MIN – 01: Principles of Management & Organizational Behaviour

Credits: 04
(Full Marks: 75)

OBJECTIVE OF THE COURSE: - The course provides an overview of management and its evolution. It examines management functions of planning, organizing, leading, and controlling and its impact on the business organization. It also provides insights into organizational behaviour fundamentals and individual behaviour.

Learning Outcome:-

1. To explain the evolution of Management and its principles.
2. To discuss the functions of management and their importance in business.
3. To propose the application of the principles of management in an organizational setup.
4. To understand the impact of individual behaviour on the functioning of an organization

MIN-1T: Principles of Management & Organizational Behaviour

UNIT-I : Management-Meaning, Nature & Significance-Combination of Art & Science, Management as a Profession, Management Vs Administration, Levels of Management-Elements of managerial processes-Styles & Roles of Managers in Organizations. Contributions of Taylor and Fayol, Human Relations & Behavioural Schools-Hawthorne Studies.

UNIT-II: Planning-Nature, Process of Planning, Planning and Environmental Uncertainties, Types of Planning, Advantages and Limitations of Planning-Decision Making-Stages in Decision Making.

UNIT-III: Nature & Significance of Organization, Authority & Responsibility Relationships-Span of Control, Process of Delegations-Barriers to Delegation, Centralization & Decentralization. Concept of Line & Staff-Overcoming Line-staff conflict, Committees, Co-ordination, Organization Structures, Types, Advantages & Disadvantages.

UNIT-IV: Staffing, Motivation & Leadership. Scope of Staffing Functions, Theories of Motivation-Theory X, Theory Y, Theory Z. Maslow's need hierarchy. Leadership Styles, Trait and Behavioural Theories of leadership.

UNIT-V: Control – Concept, Types, Importance, Process, Barriers to effective control and remedies, Techniques of control.

Unit-VI: Introduction to OB: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

UNIT-VII: Individual Behaviour: Concept, Personality – Concept, Determinants, Types, Perception – Concept, Factors, Common Shortcuts, Learning – Concept, Theories, Conditioning, Social Learning.

Suggested Readings:

1. Koontz, H., & Weihrich, H. (n.d.). *Essentials of management*. McGraw-Hill.
2. Daft, R. L. (n.d.). *Principles of management*. Cengage Learning India.
3. Robbins, S. P., & Coulter, M. (n.d.). *Management*. Pearson.
4. Stoner, J. A. F., & Wankel, C. (n.d.). *Management*. Prentice Hall of India.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2013). *Organizational behavior* (15th ed.). Prentice Hall.
6. Luthans, F. (2005). *Organisational behavior* (10th ed.). McGraw-Hill.
7. Rao, V. S. P. (2009). *Organizational behaviour*. Excel Books.

MIN-2T: Principals of Accounting

Course Contents:-

UNIT –I: Introduction to Financial Accounting:- Meaning, Importance and objectives of Accounting; Concepts and Convention of Accounting. Meaning, Users, Sources of accounting information; Some Basic Terms –Transaction, Account, Asset, Liability, Capital, Expenditure, Income, Revenue, Profit, Loss, Concept of revenue and capital transactions, Accounting Year, Financial Year; Features of recordable transactions and events; Recording of Transactions; Types of Accounts - Personal account, Real Account and Nominal Account; Golden Rules and American Approach of Accounting-Rules for Debit and Credit; Double Entry System, Accounting Equation.

UNIT –II: Process of Accounting :- Journals entries, various types of journals, Ledger posting, Trial Balance: Errors not detected by trial balance.

UNIT -III: Accounting for Depreciation :- Concept; Causes of Depreciation; Objectives of Providing Depreciation; Methods of providing depreciation: Fixed Instalment Method and Reducing Balance Method.

UNIT -IV: Preparation of Financial Statements :- Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

UNIT -V: Analyzing Financial Statements :- Meaning, objectives, Benefits and limitation of Financial Statement Analysis (FSA); Classification of FSA- i) Internal Analysis & Vertical Analysis; Methods of FSA- Comparative Statements., Common size statements, Trend Ratios and Ratio Analysis; Ratio Analysis – Benefits & limitations, Important Ratio Analysing Liquidity, Profitability, Leverage and Efficiency.

UNIT VI : Bank Reconciliation Statement :- Meaning of bank reconciliation statement, Importance of Bank Reconciliation Statement, purpose of a bank reconciliation statement, method to prepare a bank reconciliation statement, Benefits of Bank Reconciliation Statement, causes of discrepancies between the bank statement and the company's records.

Suggested Readings:

1. Mukherjee and Mukherjee, Financial Accounting, Vol. I, Oxford University Press
2. Hanif & Mukherjee, Financial Accounting Vol. I, McGraw Hill
3. Basu, S., & Das, A. (2012). *Practice in accountancy (Vol. 1) *. Rabindra Library.
4. S N Maheshwari, S K Maheshwari and S N Maheshwari Problems & Solutions in Advanced Accountancy Volume I, 6th Edition.(2009).India:Vikas Publishing House Pvt Limited.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.
6. Sukla, Grewal, Gupta: Advanced Accountancy Vol. I, S Chand

SKILL ENHANCEMENT COURSE (SEC)

SEC – 01P: Personality Development

Credits: 03 (Full Marks: 50)

UNIT I : - Introduction to Personality in Healthcare environment

Understanding Personality and its dimensions, personality in the healthcare sector, professional values and attitude in the healthcare sector – empathy, compassion, self- awareness, emotional maturity, accountability & ethical responsibility. Developing a positive attitude.

UNIT – II Healthcare Communication Skills

Fundamentals of effective communication in healthcare sector, Communication with different stakeholders - patients, admin team, doctor nurses, insurance etc. Active listening, professional email and telephonic etiquette, managing difficult conversation, non -verbal communication in healthcare environment.

UNIT – III Emotional Intelligence & Stress Management

Emotional Intelligence and its components, self- regulation & empathy in healthcare. Managing workplace stress and burnout, coping with emergency situation, building resilience, handling conflict in healthcare environment, Time management, work life balance.

UNIT – IV Leadership & Team Management in Healthcare

Leadership Qualities and style in healthcare management, negotiation skills, problem -solving techniques, coordination among different stakeholders, Team motivation and performance – recognition & appreciation, team collaboration, resolving conflicts.

UNIT – V Professionalism in Healthcare environment

Healthcare ethics & professional conduct, Hospital etiquette, grooming standards for healthcare professionals, workplace discipline & accountability, handling grievances.

OBJECTIVE OF THE COURSE :- Objective of industrial visit is to provide student an insight regarding internal working of companies. Theoretical knowledge is not enough for making a good professional career. With an aim to go beyond academics, industrial visit provides student a practical perspective on the world of work.

Course Outline: - After industrial visit, students are supposed to submit a report containing his /her personal observation and realization. The students need to submit –

- Summary of the Report
- Case report presentation through Power-Point presentation, keeping in view his /her personal observation and realization.

25 marks has been assigned for Report writing and it should be evaluated by external examiners and remaining 25 marks has been assigned for presentation of Report before the internal and external examiners.

ABILITY ENHANCEMENT COURSE (AEC)

AEC – 01T: Business Communication-I

Credits 02 (Full Marks: 50)

Course contents:

Unit I: Basics of Communication - Communication elements and process, The importance of Purpose and Audience profile; Transactional Analysis (Eric Berne), Ego States and its effect on Communication process. Principles of effective communication, Communication network in an organization.

Unit II: Writing Skill - Writing Letters, Memos, E-mail: Writing routines, good-news & goodwill messages; Writing bad-news messages; Writing persuasive messages. Writing Minutes of Meeting.

Unit III : Presentation Skills - Designing & Delivering Oral Presentations: Planning, writing and delivering oral presentations; Enhancing oral presentations with electronic slide shows. Delivering effective presentations.

Unit IV: Employment Communication - Writing employment messages and interviewing for jobs: Writing resumes and application letters; Interviewing for employment and following up.

Unit V: Group Discussion & Business Etiquettes - Group discussion: Types; Role Functions in GD; Non-functional Behaviour Patterns in GD; Guidelines for Effective Group Discussions. Business Etiquettes – importance, ways to improve etiquettes.

Suggested Readings:

1. Business Communication, Meenakshi Raman & Prakash Singh, Oxford
2. Professional Communication- Aruna Koneru, Tata McGraw-Hill
3. Model Business Letters, E-mails- Shirley Taylor, Pearson Education
4. Essential Communication Skills- Shalini Agarwal, Ane Books Pvt Ltd.
5. Effective Technical Communication- M. Ashraf Rizvi
6. Soft Skills – Alex, S. Chand
7. Business Etiquette, The Sunday Times- David Robinson, Kogan Page

Course contents :

Unit I : Basics of Communication – Communication Model and Noise in Communication, Body Language and its impact. Assertive, Submissive and Aggressive behaviour in communication.

Unit II : Writing Skill – Electronic Communication. Using WhatsApp for Business Communication. Use of Emojis in electronic communication. Writing Business Proposals and offers.

Unit III : Presentation Skills - Preparing slides and use of audio-visual aids in presentations. Delivering effective presentations. Preparing and delivering a virtual (zoom/GoogleMeet) presentation.

Unit IV : Employment Communication – Interview preparation, identifying Strengths and Limitations and presenting them. Preparing and delivering an effective self introduction for interview.

Unit V : Group Discussion & Business Etiquettes – GD Preparations, Current Affairs and Abstract topics. Using the “two minutes” before starting the GD. Principles of GD participation. Professional dress and conduct.