SGT UNIVERSITY
Shree Guru Gobind Singh Tricentenary University

School of Commerce and Management

Four Years Undergraduate Program

Bachelor of Business Administration (Hons./Hons. with Research)

Healthcare Management

Academic Year 2025 - 2026

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1. NATURE AND EXTENT OF THE PROGRAM

BBA (Hons./Hons. with Research) in Healthcare Management is designed to provide students with a comprehensive understanding of the healthcare industry and the skills necessary to manage hospitals and healthcare organizations effectively manage and administer hospitals and healthcare organizations. Here are some details about the nature and extent of the program

Mode of Course Delivery: Offline

Future Career Prospects–

Students can choose from a variety of career profiles in the discipline of Hospital administration. As a BBA Hospital Administration graduate, Student have the option of continuing your study or looking for work based on your qualifications, interests, and desired area. The top career paths to pursue after earning a BBA in Hospital administration are listed below.

- Hospital Administrator
- Healthcare Manager
- Health Services Manager
- Healthcare Consultant
- Healthcare Quality Manager
- Healthcare IT Manager
- Healthcare Practice Manager

2. PROGRAM EDUCATION OBJECTIVES (PEOs)

After completing BBA (Hons. with Research) in Healthcare Management:

PEO No.	Education Objective
PEO1	Graduates should be able to think critically, analyze complex business problems, and apply appropriate problem-solving techniques to develop effective solutions.
PEO2	Graduates should have an entrepreneurial mindset, including the ability to identify opportunities, take calculated risks, and demonstrate creativity and innovation in the business context.
PEO3	Graduates should be able to work collaboratively in teams, contribute effectively to group projects, and demonstrate leadership qualities to inspire and motivate team members.
PEO4	Graduates should demonstrate an understanding of global business dynamics, cultural diversity, and the ability to work in multicultural environments.
PEO5	Graduates should be able to adapt to changing business environments, embrace lifelong learning, and continuously update their knowledge and skills to stay current in their field.

3. GRADUATE ATTRIBUTES

Sr. No.	Attributes	Description
1	Professional /Disciplinary Knowledge	Students shall Demonstrate knowledge of management theories, principles, practices & skills in the emerging business environment.
2	Technical / Practical Skills	Students shall apply critical thinking skills to design problem-solving strategies across management areas and implement innovative solutions.
3	Communication Skill	Students shall be able to engage effectively and develop interpersonal relationships through their ability to listen, read, write, interact, influence & negotiate in complex business situations.
4	Cooperation/Team work	Students shall be able to acquire social and emotional skills to work effectively with diverse groups in multicultural business environment.
5	Professional ethics	Students shall demonstrate ethical behavior and professional integrity in their conduct to strive for truth, fairness, humility and honesty in professional life.
6	Research / Innovation-related Skills	Students shall exhibit research acumen and research aptitude to provide innovative solutions in the different areas of management for the benefit of industry, academia and society at large.
7	Critical thinking and problem solving	Students shall apply critical thinking skills to design problem solving strategies across management areas and implement innovative business solutions.
8	Reflective thinking	Students shall demonstrate ability to identify with other or understand stakeholder's perspectives, innovate or perform tasks in a better manner for the well-being of the society
9	Information/digital literacy	Students shall demonstrate ability to access, evaluate and use ICT in a variety of work

		situations and access relevant information sources for analysis of data.
10	Multi-cultural competence	Students shall demonstrate competence in cross cultural environment, work in diverse groups in areas like health care , supply chain, operations, finance etc and emerge as responsible global citizens.
11	Leadership readiness/qualities	Students shall demonstrate leadership skills and work effectively with diverse teams through collaborative learning to deal with VUCA world.
12	Lifelong Learning	Student shall acquire knowledge and skills, including 'learning how to learn', that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill.

4. QUALIFICATION DESCRIPTORS:

The students who complete three years of full-time study of an undergraduate programme of study will be awarded a Bachelor's Degree. Some of the expected learning outcomes that a student should be able to demonstrate on completion of a degree-level programme may include the following:

- Student should able to demonstrate
    - A fundamental/systematic or coherent understanding of an academic field of study, its different learning areas and applications, and its linkages with related disciplinary areas/subjects;
    - Procedural knowledge that creates different types of professionals related to the disciplinary/subject area of study, including research and development, teaching and government and public service;
    - Skills in areas related to one's specialization and current developments in the academic field of study
- Use knowledge, understanding and skills required for identifying problems and issues, collection of relevant quantitative and/or qualitative data drawing on a wide range of sources, and their application, analysis and evaluation using methodologies as appropriate to the subject(s) for formulating evidence-based solutions and arguments
- Communicate the results of studies undertaken in an academic field accurately in a range of different contexts using the main concepts, constructs and techniques of the subject(s)
- Meet one's own learning needs, drawing on a range of current research and development work and professional materials

- Apply one's disciplinary knowledge and transferable skills to new/unfamiliar contexts, rather than replicate curriculum content knowledge, to identify and analyse problems and issues and solve complex problems with well-defined solutions
- Demonstrate subject-related and transferable skills that are relevant to some of the job trades and employment opportunities.

5. PROGRAM OUTCOME

PO No.	Attribute	Competency
PO1	Professional /Disciplinary Knowledge	Demonstrate knowledge of management theories, principles, practices & skills in the emerging business environment.
PO2	Complex problem solving	Apply knowledge of management theories and practices to solve business problems
PO3	Communication skills	Ability to understand, analyze, and communicate business's global, economic, legal, and ethical aspects.
PO4	Coordination/collaborating with others	Ability to lead themselves and others in achieving organizational goals, contributing effectively to the team environment.
PO5	Professional ethics	Demonstrate ethical behavior and professional integrity in their conduct to strive for truth, fairness, humility and honesty in professional life.
PO6	Research / Innovation-related Skills	Exhibit research acumen and research aptitude to provide innovative solutions in the different areas of management for the benefit of industry, academia and society at large.
PO7	Critical thinking	Foster analytical and critical abilities in data-based decision-making.
PO8	Reflective thinking	Ability to identify with other or understand stakeholder's perspectives, innovate or perform tasks in a better manner for the well-being of the business and society

6. PROGRAM SPECIFIC OUTCOME

PSO No.	Competency
PSO1	Develop critical thinking and the ability to select and apply appropriate models, strategies to derive effective solutions for quality of patient care.
PSO2	Acquire the ability to identify, analyze and resolve problems for upcoming challenges in health care sector.

7. COURSE STRUCTURE

SEMESTER – I

Course Code	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min marks	Total
06390101	Human Biology and Medical Terminology	3	1	-	4	40	100
06390102	Business Economics	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
06390103	Soft Skills for Managers	-	-	6	3	40	100
	Value Added Course	2	-	-	2	40	100
Total		**16**	**3**	**6**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits

SEMESTER – II

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390201	Introduction to Health Administration	3	1	-	4	40	100
06390202	Principles of Marketing	3	1	-	4	40	100

	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
06390203	Digital Fluency	-	-	**6**	3	40	100
	Value Added Course	2	-	-	2	40	100
Total		**16**	**3**	**6**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits

SEMESTER – III

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390301	Introduction to Epidemiology and Community Health	3	1	-	4	40	100
06390302	Management Concepts and Organizational Behaviour	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Multidisciplinary Course	3	-	-	3	40	100
	Ability Enhancement Course	2	-	-	2	40	100
06390303	Foundation of Spreadsheet	-	-	**6**	3	40	100
06390304	Internship-I	-	-	4	2		50
Total		**14**	**3**	**10**	**22**		

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits

SEMESTER – IV

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390401	Cost & Management Accounting	3	1	-	4	40	100

06390402	Medical Record Management	3	1	-	4	40	100
06390403	Human Resource Management	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
	Ability Enhancement Course	2	-	-	2	40	100
	Value Added Course	2	-	-	2	40	100
Total		**16**	**4**	**0**	**20**		-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical Hour/week, C: Credits

SEMESTER – V

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390501	Financial Management	3	1	-	4	40	100
06390502	Supply Chain Management	3	1	-	4	40	100
06390503	Service Marketing in Health Care	3	1	-	4	40	100
06390504	Health Insurance and Medical Tourism	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
06390505	Internship - II	3	1	-	4	40	100
06390501	Financial Management	-	-	4	2		50
Total		**15**	**5**	4	**22**	-	-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/week, C: Credits

SEMESTER – VI

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390601	Telemedicine & Digital Health	3	1	-	4	40	100

06390602	Healthcare Policy and Programs	3	1	-	4	40	100
06390603	Healthcare Quality Management	3	1	-	4	40	100
06390604	Strategic Management	3	1	-	4	40	100
	Minor						
Total		**15**	**5**	**0**	**20**	-	`

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/week, C: Credits

SEMESTER – VII

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390701	Application of Business Research Methods	3	1	-	4	40	100
06390702	Healthcare Laws	3	1	-	4	40	100
06390703	Material Planning and Management in Healthcare	3	1	-	4	40	100
06390704	Healthcare Finance & Budgeting	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
Total		**15**	**5**	**0**	**20**	-	-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/week, C: Credits

SEMESTER – VIII

For Students opting for Bachelor of Business Administration (Honours)

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
06390801	Change Management	3	1	-	4	40	100
06390802	Big Data and Decisions	3	1	-	4	40	100
06390803	Global Healthcare	3	1	-	4	40	100

06390804	Disaster Management	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
Total		**15**	**5**	**0**	**20**		-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/week, C: Credits

SEMESTER – VIII

For Students opting for Bachelor of Business Administration (Honours with Research)

Course	Course Title	Teaching Hours/Week			Credits	Marks Distribution	
		L	T	P		Min Marks	Total
6310801	Global Healthcare	3	1	-	4	40	100
	Minor	3	1	-	4	40	100
06280804	Dissertation	-	-	24	12		
Total		**6**	**2**	**24**	**20**		-

Note – L: Lecture Hour/week, T: Tutorial Hour/week, P: Practical/week, C: Credits

Important Note:

1. The student will go for a summer internship after the 2nd and 4th semesters. The evaluation of these internships would be conducted in 3rd and 5th semester respectively.
2. Summer Apprenticeship shall also be considered as summer internship in Semester III and V.
3. If a student opts for exit after the 1st year, he needs to complete a summer internship of 4-6 weeks to get the certificate.
4. A student has two options to choose in 8th term. She/he can select the option of Hons /Hons with research.

SEMESTER WISE COURSE DETAILS

SEMESTER – I

Course Code	**Course Title**
06390101	Human Biology and Medical Terminology
06390102	Business Economics
06390103	Soft Skills for Managers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390101
Course Title	Human Biology & Medical Terminology
Academic Year	2025-26
Semester	1
Number of Credits	4
Course Prerequisite	Basic knowledge of human body parts, name of different organ system in body.
Course Synopsis	This course provides foundational knowledge of human biological systems and medical language used in healthcare practice. It is designed to help students understand anatomical structures, basic physiology, and medical terms frequently encountered in clinical and administrative settings in the form of medical records.
Course Outcomes: At the end of the course students will be able to:	
CO1	Understand the basic structure and function of the human body systems.
CO2	Demonstrate comprehension of essential medical terminology.
CO3	Correlate biological functions with diagnostic and clinical processes.
CO4	Accurately interpret commonly used medical terms, abbreviations, and reports.
CO5	Apply medical terminology in health communication and documentation.

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	**3**	**2**							
CO2	**3**							**2**	
CO3	**2**							**2**	
CO4	**3**	**2**		**2**			**2**		**2**
CO5		**3**		**2**			**2**		**2**
Average	**2.2**	**1.4**		**2**			**2**	**2**	**2**

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**1**	**0**	**4**

Unit	Content	Competencies
1	Define the basic concepts of medical terminology, Prefixes, Suffixes in medical terminology. Describing the various medical terms.	• Understand anatomical framework and construct medical terms from root components.
2	Illustrate the prescription and patient report, standard abbreviations for the hospitals. Understanding various root words and word formation used in medical terminology.	• Describe and apply terminology related to movement, circulation, and respiration.
3	Describe the various functions and structure of Digestive system. Defining the Respiratory, Circulatory, and Central nervous system'	• Apply integrated understanding of organ systems and correlate with diagnostic terms.
4	Describe the various functions and structure of Reproductive, Muscular, and Urinary system.	• Interpret and Apply integrated understanding of organ systems and correlate with diagnostic terms
5	Explore the various terminologies used by various health care professionals.	• Apply medical terminology in written and verbal communication within a healthcare setting • Interpret and draft basic components of clinical documentation

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	Contact Hours
Lecture	30
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	45

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Class Test (Oral / Written)	
Innovative and creative contribution	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment		✓	✓		✓
Case Based Presentation			✓	✓	✓
Project	✓	✓		✓	✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Chabner, Davi-Ellen – *The Language of Medicine*, Elsevier
- Elaine Marieb – *Essentials of Human Anatomy & Physiology*
- WHO Health Terminology Modules (Open Access)
- Oxford Handbook of Medical Terminology
- NCERT: Human Physiology – Class XI/XII (for simplified concepts)

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390102
Course Title	Business Economics
Academic Year	2025-26
Semester	I
Number of Credits	4
Course Prerequisite	A basic understanding of general economic principles at the high school level is recommended. Students should be familiar with concepts such as supply and demand, scarcity, and basic mathematical skills (graphs, percentages, and simple equations) to analyze and interpret economic data.
Course Synopsis	This course introduces students to the core principles of Business Economics with a strong focus on managerial decision-making. It integrates microeconomic concepts—such as demand and supply analysis, production and cost functions, and market structures—with business applications like pricing strategies, budgeting, and investment decisions. The course also explores factor markets, public policy tools (fiscal and monetary), and basic game theory, equipping students with analytical frameworks to solve real-world business problems. Emphasis is placed on applying economic reasoning to evaluate choices in resource allocation, production planning, and strategic business operations in competitive and regulated environments.

Course Outcomes:

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

CO1	Explain the fundamental concepts of business economics, including scarcity, opportunity cost, and the role of marginal analysis in business decision-making.
CO2	Analyse consumer behaviour and demand patterns using utility theories, elasticity measures, and apply forecasting techniques to predict market demand.
CO3	Evaluate supply behaviour and production decisions using short-run and long-run production theories, isoquants, and understand cost-efficiency through economies of scale.

CO4	Interpret cost and revenue structures, calculate various cost and revenue metrics, and apply break-even and learning curve analyses for decision-making.
CO5	Compare and contrast different market structures, understand strategic behaviour using game theory, and assess the role of factor markets and government policies in shaping business strategies.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	**3**	**2**	**1**				**2**	**1**	**2**	**1**
CO2	**3**	**3**	**2**				**3**	**2**	**3**	**2**
CO3	**3**	**3**	**1**			**2**	**3**	**1**	**3**	**3**
CO4	**3**	**3**	**1**			**2**	**3**	**2**	**3**	**3**
CO5	**3**	**3**	**2**	**1**	**2**	**2**	**3**	**3**	**2**	**3**
Average	**3**	**2.8**	**1.4**	**0.2**	**0.4**	**1.2**	**2.8**	**1.8**	**3**	**2.4**

Course Content:

L (Hours/Week)	T (Hours/ Week)	P (Hours/Week)	Total Hour/Week
4	**0**	**0**	**4**

Unit	Content	Competencies
1	**Introduction to Business Economics:** Meaning, Nature and Scope of Business Economics; Role of Economics in Business Decision-Making; Basic Economic Problems: Scarcity, Choice, Opportunity Cost; Micro and Macro perspectives; Marginal Analysis and Incremental Reasoning; Production Possibility Curve (PPC)	● Define and distinguish the meaning, nature, and scope of business economics and explain its relevance to managerial decision-making. ● Apply fundamental economic concepts such as scarcity, choice, and opportunity cost to business contexts. ● Differentiate between microeconomics and macroeconomics and understand their individual and interrelated roles in business analysis. ● Use marginal and incremental analysis along with the Production

		Possibility Curve (PPC) to evaluate trade-offs and resource allocation.
2	**Demand and Consumer Behaviour:** Theory of Demand: Law of Demand, Exceptions; Elasticities: Price, Income, Cross–types, measurements (point, arc, total outlay); Consumer Behaviour: Cardinal Utility Theory; Ordinal Utility: Indifference Curves, Budget Line, Consumer Equilibrium Price Effect, Income Effect, Substitution Effect; Applications: Demand Forecasting (Intro to qualitative & quantitative techniques)	• Explain the Law of Demand and its exceptions along with various types and measurements of demand elasticity (price, income, cross). • Apply consumer behaviour theories, including Cardinal Utility and Ordinal Utility approaches, to understand consumer choices. • Analyse consumer equilibrium using indifference curves, budget constraints, and the effects of price, income, and substitution. • Demonstrate an understanding of demand forecasting methods, differentiating between qualitative and quantitative techniques in practical business scenarios.
3	**Supply and Production Decisions:** Law of Supply and Elasticity of Supply, Theory of Production: Short-run Production (Law of Variable Proportions); Long-run Production: Isoquants, Iso-costs, Producer Equilibrium; Returns to Scale, Economies of Scale & Scope; Expansion Path.	• Explain the Law of Supply and elasticity of supply and interpret their impact on market operations and pricing. • Apply the Law of Variable Proportions to short-run production scenarios for optimal input usage. • Analyse long-run production decisions using isoquants, iso-cost lines, and determine producer equilibrium. • Differentiate between returns to scale, economies of scale, and economies of scope, and trace a firm's expansion path.
4	**Cost and Revenue Analysis: Concepts:** Accounting Cost, Economic Cost, Sunk, Opportunity, Incremental, Cost Analysis: Short-Run: TFC, TVC, TC, AFC, AVC, ATC, MC, Long-Run Cost Curves;	• Differentiate between various cost concepts such as accounting, economic, sunk, opportunity, and incremental costs in business decision-making.

	Learning Curve, Break-even Analysis; Revenue: TR, AR, MR and their relationships.	● Construct and interpret short-run and long-run cost curves, including fixed, variable, average, and marginal costs. ● Apply learning curve and break-even analysis to assess production efficiency and financial viability. ● Analyse revenue concepts—total, average, and marginal revenue—and understand their interrelationships and business implications.
5	**Market Structures:** Perfect Competition: Features, Equilibrium; Monopoly: Price Discrimination, Deadweight Loss; Monopolistic Competition: Product Differentiation, Equilibrium; Oligopoly: Kinked Demand, Cartel, Price Leadership; Introduction to Game Theory: Nash Equilibrium, Dominant Strategy; Factor Markets: Labour Market: Demand, Supply, Wage Determination; Capital and Land Markets; Marginal Productivity and Input Demand; Public Policy and Business: Fiscal Policy: Taxation, Government Spending; Monetary Policy: Instruments and Business Implications; Market Failures and Government Interventions; Business Applications: Pricing strategies, Budgeting, Investment Decisions.	● Compare key features and outcomes of market structures—Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly—with practical applications. ● Apply basic concepts of Game Theory, such as Nash Equilibrium and Dominant Strategy, to understand strategic business decisions. ● Explain factor market dynamics, including wage, capital, and land pricing, using marginal productivity theory. ● Evaluate the impact of fiscal and monetary policies on business decisions and recognise government interventions in market failures.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	35

Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	5
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Class Test (Oral / Written)	
Innovative and creative contribution	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			
Project			✓	✓	
Case Based Presentation	✓				✓
Business News Analysis	✓				✓

End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

1. Dwivedi, D.N., Economic Theory and Applications. Pearson Publications.
2. Reference Books: Ahuja, H.L., Business Economics, S. Chand & Sons
3. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
4. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers, Pearson Education, Delhi.
5. Varshney, R.L. &Maheshwari, K.L., Managerial Economics, Sultan Chand & Sons.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390103
Course Title	Soft Skills for Managers
Academic Year	2025-26
Semester	I
Number of Credits	2
Course Prerequisite	Basic proficiency in English language skills (reading, writing, and speaking).
Course Synopsis	This course aims to equip students with essential soft skills necessary for effective management. It covers verbal and non-verbal communication, CV writing, group discussion and personal interview techniques, interpersonal skills, goal setting, time management, and corporate etiquette. Through interactive sessions, mock exercises, and practical applications, students will enhance their managerial capabilities and prepare for professional success.

Course Outcomes:

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

CO1	Communicate effectively in both verbal and non-verbal forms.
CO2	Create professional CVs, participate in group discussions, and perform well in personal interviews.
CO3	Develop interpersonal skills and set realistic career goals.
CO4	Manage their time efficiently and handle multiple tasks.
CO5	Demonstrate appropriate corporate etiquette in various professional settings.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO-1**	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**	**PSO-1**	**PSO-2**
CO1	**3**	**3**	**2**	**2**	**3**		**2**	**3**	**3**	**3**
CO2	**3**	**2**	**3**	**3**	**2**	**2**		**2**	**3**	**2**
CO3	**2**	**3**	**2**	**2**	**3**		**2**		**2**	**3**
CO4	**2**	**3**					**2**	**2**	**2**	**2**
CO5	**2**	**2**							**2**	**2**
Average	2.4	2.6	2.3	2.3	2.7	2.0	2.0	2.3	2.4	2.4

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
1	**1**	**0**	**2**

Unit	**Content**	**Competencies**
1	**Verbal and Non-Verbal Communication Skills:** ● Introduction & listening to customers, team members, and managers.	● Mastering the art of listening and effective communication. ● Developing and delivering

	• Listening to electronic media; communication with customers, team members, and managers. • Referencing for verbal communication. • Presentation Skills – Stages involved in an effective presentation, selection of topic, content, aids, engaging the audience, Time Management, Feedback, Mock Presentations.	impactful presentations.
2	**CV, GD, and PI:** • SOP, career objective, educational qualification, projects and assignments, skill set, achievements and interests. • Introduction to GD, foundation skills in GD, Mock GD. • Introduction to PI, foundation skills in PI & Mock PI.	• Crafting professional CVs and SOPs. • Participating confidently in group discussions and personal interviews.
3	**Interpersonal Skills & Goal Setting Skills:** • Definition; understanding, analysis and response to the needs, requirements and capabilities of people at different levels. • Relevance of SWOT on goal setting; setting career goal; action plan and measures to achieve career goal; corporate role models; three to five years career roadmap; competitive work environment and realization of goals. • Anticipating challenges and utilizing opportunities.	• Developing strong interpersonal skills. • Setting and achieving realistic career goals.
4	**Time Management Skills:** • Planning, Scheduling, Prioritizing & multitasking. • Introduction & Importance of Time management Skills & Benefits of effective time management. • Techniques for setting realistic and achievable goals. • Creating a personal action plan, Methods for creating a daily, weekly, or monthly schedule. • Tips for managing multiple tasks simultaneously without sacrificing quality. • Introducing various time management tools such as calendars, planners, task management software, etc.	• Planning and prioritizing tasks effectively. • Utilizing time management tools to enhance productivity.
5	**Corporate Etiquette**: • Customer interaction etiquette; office etiquette. • Meeting etiquette & telephone etiquette.	• Demonstrating professional behavior in

	• Presentation etiquette.	various corporate settings. • Applying proper etiquette in customer interactions, meetings, and presentations.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	10
Seminar/Journal Club	5
Small group discussion (SGD)	5
Self-directed learning (SDL) / Tutorial	3
Problem Based Learning (PBL)	3
Case/Project Based Learning (CBL)	3
Revision	
Others If any:	1
Total Number of Contact Hours	30

Assessment Methods:

Formative			**Summative**
Criteria	**Component**	**Marks**	End Semester Examination
Practical / Lab / Clinical Proficiency	Laboratory/Workshop Performance	20	
	Tool and Equipment Handling		
	Experiment/Task Execution		
	Clinical Procedure Execution		
	Patient Interaction and Care		
	Internal Jury		
	Any other*		
	Knowledge and Understanding	10	

Quiz / Lab Test/ Internal Jury	Critical Thinking and Problem-Solving		
	Depth of Understanding		
	Presentation Skills		
	Response to the queries		
	Any other*		
Documentation & Reporting	Lab Reports/Practical Journals	10	
	Case Studies / Clinical Case Record		
	Data Analysis and Interpretation		
	Presentation of Findings		
	Any other*		
Discipline Specific Practical / Lab Activities	Specific practical/lab/clinical activities related to the program**	20	
	For Example: Internal Jury, Pedagogy Club, Outdoor Catering, Moot Court etc.		

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Practical / Lab	✓				
Project		✓	✓		
Quiz / Lab Test/ Internal Jury				✓	✓
Documentation & Reporting		✓	✓		
Discipline Specific Practical / Lab Activities	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- Bradberry, T., & Greaves, J. (1st ed.). *Emotional Intelligence 2.0*. TalentSmart. ISBN: 978-0974320625.

- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2nd ed.). *Crucial Conversations: Tools for Talking When Stakes Are High*. McGraw-Hill Education. ISBN: 978-0071771320.

- Strunk, W. Jr., & White, E. B. (4th ed.). *The Elements of Style*. Pearson. ISBN: 978-0205309023.

SEMESTER – II

Course Code	Course Title
06390201	Introduction to Health Administration
06390202	Principles of Marketing
06390203	Digital Fluency

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390201
Course Title	Introduction to Health Administration
Academic Year	2025-2026
Semester	II
Number of Credits	4
Course Prerequisite	• Basic knowledge of Healthcare Industry. • Basic understanding of operational activities of hospitals and healthcare sector.
Course Synopsis	• Explain the function of health administrator in clinical and non-clinical services. • Explicate to reduce errors in operational processes Explain roles of hospital administrator.

Course Outcomes:
At the end of the course students will be able to:

CO1	Utilize the core concepts of Health and Hospital Administration and operative procedures in hospital in the best possible manner. (RBT 3)
CO2	Identify the role, need and importance of hospital administrators. (RBT 3)
CO3	Analyze the different boards in the hospital and their functions. (RBT 4).
CO4	Classify various hospitals on different bases and their role in the healthcare system. (RBT 4)
CO5	Evaluate the current issues and challenges of the Healthcare system in the country. (RBT 5)

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes:

COs	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PSO 1**	**PSO 2**	**PSO 3**	**PSO 4**
CO1	**3**	**2**		2					**3**	**1**		
CO2	**3**	**2**							**2**	**2**		
CO3	**3**	**2**							**2**	**1**		
CO4	**3**	**2**		2					**3**	**3**		
CO5	**3**	**2**							**2**	**1**		

Average	**3**	**2**		2					**2.4**	**1.6**		

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content & Competencies**
1	1 Understand the Meaning, definition and concept of Health and Hospital, (C2) 2. Analyze the types of Hospitals and Role of Hospital in Healthcare. C4)
2	1. Understand the changing nature of Health Care Industry. (C2) 2. Understand the Expected qualities of a good Hospital Administrator. (C2)
3	1. Hospital Management Roles and responsibilities, (C1) 2. Analyze the different Boards in hospital, (C4)
4	1. Understand the Current scenario of Hospital and Healthcare industry in India (C2) 2. Classification of hospitals on different basis, Administration of different Hospitals (corporate hospital, voluntary hospital and charitable hospital) (C5).
5	1. Evaluate Current scenario of Hospital and Healthcare industry in India. (C5) 2. Understand the Roles & Functions of Hospital Administrator. (C2)

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Learning Strategies and Contact Hours

Learning Strategies	Contact Hours
Lecture	20
Practical	10
Seminar/Journal Club	0
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	0
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	1
Revision	1
Others If any:	0
Total Number of Contact Hours	40

Assessment Methods:

Formative
Multiple Choice Questions (MCQ)
Case Based Presentation
Quiz
Seminars
Assignment
Business News Analysis
Classroom Exercise & Simulation
Case Studies/ Project
Practical Log Book
Class Test

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5	CO6
Quiz	√					
VIVA		√				
Assignment / Presentation				√		
Unit test	√	√				
Practical Log Book/ Record Book					√	
Mid Semester Examination 1	√	√				
Mid Semester Examination 2			√	√		
University Examination	√	√	√	√	√	
Feedback Process	Student's Feedback					
References:	1. Francis CM, et al. Hospital Administration. New Delhi: Jayapee Brothers Medical Publishers Pvt. Ltd. 2. Srinivasan S, editor. Management Process in Health Care. New Delhi: Voluntary Health Association of India.					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390202
Course Title	Principles of Marketing
Academic Year	2025-26
Semester	II
Number of Credits	4
Course Prerequisite	Students should have a foundational understanding of business principles, including economics, organizational behavior, and strategic management. Familiarity with basic marketing concepts

	like the four P's and consumer behavior is beneficial. A keen interest in global marketing and business success is advantageous.
Course Synopsis	This course explores key marketing concepts, including value creation, consumer behavior, and market research. Students will learn to design strategies through segmentation, targeting, positioning, and branding. It also covers the development of an integrated marketing mix and evaluates sustainable, strategic marketing approaches in a global context.

Course Outcomes:

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

CO1	Explain the fundamental concepts of marketing and the marketing process, including value creation and customer satisfaction **(RBT Level: 2 – Understand**).
CO2	Analyze the marketing environment and consumer behavior to develop actionable insights using marketing research tools **(RBT Level: 4 – Analyze**).
CO3	Design customer value-driven strategies through effective segmentation, targeting, positioning, and branding techniques (RBT Level: **6 – Create**).
CO4	Develop an integrated marketing mix strategy, encompassing product, pricing, place, and promotion for various markets **(RBT Level: 6 – Create).**
CO5	Evaluate sustainable and strategic marketing approaches in a global context, considering ethical and technological trends **(RBT Level: 5 – Evaluate).**

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

CO's	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO 8	PS O1	PS O2	Avg.
CO1	3	2	1	2	1	2	2	1	2	2	**1.8**
CO2	3	3	1	2	1	3	2	1	3	3	**2.2**
CO3	3	3	2	2	1	3	2	3	2	3	**2.4**
CO4	3	3	2	2	2	3	2	3	2	3	**2.5**
CO5	3	3	2	3	2	3	3	3	2	3	**2.6**

Course Content:

L (Hours/Week)	T (Hours/ Week)	P (Hours/Week)	Total Hour/Week
3	1	0	4

Unit	Content	Competencies
1	**Unit 1: Fundamentals of Marketing** **Introduction to Marketing:** Definitions, scope, and core concepts (needs, wants, demand, value creation, and customer satisfaction). Offerings—Products, Services, Solutions. Market Types. Marketing vs Selling: Key differences. Evolution of Marketing: From traditional to digital. **The Marketing Process:** Understanding customer needs. Customer engagement and relationship management. **Managing Marketing Information:** Developing customer insights using marketing research. Primary vs. secondary data and big data analytics.	● Identify and articulate key marketing concepts such as needs, wants, demands, and customer satisfaction. ● Develop a market-oriented mission and integrated marketing strategy considering sustainability and digital trends.
2	**The Marketing Environment, Consumer Behavior and STP** **Marketing Environment:** Micro and macro environments. Natural, technological, political, and cultural factors. Frameworks for environmental analysis: PESTLE and competitive analysis. **Consumer Behavior** - concept. Models of consumer behavior. Buying Decision Process and Types. Psychological, cultural, and social factors influencing buying decisions. Business buyer behavior and major buying situations. Segmentation, Targeting, and Positioning (STP): Market segmentation: Consumer, business, and international markets. Market targeting and evaluating segments. Positioning strategies and delivering value. Differentiation.	● Conduct PESTLE and competitive analysis to assess micro and macro-environmental factors. ● Analyze consumer and business buying behavior using models and psychological, cultural, and social factors.

	Emerging Marketing opportunities in India – Marketing at the bottom of the pyramid, growing middle class	
3	**Unit 3: The Marketing Mix** Introduction to the Marketing Mix: Definition and significance of the 4Ps (Product, Price, Place, Promotion). Role of the marketing mix in operationalizing customer-focused strategies. **The Extended Marketing Mix – 7Ps**. Overview of the Extended Marketing Mix: Evolution from 4Ps to 7Ps to address modern marketing complexities. Product - concept and strategies. Types of products and services: Consumer, business, and specialty products. Levels of Products and Services: Core, actual, and augmented. Product and Service Decisions. Product Lifecycle (PLC): Stages: Introduction, growth, maturity, and decline. Challenges and marketing strategies for each stage. New Product Development (NPD): Stages: Idea generation, screening, concept development, testing, and commercialization. Pricing - concept and strategies. Fundamentals: Cost-based, value-based, and competition-based pricing. Internal and External Considerations Affecting Price. Importance of pricing in creating customer value and competitive positioning. Advanced pricing approaches: Psychological pricing and dynamic pricing. Pricing strategies for digital and global markets.	● Apply STP (Segmentation, Targeting, and Positioning) strategies for specific markets. ● Develop branding strategies that align with the product lifecycle and enhance customer value.
4	**Unit 4: Place, Promotion, People and Processes** Place (Distribution) - concept and strategies. Role of distribution in value delivery. Types of marketing channels: Direct and indirect. Introduction to logistics and supply chain management. E-commerce and omnichannel distribution strategies. Role of technology in modern logistics and supply chain management.	● Formulate a comprehensive marketing mix strategy, including product differentiation and pricing models. ● Implement effective promotional strategies, incorporating digital and social media platforms.

	Promotion - concept and strategies. Overview of promotional tools: Advertising, public relations, personal selling, and sales promotion. Basics of Brand Management: Building brand equity: Concepts, strategies, and measurement. Role of branding in promotion and building customer loyalty. Advanced branding strategies: Extensions, portfolios, and rebranding. Advanced Promotion Strategies. Integrated Marketing Communications (IMC): Importance, tools, and implementation. Digital and social media marketing: Strategies for customer engagement and analytics. Word-of-mouth and viral marketing: Principles and case studies. People - concept and strategies. Role of human interactions in delivering customer experiences. Importance of employee training and customer service in value creation. Process - concept and strategies. Designing systems and workflows for effective and efficient service delivery. Role of technology in process optimization and customer experience management. Physical Evidence - concept and strategies. Tangible cues in service marketing: Ambiance, branding, and design. Creating positive customer perceptions through physical elements.	
5	**Unit 5: Strategic and Sustainable Marketing** Company and Marketing Strategy. Defining market-oriented missions. Partnering with departments and marketing systems. Developing an integrated marketing mix. Creating Competitive Advantage. Analyzing competitors and developing competitive strategies. Strategies for market leaders, challengers, followers, and nichers. Global Marketing. Entry strategies: Exporting, joint ventures, and direct investments. Standardization vs. adaptation in global marketing. Services Marketing and Service Quality.	● Create competitive marketing strategies tailored to different market roles (leaders, challengers, followers, and nichers). ● Evaluate the role of ethics, CSR, and sustainability in global marketing strategies, leveraging future technological trends.

	Sustainable Marketing. Ethical issues and corporate social responsibility (CSR). Consumer-oriented and societal marketing principles. Emerging Marketing Trends: AI, big data, IoT, and the metaverse. Skills for Modern Marketers: Analytical tools, creative thinking, and communication	

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Assignment
Case Based Presentation
Project
Business News Analysis
Mid Semester Examination

Mapping of Assessment with Cos

CO/Assessment	Assignment	Project	Case-Based Presentation	Business News Analysis	Mid-Semester Exam	End-Semester Exam
CO1	✓					✓
CO2	✓	✓	✓	✓		✓
CO3	✓	✓	✓			✓
CO4	✓	✓	✓			✓
CO5	✓	✓	✓	✓		✓

Student's Feedback
(List of reference books)
1. Principles of Marketing by Philip Kotler, Gary Armstrong, and Veronica Wong, Pearson Education 2. Marketing Management by Philip Kotler, Kevin Lane Keller, and Abraham Koshy, Pearson Education 3. Marketing Management: Indian Context by Arun Kumar, Ramesh Batra, and Sunil Jain, Tata McGraw-Hill Education 4. Marketing Management: Text and Cases by V.S. Ramachandran, Oxford University Press 5. Principles of Marketing by Dhruv Grewal and Michael Levy, Tata McGraw-Hill Education

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390203
Course Title	Digital Fluency
Academic Year	2025-26
Semester	II
Number of Credits	3

Course Synopsis	The Digital Fluency course is designed to equip students with the knowledge and skills required to navigate the digital business landscape effectively. This course integrates AI-powered applications, cloud collaboration, social media marketing, fintech, and cybersecurity principles to enhance business efficiency, security, and strategic decision-making.
Course Outcomes:	
CO1	Understand the fundamentals of AI-powered tools, cloud collaboration, and cybersecurity and their role in modern digital business environments.
CO2	Apply AI tools in digital communication, personal branding, and content creation for career development and online visibility.
CO3	Analyse social media marketing strategies, YouTube content creation techniques, and SEO best practices to enhance digital engagement.
CO4	Evaluate cybersecurity risks, ethical concerns in AI applications, and digital laws related to online transactions and data privacy.
CO5	Demonstrate proficiency in creating AI-assisted content, managing digital financial transactions, and implementing cybersecurity measures for safe

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	1	0	0	0	1	0	1	2
CO2	2	3	0	1	0	2	2	2	3
CO3	3	3	1	2	0	3	3	2	2
CO4	3	3	2	1	1	3	3	2	2
CO5	2	3	0	2	1	2	2	2	2
Average	2.2	2.6	0.6	1.2	0.4	2.2	2	1.8	2.2

Course Content:					
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**CL (Hours/Week)**	**Total Hour/Week**	

0	**0**	**4**	**2**	**4**	

Unit	Content	Competency
1	**AI-Powered Business Communication & Cloud Collaboration** • Introduction to Digital Fluency & AI Tools ❖ Importance of digital skills in business and career development. ❖ Overview of AI-powered tools (AI, Generative AI, Big Data, IoT, Cloud Computing, Cybersecurity) for communication and productivity. • Cloud Computing & Collaboration ❖ Using Google Drive for document sharing and workflow management. ❖ Collaborative document editing via Google Form, Sheets, and Doc. • Professional Email Writing & AI Assistance ❖ Business email writing best practices and etiquette. ❖ Using generative AI for professional email drafting. • Practical Sessions: ❖ Real-time collaboration using cloud-based tools. ❖ AI-assisted email writing tasks (job applications, business proposals, client communication). ❖ Group project: Drafting AI-enhanced reports and presentations.	• Demonstrate the ability to analyze and utilize AI tools and cloud collaboration for professional business communication. • Exhibit proficiency in cloud-based teamwork and professional email writing using AI assistance.
2	**Social Media Marketing & Personal Branding for Career Growth** • LinkedIn Profile Management & Digital Networking ❖ Optimizing LinkedIn Profiles: Crafting an impactful headline, summary, and skills to showcase expertise and career aspirations. ❖ AI-Generated LinkedIn Content & Engagement: Utilizing AI tools for personalized content creation, networking messages, and engagement strategies.	• Apply various digital branding and marketing strategies to enhance online professional presence and engagement. • Develop AI-assisted content creation techniques to optimize LinkedIn and Instagram visibility.

	❖ Personal Branding Strategies: Defining a unique professional identity, building credibility, and increasing online visibility. ❖ Networking on LinkedIn: Effective connection requests, messaging strategies, and engaging in LinkedIn groups & discussions for career advancement. ● Instagram for Personal Branding & Visibility ❖ Creating & Optimizing an Instagram Personal Profile: Setting up a professional yet authentic presence on Instagram. ❖ Content Strategy: Using AI-generated captions, strategic hashtags, and engagement tactics to build a professional network. ❖ Understanding Instagram Reels, Stories & Engagement Tactics: Showcasing expertise through visual storytelling and maintaining consistency in posting. ❖ Building a Personal Brand: Leveraging Instagram to position oneself as a thought leader or influencer in a chosen domain. ● Practical Sessions: ❖ Optimizing a LinkedIn Profile and writing AI-generated LinkedIn posts for personal branding. ❖ Setting up & Managing an Instagram Personal Account with a focus on career growth & audience engagement.	
3	**YouTube Basics & Video Creation for Personal Branding** ● Getting Started with YouTube ❖ Creating a YouTube Channel: Simple steps to set up a personal YouTube channel. ❖ Basic Branding: Choosing a channel name, profile picture, and description to reflect personal interests. ❖ Understanding Content Types: Exploring different types of videos like	● Demonstrate the ability to develop digital content and apply video marketing strategies for career growth. ● Utilize AI-powered video scripting and editing tools to

	vlogs, tutorials, interviews, and educational content. ● Making Simple Videos with AI Assistance ❖ Writing Video Scripts: Using basic AI tools to help structure ideas and create engaging scripts. ❖ Easy Video Editing: Introduction to beginner-friendly video editing apps like InVideo, CapCut, and Canva for quick edits. ❖ Thumbnails & Captions: Designing eye-catching thumbnails and adding AI-generated subtitles for better reach. ● Growing & Sharing Your Videos ❖ Basic YouTube Analytics: Understanding views, likes, and comments to see what works best. ❖ Sharing Videos Online: How to promote videos on Instagram, LinkedIn, and WhatsApp for better visibility. ❖ Engaging with Viewers: Simple ways to reply to comments, ask questions, and interact with the audience. ● Practical Sessions: ❖ Creating & Customizing a YouTube Channel with a basic setup. ❖ Writing a Short Video Script with AI assistance. ❖ Recording & Editing a Simple Video using easy-to-use tools. ❖ Uploading & Sharing a Video to practice online visibility.	enhance personal branding and content quality.
4	**Digital Banking, FinTech & Online Transactions** ● Introduction to Digital Banking & Online Payments ❖ Basics of UPI, mobile wallets (Google Pay, Paytm, Apple Pay, PhonePe). ❖ Net banking & financial transactions in e-commerce. ● FinTech & AI in Banking ❖ Role of AI in fraud detection, credit scoring, and personalized banking.	● Evaluate and implement secure digital financial transactions and fintech applications in business environments. ● Analyze AI's role in fraud detection and personalized banking

	❖ Investment & trading platforms (Zerodha, Groww). • Digital Transactions & E-Commerce Payments ❖ Online shopping & secure payment gateways. ❖ Protecting financial data & avoiding online fraud. • Practical Sessions: ❖ Simulated digital banking transactions & UPI payments. ❖ Exploring AI-powered investment & stock trading platforms. ❖ Live demo: Recognizing and preventing phishing attacks in financial transactions.	to enhance financial decision-making.
5	**Cybersecurity, Digital Laws & Ethical AI Usage** • Cybersecurity Awareness & Digital Identity Protection ❖ Common cyber threats: phishing, malware, social engineering. ❖ Password management & two-factor authentication (2FA). • Legal & Ethical Implications of AI & Social Media Usage ❖ Understanding Digital Arrests & Cyber Laws. ❖ Social media crimes & legal consequences of fake news & cyber harassment. ❖ Ethical considerations of AI-generated content & misinformation. • AI Ethics & Data Privacy Regulations ❖ GDPR, data protection laws, and ethical AI practices. ❖ Avoiding AI biases in digital decision-making. • Practical Sessions: ❖ Live demo: Cybersecurity awareness & digital footprint tracking. ❖ Case study analysis: Ethical dilemmas in AI-generated content. ❖ Workshop on recognizing fake news and misinformation using AI tools.	• Analyze and propose solutions to cybersecurity threats, ethical dilemmas, and data privacy issues in digital platforms. • Demonstrate the ability to identify and mitigate cybersecurity risks while ensuring ethical AI usage.

Teaching Learning Strategies and Contact Hours

Learning Strategies	**Contact Hours**
Tutorial	0
Practical	0
Seminar/Journal Club	5
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	10
Problem Based Learning (PBL)	30
Case/Project Based Learning (CBL)	2
Revision	1
Others If any:	0
Total Number of Contact Hours	50

Assessment Methods:

AI-Assisted Business Communication
Social Media Branding & Marketing
Youtube Content Creation
SEO & Digital Marketing Strategy
Fintech & Secure Digital Transactions
Cybersecurity & Ethical AI Awareness

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Ai-Assisted Business Communication	✓	✓			✓

Social Media Branding & Marketing		✓	✓	✓	
Youtube Content Creation			✓	✓	✓
Seo & Digital Marketing Strategy	✓			✓	
Fintech & Secure Digital Transactions	✓	✓			
Cybersecurity & Ethical AI Awareness			✓		✓
End Semester Examination	✓	✓	✓	✓	✓
Feedback Process			Student's Feedback		

Text Books / Reference Books:

1. Kaplan, A.M. & Haenlein, M., Users of the World, Unite! The Challenges and Opportunities of Social Media, Business Horizons.
2. Chaffey, D., Digital Business and E-Commerce Management, Pearson.
3. Official documentation of Google Workspace, LinkedIn, and UPI/NPCI digital payment platforms.

SEMESTER – III

Course Code	Course Title
06390301	Introduction to Epidemiology and Community Health
06390302	Management Concepts & Organizational Behavior
06390303	Foundation of Spreadsheet

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390301
Course Title	Introduction to Epidemiology and Community Health

Academic Year	2025-26
Semester	III
Number of Credits	4
Course Prerequisite	Fundamental concepts of human biology and disease processes. Basic understanding of the human body, common diseases, and their transmission.
Course Synopsis	This course provides an in-depth understanding of epidemiology, focusing on basic concepts, descriptive methods, measurement techniques, and their application in community health. It covers the role of epidemiology in understanding health and disease, designing health interventions, and evaluating health systems and policies.

Course Outcomes:
At the end of the course students will be able to:

CO1	Describe basic concepts, methods, and principles of epidemiology, and apply these concepts to healthcare settings.
CO2	Analyze the historical context, modes of transmission, and prevention strategies for communicable and non-communicable diseases.
CO3	Evaluate epidemiological data, measurement methods, and design appropriate epidemiological study methodologies and screening tests.
CO4	Explain the concept of health, determinants, and healthcare systems, and assess health policies and programs in the Indian context.
CO5	Develop strategies for health promotion and disease prevention, and assess global health issues and trends using relevant epidemiological concepts.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2				3	2		2
CO2	3	2	2			3	2		2
CO3	3	3	3	2	2	3	3		3
CO4	3	3		3		3	2		3
CO5	3	2	3	3	3	3	3		2
Average	3	2.4	1.6	1.6	1	3	2.4	0	2.6

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
1	1	0	2

Unit	Content	Competencies
1	**Basic concepts of Epidemiology:** Basic concepts, methods, principles, and use of epidemiology. Epidemiological tools for assessment of risks. Investigation of an epidemic and its control. Introduction epidemiology and its application in healthcare industry.	• Explain the fundamental principles and methods of epidemiology. • Apply epidemiological tools for risk assessment and epidemic investigation.
2	**Descriptive epidemiology:** History of a disease and its application in planning intervention. Modes of transmission and measures for prevention and control of communicable and non-communicable disease. Diseases- Definition, calculation, and interpretation of the measures of frequency of diseases and mortality.	• Describe the historical context and planning of disease interventions. • Apply measures for disease prevention and control, and interpret disease frequency data.
3	**Epidemiological measurement methods:** Principal sources of epidemiological data, epidemiological research, summary measures (ratios, proportion, and rates), incidence and prevalence, sociometric choice patterns. Uses and abuse of Screening Tests: Accuracy and clinical value of diagnostic and screening tests (sensitivity, specificity & predictive values). **Epidemiological study designs and analysis:** Various types of epidemiological study designs, Review of literature for a certain public health	• Identify and use various sources and measures of epidemiological data. • Evaluate diagnostic and screening tests, and understand different epidemiological study designs.

	problem along with critical comments and formulation of solutions.	
4	**Concept of Health:** Meaning and definition of health, concept of well-being, philosophy of health, health determinant, health indicators, healthcare spectrum. **Health Systems and Policy in India:** Structure and function of the Indian health system. Health policies and programs in India: National Health Policy, Ayushman Bharat. Role of public and private sectors in healthcare. Challenges and opportunities in the Indian health system.	• Explain the key concepts of health and well-being. • Analyze the structure and function of the health system and evaluate health policies and programs in India.
5.	**Health Promotion and Disease Prevention**: Concepts and principles of health promotion, Strategies for health education and behaviour change. Community-based interventions. Evaluation of health promotion programs. **Global Health and Epidemiology**: Global health issues and trends. Role of international organizations in global health. Epidemiological transition and its implications for India. Collaborative approaches to global health problems.	• Design and evaluate health promotion programs. • Analyze the role of international organizations and collaborative approaches in addressing global health challenges.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	25
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	1
Self-directed learning (SDL) / Tutorial	1
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	45

Assessment Methods:

Formative
Assignment

Case Based Presentation
Project
Business News Analysis
Class Test (Oral / Wrritten)
Innovative and creative contribution

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Class Test (Oral / Written)	✓	✓			
Innovative and creative contribution			✓		✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

Suggested Readings:

1. Aschengrau and Seage: Essentials of Epidemiology in Public Health
2. Epidemiology: Principles and Practice" by Dr. Rajvir Bhalwar, 2nd Edition (2022), Wolters Kluwer India
3. Park's Textbook of Preventive and Social Medicine" by K. Park, 26th Edition (2021) publisher M/s Banarsidas Bhanot
4. Epidemiology for Public Health Practice by Robert H. Friis and Thomas A. Sellers, 6th Edition (2020), Jones & Bartlett Learning
5. Essentials of Epidemiology in Public Health by Aschengrau and Seage, Ann Aschengrau and George R. Seage III, 5th Edition (2024), Jones & Bartlett Learning.
6. Oxford Textbook of Public Health, Volume 3, Edited by Roger Detels, Martin Gulliford, Quarraisha Abdool Karim, and Chorh Chuan Tan, 6th Edition (2015), Oxford University Press
7. Hospital Administration: A Problem-Solving Approach, Francis, C.M. and Mario O. de Souza, 3rd Edition (2005), Jaypee Brothers Medical Publishers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390302
Course Title	Management Concepts & Organizational Behavior
Academic Year	2025-26
Semester	1
Number of Credits	4
Course Prerequisite	Students should have a basic understanding of business studies or commerce, typically gained at the high school level. Familiarity with fundamental economic principles and organizational terms is beneficial. Additionally, proficiency in English communication, both written and verbal, is essential, as the course involves reading academic material and participating in discussions. Basic analytical thinking and a willingness to engage in teamwork will also help students grasp concepts effectively and participate in group-based activities.
Course Synopsis	This course provides a foundational understanding of both management principles and organisational behaviour, aimed at equipping students with the knowledge and skills necessary to function effectively in managerial roles. It begins with an exploration of core management functions—planning, organising, leading, and controlling—along with an overview of the evolution of management theories from classical to modern perspectives. The course then delves into the behavioural aspects of organisations, focusing on how individuals and groups interact within a workplace. Key topics include personality, perception, motivation, leadership, communication, group dynamics, and organisational culture. Through real-life case studies, role-plays, and interactive discussions, students will develop analytical and interpersonal skills relevant to today's dynamic and diverse business environments. The course also addresses contemporary challenges such as managing change, promoting ethical behaviour, and adapting to digital transformation.
Course Outcomes: At the end of the course students will be able to:	
CO1	Explain the various aspects of management and various perspective and business formats.
CO2	Apply the basic concept of planning and strategic decision-making.

CO3	Analyze the concept of organizing and understand the organization structure, staffing and directing.
CO4	Explain the various aspects of leadership, control and motivation.
CO5	Analyze the basic concepts of strategic change and stress

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**	**2**	**2**				**2**	**2**	**3**	**2**
CO2	**3**	**3**					**3**	**2**	**3**	**3**
CO3	**3**	**3**		**3**			**3**	**2**	**3**	**3**
CO4	**3**	**2**	**3**	**3**	**3**		**2**	**2**	**3**	**3**
CO5	**3**	**3**			**2**		**3**	**3**	**3**	**3**
Average	**3**	**2.6**	**1**	**1.2**	**1**		**2.6**	**2.2**	**3**	**2.8**

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Importance, Nature, Definitions, Scope, Levels, Process and Significance of Management. Development of Management Thoughts: Classical, Neo-Classical Systems, Contingency and Contemporary Approaches to Management (Drucker, Porter, Prahalad, Senge and Tom Peters) Multiple perspectives of business organisations- Consumers, Employees, Entrepreneurs, Community/Society at large; Perspective as a student & researcher- underlying disciplines; Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; Franchising location & scale- local, national, global; Micro, small, medium and large.	• Students will be able to understand the multiple perspectives of organisation and as student researchers. • Various ownership forms and business formats

2	Concept, Nature, Importance, Steps and Limitations, Types of Plans. Making Planning Effective – Strategic Considerations in Planning - Management by Objectives Communication – Formal and Informal Networks, Barriers and Principles. Decision Making Concept, Process, Rationality and Techniques. Short- and long-range planning, flexibility in planning. Characteristics of a sound plan. Heuristics and biases; includes role-play, simulations.	• Design effective short-term and long-term plans with strategic flexibility • Apply decision-making models considering behavioral aspects like heuristics and biases. • Participate in role-play and simulation exercises to enhance decision-making skills
3	Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees. New Forms of Organization, Staffing - Concept, Nature, Importance and Steps, Directing – Concept, Nature and Importance Interdepartmental coordination, emerging trends in corporate structure, strategy, and culture, Mechanistic vs Adoptive structures – formal and informal organization.	• Evaluate organizational structures based on context: mechanistic vs adaptive • Distinguish between formal and informal organization structures.
4	Concept and Theories. Leadership - Concept and Theories, developing leaders across the organization, Control: Concept, Features, Importance and Limitations of Control. Control Process. Essentials of a Good Control System. Techniques of Control. Relationship between Planning and Control. Motivation-needs (including Maslow's theory), Meaning and importance of motivation; Theories-Equity, Intrinsic Motivation by Ken, Maslow, Herzberg, ERG;	• Students will be able to Compare and apply various motivation theories including Maslow, Herzberg, ERG, and Ken Thomas's model. • Recognize sources of stress at work and apply stress prevention and management techniques.
5	Management of Strategic Change, Knowledge Management, Corporate Governance and social responsibility of business. Stress-individual and organisational factors to stress, prevention and	• Students will be able to Analyze organizational change models and methods for overcoming resistance. • Explore how strategic change and knowledge management shape future-ready organizations.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Business News Analysis		✓	✓		
Mid Semester Examination	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓

Student's Feedback
(List of reference books)
1. Robbins; S.P., Organizational Behaviour (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi, 2016. 2. Luthans, Fred, Organizational Behaviour, 11th Edition, Mc Graw Hill International, New York, 2010. 3. Robins S.P., Organizational Theory: Structure Design and Application, 3rd ed. Prentice Hall of India Pvt. Ltd., 2009. 4. Management Process & Organisation Behaviour, Sahni NK, Kalyani Publishers

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390303
Course Title	Foundation of Spreadsheet
Academic Year	2025-26
Semester	III
Number of Credits	3
Course Prerequisite	Basic understanding of computer operations and familiarity with Microsoft Excel Basic understanding of mathematical calculations, statistics and concept of tables
Course Synopsis	This course provides a comprehensive introduction to spreadsheet fundamentals, focusing on basic functions, data entry, and visualization techniques. Students will learn to navigate spreadsheets, apply essential formulas, manage data, and create basic charts and pivot tables. The course aims to build a solid foundation in spreadsheet skills necessary for effective data management and analysis.
Course Outcomes:	

At the end of the course students will be able to:	
CO1	Demonstrate the use of basic functions and formulas.
CO2	Demonstrate working knowledge of organizing and displaying large amounts of data.
CO3	Demonstrate formatting techniques and presentation styles.
CO4	Simplify formatting rules for business requirements.
CO5	Analyze data using Pivot Tables and Pivot Charts.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	2	2					2		2	
CO2	2	2					3		3	
CO3	2	1					2		2	
CO4	2	2					2		2	
CO5	2	3					3		3	
Average	2.0	2.0	-	-	-	-	2.4	-	2.4	-

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
0	**0**	**6**	**2**

Unit	**Content**	**Competencies**
1	**<u>Introduction to Spreadsheets:</u>** Overview of spreadsheet software, Basic spreadsheet navigation, Basic cell referencing (relative and absolute)	● Understand the basic interface and functions of spreadsheet software. ● Navigate and perform basic operations in a spreadsheet.
2	**<u>Data Entry and Basic Formulas:</u>**	● Input and format data accurately. ● Apply basic arithmetic operations and functions.

	Entering data, Basic arithmetic operations and functions (SUM, AVERAGE, COUNT), Introduction to text functions (LEFT, RIGHT, MID)	
3	**Basic Functions and Conditional Formatting**: Using basic functions (MIN, MAX, TODAY, NOW), Introduction to Conditional Formatting, Applying conditional formatting rules	• Apply basic functions to perform data calculations. • Utilize conditional formatting for data visualization.
4	**Data Management**: Sorting and filtering data, Basic data validation, Introduction to tables and structured references	• Organize data using sorting and filtering. • Apply basic data validation techniques.
5	**Basic Charting and Data Visualization:** Introduction to creating charts (line, bar, pie), Introduction to Pivot Tables, Using Sparklines for trend analysis	• Create and interpret basic charts. • Construct and use simple pivot tables for data analysis.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	10
Seminar/Journal Club	4
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	3
Case/Project Based Learning (CBL)	3
Revision	2
Others If any:	
Total Number of Contact Hours	30

Assessment Methods:

Assignment
Case Based Presentation

Project
Business News Analysis
Class Test (Oral / Written)
Innovative and creative contribution

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓		✓	
Case Based Presentation	✓	✓	✓	✓	✓
Project	✓	✓	✓	✓	✓
Business News Analysis	✓		✓		
Class Test (Oral /Written)	✓	✓	✓		
Innovative and creative contribution		✓	✓	✓	✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

1. Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365),1st Edition by Paul McFedries, Pearson Education
2. Excel All-in-One for Dummies by Paul McFedriesa and Greg Harvey, Wiley Publication
3. Excel Basics In 30 Minutes: The beginner's guide to Microsoft Excel, Excel Online, and Google Sheets (Third Edition) by Ian Lamont
4. Excel 365 Basics: A Quick and Easy Guide to Boosting Your Productivity with Excel by Nathan George, GTech Publishing

SEMESTER - IV

Course Code	**Course Title**
06390401	Cost & Management Accounting
06390402	Medical Record Management
06390403	Human Resource Management

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390401
Course Title	Cost & Management Accounting
Academic Year	2025-26
Semester	IV
Number of Credits	4
Course Prerequisite	Students enrolling in this course should have prior foundational knowledge of: • Basic Financial Accounting: understanding of financial statements (income statement, balance sheet, cash flow statement). • Elementary Economics and Business Mathematics: familiarity with cost concepts, basic algebra, and percentage calculations. • Recommended: Completion of a course in Principles of Accounting or Financial Accounting at the undergraduate level.
Course Synopsis	This course provides an in-depth understanding of management accounting concepts, tools, and techniques that support planning, controlling, and decision-making functions within organizations. Emphasizing both traditional and contemporary approaches, the course explores financial statement analysis, budgeting methods, cost control systems, and performance evaluation techniques. Through practical applications such as comparative and trend analysis, flexible and zero-based budgeting, CVP and break-even analysis, and standard costing variances, students develop the competencies needed to contribute to strategic business decisions and organizational performance enhancement.

Course Outcomes: At the end of the course students will be able to:

CO1	Demonstrate knowledge of the role and scope of management accounting in business strategy and financial decision-making.
CO2	Interpret and analyze financial data using tools such as comparative statements, common
CO3	Prepare and evaluate functional budgets and financial dashboards to support operational planning and control.

CO4	Compare and apply flexible and zero-based budgeting approaches and perform variance analysis for effective performance control.
CO5	Apply cost accounting methods (marginal, absorption, variable costing) and conduct CVP and break-even analysis for informed managerial decisions.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

(COs)	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	1	2	2	2	1
CO2	3	3	2	3	2	3	3	3	2
CO3	3	3	2	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3
Average	3.0	2.8	2.2	2.8	2.4	2.8	2.8	2.8	2.4

Course Content:

L (Hours/Week)	T (Hours/ Week)	P (Hours/Week)	Total Hour/Week
3	1	0	4

Unit	Content	Competency
1	Nature, scope & objectives/- Integration with business strategy/ Comparative, common-size, trend analysis	1. Understand the nature, objectives, and strategic relevance of management accounting in organizational decision-making. 2. Analyze financial statements using comparative, common-size, and trend techniques to assess business performance over time.

2	Comparative/common-size/trend statements/- Functional budgets (sales, production, cash)/ Financial performance dashboard	1. Prepare and evaluate functional budgets (sales, production, and cash) as tools for planning and control. 2. Interpret financial performance dashboards and apply analytical techniques for real-time performance monitoring.
3	Functional budgets (sales, production, cash)/ Flexible vs zero-based budgeting/ Variance analysis and performance control	1. Distinguish between flexible and zero-based budgeting and apply each in appropriate business contexts. 2. Conduct variance analysis to identify deviations from planned performance and support corrective managerial actions.
4	Marginal, absorption, variable costing- CVP & break-even analysis	1. Apply various costing methods (marginal, absorption, variable) for effective internal cost control and pricing decisions. 2. Conduct CVP and break-even analysis to evaluate profitability under different business scenarios.
5	Standard costing framework- Analysis: material, labour, overhead- Sales variances	1. Understand the framework of standard costing and its role in cost

		control and performance evaluation. 2. Analyze material, labour, overhead, and sales variances to assess operational efficiency and effectiveness.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Assignment
Case Based Presentation
Project
Business News Analysis
Mid Semester Examination

Mapping of Assessment with Cos

CO/Assessment	Assignment	Project	Case-Based Presentation	Business News Analysis	Mid-Semester Exam	End-Semester Exam
CO1	✓					✓
CO2	✓	✓	✓	✓		✓
CO3	✓	✓	✓			✓
CO4	✓	✓	✓			✓
CO5	✓	✓	✓	✓		✓

Student's Feedback

(List of reference books)

1. Managerial Economics: Principles and Worldwide Applications by Dominick Salvatore; Oxford University Press
   Features: Widely used globally; emphasizes decision-making in globalized environments with numerous real-world cases.
2. Managerial Economics by D.N. Dwivedi; Vikas Publishing House
   Features: Indian context, includes detailed chapters on demand, cost, pricing strategies, and national income.
3. Managerial Economics and Business Strategy by Michael R. Baye and Jeff Prince; McGraw-Hill Education
   Features: Strong focus on strategy, game theory, and real-life business decisions, with quantitative problem-solving approaches.
4. Managerial Economics by William F. Samuelson and Stephen G. Marks; Wiley
   Features: Comprehensive analytical treatment, with mathematical rigor and case-based learning.
5. Managerial Economics in a Global Economy by Dominick Salvatore; Cengage Learning
   Features: Emphasizes the role of international trade, exchange rates, and global managerial decision-making.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management

Course Code	06390402
Course Title	Medical Record Management
Academic Year	2025-26
Semester	IV
Number of Credits	4
Course Prerequisite	Basic knowledge of need and requirement of medical records in hospitals.
Course Synopsis	Explain the knowledge and importance of Medical Records along with its management.

Course Outcomes:
At the end of the course students will be able to:

CO1	Interpret the meaning, types, importance of medical records and record keeping techniques.
CO2	Classify the records in different coding system, indexing system and filing system.
CO3	Develop an understanding about various types of medical records, consents, and legal aspects of medical records.
CO4	Analyze the International Classification of Disease (ICD) system, EMR and role of medical record professionals.
CO5	Asses the Medical Registers and process of Medical Audit in hospitals.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**								**3**	**2**
CO2		**2**							**3**	**2**
CO3	**3**								**3**	**3**
CO4	**2**			**3**				**2**	**2**	**3**
CO5		**3**						**2**	**2**	**3**
Average	**1.6**	**1**		**0.6**				**2**	**1.8**	**2.6**

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Medical records – Meaning, functions, principles of record keeping, importance of medical records to patient, doctors and hospitals. Need of record keeping, different methods of medical record keeping.	• Understand the meaning, types and significance of medical record system.

2	Classification of records like coding system, indexing system, methods of numbering, serial number, unit number, serial unit number, filing system.	• Classify the records in different coding system. • Classify the records in different indexing system and filing system.
3	Types of medical record, forms and format, general and special consent, role of medical record of quality health care services, legal aspects of medical records.	• Describe understanding about various types of medical records, consents, and legal aspects of medical records.
4	International Classification of Disease (ICD), ICD 10 and its significance, Electronic Medical Record (EMR), Role of medical record professionals.	• Analyze the International Classification of Disease (ICD) system, EMR and role of medical record professionals.
5	Medical Registers: Meaning, types, purpose, advantages of Medical Registers, registers in various departments. Statutory registers and reports to be maintained- specimens. medical Audit: its process, role and importance in hospitals.	• Analyze and interpret data in the medical registers and process of medical audit in hospitals.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	35
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	-
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	-
Total Number of Contact Hours	60

Assessment Methods:

Formative

Assignment
Case Based Presentation
Project
Comprehensive Student Assessment
Professional Competency Assessment

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓		✓		
Project		✓	✓		✓
Case Based Presentation				✓	✓
Comprehensive Student Assessment		✓	✓		
Professional Competency Assessment	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓

Student's Feedback

(List of reference books)

- Medical Records, GD Mogli
- Stedman's Medical Dictionary
- Francis, C.M., and Mario C. De Souza. Hospital Administration. 3rd edition, New Delhi: Jaypee Brothers.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390403
Course Title	Human Resource Management
Academic Year	2025-26

Semester	IV
Number of Credits	4
Course Prerequisite	Basic management understanding. Communication skills.
Course Synopsis	This Course is the basic course for Human resource management students to provide them knowledge and evolution of human resources. The units or modules in this subject are designed to deeply impart the understanding of functions of HRM along with light on human resource information system and contemporary challenges of HR field for managers. This course will help the students to realize the human resource management applications in organizations such as training and development activities and international issues.
Course Outcomes: At the end of the course students will be able to:	

CO1	Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
CO2	Develop necessary skill set for application of various HR issues
CO3	Analyse the strategic issues and strategies required to select and develop manpower resources.
CO4	Examine the knowledge of HR concepts to take correct business decisions.
CO5	**Evaluate and apply labor laws and conflict resolution techniques** to effectively manage labor relations, ensuring legal compliance and fostering a fair and ethical workplace environment.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	1	1	1	3	1	1	1	3
CO2	1	3	1	1	1	3	1	1	1
CO3	1	1	3	1	1	1	3	1	1
CO4	1	1	1	3	1	1	1	3	1
CO5	1	1	3	1	1	1	3	1	1
Average	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Nature of Human Resource Management-Concepts, Objectives and Functions; HRD-Concept and Mechanisms; Role and status of HR Manager; Organization of HR Department; HR Policies; HRM in globally competitive environment; Strategic Human Resource Management.	● Demonstrate a comprehensive understanding of HRM concepts, objectives, and functions, including the role and status of the HR Manager. ● Analyze and implement HR policies and practices in a globally competitive environment, aligning them with strategic HRM principles.
2	Acquiring Human Resource: Human Resource Planning, Job analysis and job design, employee involvement, flexible work schedules, Recruitment and Selection-new trends; Placement and induction; Right sizing.	● Apply HR planning, job analysis, and modern recruitment methods to effectively acquire and induct new employees. ● Design and evaluate employee training programs, including executive development and career planning, to enhance organizational capabilities.
3	Developing human resource: Employee training, training need assessment, Training methods and evaluation, cross cultural training, Designing executive development programme, Techniques of Executive development, Career planning and development.	● Ability to distinguish between various leadership styles (Autocratic, Democratic, Laissez-faire, Situational, Servant Leadership) and understand their impact on team performance. ● Competence in leading and managing multicultural teams, recognizing the influence of cultural diversity on team dynamics.

4	Enhancing and rewarding performance: Establishing Performance Management system; Performance Appraisal-Techniques of appraisal; Potential Appraisal and employee counselling; Establishing reward and pay plans-job evaluation, wage and incentive plans, employee benefits, ensuring safety and healthy work environme	● Develop and implement performance management systems and appraisal techniques to assess and enhance employee performance. ● Establish and manage reward and pay plans, including job evaluation and incentive schemes, to motivate and retain employees.
5	Explore labor relations, trade unions, and their impact on organizational effectiveness. Understand key labor laws like the Industrial Disputes Act and the Employee Provident Fund Act. Learn conflict resolution techniques and ensure adherence to legal and ethical standards in HR practices.	● Apply knowledge of key labor laws and regulations to ensure compliance and address legal issues in HR practices. ● Develop and implement effective conflict resolution strategies to manage workplace disputes and uphold ethical standards.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment
Case Based Presentation
Project
Business News Analysis
Mid Semester Examination

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓			✓	
Mid Semester Examination					
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

1. "Human Resource Management: A Contemporary Approach" by Ian Beardwell, Len Holden, and Tim Claydon (Pearson, 8th Edition, 2021)

2. "Training and Development: Enhancing Skills for Organizational Success" by David A. DeCenzo and Stephen P. Robbins (Wiley, 3rd Edition, 2022)

3. "Performance Management: Changing Behavior that Drives Organizational Effectiveness" by Aubrey C. Daniels (Performance Management Publications, 3rd Edition, 2017)

4. "Employment Law for Human Resource Practice" by Stephen J. Perkins and Geoffrey Wood (Cengage Learning, 6th Edition, 2020)

SEMESTER V

Course Code	Course Title
06390501	Financial Management
06390502	Supply Chain Management
06390503	Service Marketing in Health Care
06390504	Health Insurance and Medical Tourism

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390501
Course Title	Financial Management
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Basic knowledge of Accounts and Financial Statements.
Course Synopsis	This course provides a comprehensive overview of financial management principles and their application in organizational decision-making. Students will gain a solid understanding of core financial concepts, including financial analysis, investment appraisal, cost of capital, capital structure, dividend policy, and working capital management. The course emphasizes both theoretical knowledge and practical application, equipping students with the skills to make informed financial decisions that contribute to organizational success and value creation.
Course Outcomes: At the end of the course students will be able to:	

CO1	Explain the fundamentals of financial management and its role in organizational success.
CO2	Evaluate investment opportunities using appropriate capital budgeting techniques.
CO3	Determine the optimal capital structure for a firm.
CO4	Analyze the impact of leverage and dividend policy on shareholder wealth.
CO5	Manage working capital efficiently to optimize liquidity and profitability.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	3	2	2	1	2	3	3	3	2
CO2	3	3	2	2	1	2	3	3	3	2
CO3	3	3	2	2	1	2	3	3	3	2
CO4	3	3	2	2	1	2	3	3	3	2
CO5	3	3	2	2	1	2	3	3	3	2
Average	3	3	2	2	1	2	3	3	3	2

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
3	**1**	**0**	**4**

Unit	Content	Competencies
1	Financial Management: Meaning, concept, significance, objectives and scope; financial decisions. Time value of money, Risk and Return Analysis.	• Explain the significance and objectives of financial management in achieving organizational goals. • Describe the scope and functions of financial management in different organizational contexts. • Evaluate different investment options using time value of money concepts.

		• Assess the risk-return profile of various investment opportunities.
2	Investment Decisions: Capital Budgeting: Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index Method, RADR (Risk Adjusted Discount Rate).	• Describe the methods for estimating terminal value. • Calculate accounting rate of return, net present value, internal rate of return, profitability index, and risk-adjusted discount rate. • Explain the assumptions and limitations of each capital budgeting technique. • Define risk in the context of capital budgeting and its implications.
3	Cost of Capital and Financing Decisions: Concept, significance, computation of cost of capital: cost of debt, cost of preference capital, cost of equity share capital, cost of retained earnings. Weighted average cost of capital(WACC) and Marginal Cost of Capital Capital Structure: Theories of Capital Structure (Net Income; Net Operating Income; MM Hypothesis, Traditional Approach). Determinants of Capital Structure Leverages: Meaning and types (financial leverage, operating leverage, composite leverage and its computation.	• Determining the cost of different financing sources. **Compute** the weighted average cost of capital (WACC) and marginal cost of capital. • Understanding the mix of debt and equity financing. • Analyzing the impact of debt on a company's financial performance. • Analyze a company's capital structure and determine its optimal mix. • Evaluate the impact of changes in capital structure on a company's financial performance. • Calculate the impact of financial and operating leverage on a company's earnings.
4	Dividend Decision: Theories for Relevance and Irrelevance of dividend decisions for corporate valuation-	• Understanding the different perspectives on the impact of dividends on firm value.

	Walter's model, Gordon's model, MM hypothesis. Cash and Stock Dividends. Dividend Policy, determinants affecting dividend policy.	• Analyze a company's dividend policy and its impact on shareholder wealth. • Evaluate the appropriateness of different dividend policies under various circumstances.
5	Working Capital Decisions: Concepts of Working Capital; Operating and Cash Cycle; short term sources of finance; Determinants and need of Working Capital; Computation of working capital ; cash management; receivables management; inventory management	• **Explain** the operating and cash cycles and their impact on working capital requirements. • Identify different sources of short-term financing and **Select** appropriate short-term financing options based on a company's needs. • **Evaluate** the objectives and techniques of cash management, receivables management, inventory management and working capital estimation

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	5
Problem Based Learning (PBL)	6
Case/Project Based Learning (CBL)	4
Revision	1
Others If any:	

Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment
Case Based Presentation
Project
Business News Analysis
Class Test (Oral / Written)

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment / Presentation / Practical Log Book/ Record Book	✓	✓	✓	✓	✓
Class test (Oral and written)/ Quiz		✓	✓	✓	✓
Project/ Case Studies/Case Concept Analysis		✓	✓		✓
Business News Analysis	✓				
Class room Exercise and Simulation	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Financial Management by IM Pandey, Vikas Publishing (11 Edition)
- Khan and Jain. Financial Management, Text, problems & Cases (Eight Edition) McGraw Hill Education
- R.P. Rustagi, Financial Management (14 edition), Taxmann Publications
- Chandra, P. Financial Management: theory & Practice. (10 edition) McGraw Hill Education

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390502
Course Title	Supply Chain Management
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Students should have a basic understanding of Logistics. To develop competencies and knowledge of students to become logistics professionals
Course Synopsis	

Course Outcomes:

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

CO1	Explain the fundamentals, components, and strategic role of Supply Chain Management in business operations.
CO2	Apply procurement and inventory management techniques to support efficient supply chain performance
CO3	Analyze logistics, transportation, warehousing, and distribution functions within supply chains.
CO4	Utilize supply chain planning tools and technologies to enhance coordination and decision-making.
CO5	Evaluate sustainable, ethical, and global supply chain practices for improved organizational effectiveness.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**		
CO1										
CO2										
CO3										
CO4										

CO5										
Average										

Course Content:			
L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit no	**Content**	**Competency**
1	**Unit 1: Introduction to Supply Chain Management :** Meaning, evolution, and importance of Supply Chain Management; Components of SCM; Supply Chain Drivers; Supply Chain Network Structure; Supply Chain Processes; Role of SCM in Business Competitiveness; Global Supply Chain Trends and Challenges.	• Understand the fundamentals of supply chain management. • Explain the role of SCM in business success.• Identify key supply chain components and stakeholders.• Analyse supply chain structures and processes.• Develop awareness of global supply chain challenges.
2	**Unit 2: Procurement and Inventory Management:** Purchasing and Procurement Concepts; Supplier Selection and Evaluation; Strategic Sourcing; Inventory Management Principles; Types of Inventory; EOQ, Reorder Point, Safety Stock; Inventory Control Techniques (ABC, VED Analysis); Supplier Relationship Management.	• Apply procurement principles in business scenarios.• Evaluate supplier performance and sourcing decisions.• Analyze inventory requirements and control methods.• Use inventory management tools for decision-making.• Develop supplier relationship management skills.
3	**Unit 3: Logistics and Transportation Management:** Logistics Concepts and Functions; Transportation Modes and Selection Criteria; Warehousing and Material Handling; Distribution Management; Packaging and Labelling; Third-Party Logistics (3PL); Reverse Logistics; Last-Mile Delivery Concepts.	• Understand logistics operations and transportation systems.• Evaluate transportation and warehousing decisions.• Analyze distribution and material handling processes.• Apply logistics concepts to business operations.• Assess reverse logistics and sustainability practices.
4	**Unit 4: Supply Chain Planning and Technology**: Demand Forecasting; Aggregate Planning; Capacity Planning; Supply Chain Coordination; Information Sharing in Supply Chains; Enterprise Resource Planning (ERP); Supply Chain Analytics; Emerging Technologies in SCM (IoT, AI, Blockchain, RFID).	• Apply forecasting and planning techniques.• Understand the role of technology in supply chain integration.• Analyze supply chain data for decision-making.• Evaluate the impact of digital technologies on SCM.• Develop technology-enabled problem-solving skills.

5	**Unit 5: Sustainable and Global Supply Chain Management:** Global Supply Chains; Supply Chain Risk Management; Green Supply Chain Management; Sustainable Procurement; Circular Economy Concepts; Ethical Issues in SCM; Supply Chain Performance Measurement; Future Trends in Supply Chain Management.	• Analyze global supply chain operations and risks.• Evaluate sustainable and ethical supply chain practices.• Apply performance measurement techniques.• Understand environmental and social responsibilities in SCM.• Develop strategic thinking for future supply chain challenges.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	**Summative**
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Business News Analysis		✓	✓		
Mid Semester Examination	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books

1. *Supply Chain Management: Strategy, Planning, and Operation* – Sunil Chopra and Peter Meindl, Pearson Education.
2. *Logistics and Supply Chain Management* – Martin Christopher, Pearson Education.
3. *Supply Chain Logistics Management* – Donald J. Bowersox, David J. Closs, M. Bixby Cooper, and John C. Coyle, McGraw-Hill Education.
4. *Fundamentals of Supply Chain Management* – John T. Mentzer, Sage Publications.
5. *Purchasing and Supply Chain Management* – Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson, Cengage Learning.
6. *Operations and Supply Chain Management* – F. Robert Jacobs and Richard B. Chase, McGraw-Hill Education.
7. *Essentials of Supply Chain Management* – Michael H. Hugos, Wiley India.
8. *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies* – David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill Education.
9. *Introduction to Materials Management* – J. R. Tony Arnold, Stephen N. Chapman, and Lloyd M. Clive, Pearson Education.
10. *Global Operations and Supply Chain Management* – John T. Mentzer, Sage Publications.

School of Commerce and Management	
Name of the Department	Commerce and Management

Name of the Program	BBA-Healthcare Management
Course Code	06390503
Course Title	Service Marketing in Healthcare
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	A foundational understanding of statistical concepts and research methodologies is required. Prior coursework in statistics or research methods is preferred.
Course Synopsis	This course equips students with the knowledge and skills to conduct rigorous business research. It covers research design, data collection, analysis, and interpretation. Students will learn to apply statistical techniques and communicate research findings effectively.

Course Outcomes:

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

CO1	Students will be able to explain the key components of the research process and their interrelationships.
CO2	Students will be able to design a research proposal for a given business problem, including defining research questions, selecting appropriate research methodology, and developing data collection instruments.
CO3	Students will be able to critically evaluate research articles, identifying strengths, weaknesses, and potential biases in research design and methodology.
CO4	Students will be able to assess the validity and reliability of research findings and draw appropriate conclusions based on the evidence presented. Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	2	1	1	1	1	3			2	1
CO2	2	2	2	2	2	3			3	2

CO3	3	2	3	3	3	3			2	3
CO4	1	2	2	1	2	2			3	2
CO5	1	1	1	1	1	2	3		2	3
Average	1.8	1.6	1.8	1.6	2	2.75			2.5	2.25

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Unit I: Foundations of Service Marketing: Definition and concept of service marketing, updated focus on the shift from product to experience-centric services, distinctive characteristics and classifications of services, extended service marketing mix (7 Ps), importance of customer experience in services	• Understand the fundamental principles of service marketing and its distinct challenges. • Identify and explain the key elements of the service marketing mix.
2	Unit II: Customer Focus and Service Quality: Understanding consumer behavior in service settings, three-stage model of service consumption, service encounters, customer satisfaction and loyalty drivers, Net Promoter Score (NPS), Service Quality, SERVQUAL, introduction to AI-driven customer service interactions, and customer journey mapping. GAPs model of service quality	• Analyze customer behavior and identify key drivers of satisfaction and loyalty. • Apply service quality frameworks, including SERVQUAL and GAP models, to real-world cases.
3	Unit III: Designing and Delivering Services: Service positioning and differentiation, updated strategies for creating a seamless service experience, value addition to service products, the flower of service, branding of	• Design and differentiate service products with a focus on customer value.

	service products, new service development, service blueprinting, and digital transformation in service delivery (automation, self-service technologies)	• Understand how digital tools can enhance service delivery efficiency.
4	Unit IV: Pricing and Communication in Services: Pricing strategies for services, ethical considerations in pricing, promotion and communication strategies, service advertising, updated use of digital marketing channels, distribution challenges in services, role of intermediaries, impact of influencer marketing and social media in services	• Develop appropriate pricing and communication strategies for different types of services. • Leverage digital and social platforms for effective service communication.
5	Unit V: Managing People and Service Performance: Service employees' role in creating customer satisfaction, updated focus on employee empowerment and emotional labor in services, cycle of success, mediocrity, and failure, service leadership, managing service recovery and customer complaints, building a service culture, service performance management	• Evaluate the role of employees in service delivery and customer satisfaction. • Design strategies for service recovery and creating a positive service culture.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2

Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative	Summative
Assignment	End Semester Examination
Case Based Presentation	
Project	
Business News Analysis	
Mid Semester Examination	

Mapping of Assessment with COs

Nature of Assessment	CO1	CO2	CO3	CO4	CO5
Assignment	☐				
Project		☐	☐		
Case Based Presentation				☐	☐
Business News Analysis		☐	☐		
Mid Semester Examination	☐	☐			
End Semester Examination	☐	☐	☐	☐	☐
Student's Feedback					
(List of reference books)					

1. Lovelock, C., & Wirtz, J. (2019). Services Marketing: People, Technology, Strategy. Pearson.
2. Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). Services Marketing: Integrating Customer Focus Across the Firm. McGraw-Hill.
3. Fitzsimmons, J., & Fitzsimmons, M. (2016). Service Management: Operations, Strategy, Information Technology. McGraw-Hill.
4. Grönroos, C. (2015). Service Management and Marketing: Managing the Service Profit Logic. Wiley.

School of Commerce and Management)	
Name of the Department	Commerce and Management
Name of the Program	BBA – Healthcare Management
Course Code	06390504
Course Title	Health Insurance and Medical Tourism
Academic Year	2025-26
Semester	V
Number of Credits	4
Course Prerequisite	Explain roles of health insurance and medical value travel in India. Understand the role and significance of insurance regulatory authorities in India. Understand the scope and challenges in medical value travel.
Course Synopsis	To Illustrate the basic principles of Health Insurance, its concepts, and current trends. To infer the role of TPA in the process of claim settlement, and challenges faced. To develop an understanding of Government Health Insurance regulatory schemes such as CGHS, ESI, Ayushman Bharat Yojana etc. To identify the documentation in Health Insurance along with its ethical issues and misuse. To develop the knowledge regarding the concept, need, advantages, limitations or barriers of Medical tourism.

Course Outcomes:

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

CO1	Explain the principles of Health Insurance, its concepts, and current trends. (RBT 2)
CO2	Identify the role of TPA in the process of claim settlement, and challenges faced. (RBT 3)
CO3	Analyse Government Health Insurance regulatory schemes such as CGHS, ESI, Ayushman Bharat Yojana etc. (RBT 4)
CO4	Categorize the documentation in Health Insurance along with its ethical issues and misuse. (RBT 4)

CO5	Interpret the knowledge regarding the concept, need, advantages, limitations, or barriers of medical tourism. (RBT 5)

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	PO 1	PO 2	PO 3	PO4	PO 5	PO6	PO 7	PO 8	PSO 1	PSO 2	PSO 3	PSO 4
CO1	**2**	**3**								**1**	**2**	
CO2	**2**	**3**								**1**	**2**	
CO3	**2**	**3**								**1**	**1**	
CO4	**2**	**3**								**1**	**1**	
CO5	**2**	**3**								**1**	**2**	
CO6												
Average	**2**	**3**								**1**	**1.6**	

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
4	**0**	**0**	**4**

Unit	Content & Competencies
1	Understand the Health Insurance, Principles of Health Insurance, concept of Health Insurance. (C2) Understand the International and Indian scenario, life and non- life of Health Insurance schemes.(C2)
2	Understand the Role and Functions of TPA (Third Party Administrator), Process of claim settlement, challenges faced by TPA in claim settlement process and in Health Insurance sector. (C2) Analyse the Opportunities for Health Insurance companies. (C4)
3	Understand the Government Health Insurance regulatory schemes, Pricing and products of health insurance available in market, CGHS, ESI. (C2) Analyse the Social security measures, Ayushman Bharat Yogna, IRDA-its role, Functions, and Challenges faced by IRDA.(C4)

4	Understand the Legal framework in Health Insurance, documentation in Health Insurance. (C2) Analyse the ethical issues in Health Insurance sector, misuse or criticism of health insurance.(C4)
5	Understand the Medical value travel (MVT)- concept, need, advantages, limitations or barriers of Medical tourism. (C2) Analyse the scope and challenges in Medical tourism in India. (C4)

	CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz	√					
VIVA		√	√			
Assignment / Presentation			√	√		
Unit test		√				
Practical Log Book/ Record Book		√	√			
Mid Semester Examination 1	√	√	√			
Mid Semester Examination 2				√	√	
University Examination	√	√	√	√	√	

Feedback Process	Student's Feedback
References:	1. Mehta U, Narde AD. Health Insurance in India and Abroad. Allied Publishers. 2. Thomas KT, Sakthivel R. Health Insurance in India: Overcoming Challenges and Looking Ahead. Lambert Academic Publishing; 2012. 3. Green MA, Rowell JC. Understanding Health Insurance: A Guide to Billing and Reimbursement.

SEMESTER VI

Course Code	**Course Title**
06390601	Telemedicine & Digital Health
06390602	Healthcare Policy and Programs

06390603	Healthcare Quality Management
06390604	Strategic Management

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA – Healthcare Management
Course Code	06390601
Course Title	Telemedicine & Digital Health
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Basic understanding of healthcare industry structure and hospital/health services delivery, familiarity with fundamentals of information technology and computer applications, and proficiency in analytical and communication skills to interpret case studies.
Course Synopsis	This course introduces students to the concept, scope and evolving landscape of digital health, focusing on the convergence of healthcare and digital technologies. Students will study telemedicine and telehealth systems, health information systems, electronic health records and interoperability standards, and emerging technologies such as artificial intelligence, wearable devices, the Internet of Medical Things and big data analytics in healthcare. The course also covers the regulatory, ethical and legal dimensions of digital health, along with emerging trends such as digital therapeutics, health-tech entrepreneurship and India's Ayushman Bharat Digital Mission (ABDM).
Course Outcomes: At the end of the course students will be able to:	
CO1	Understand the concept, scope and evolution of digital health and its ecosystem.
CO2	Explain the role and applications of telemedicine and telehealth in patient care.
CO3	Analyse health information systems, electronic health records and interoperability standards.

CO4	Evaluate emerging digital health technologies such as AI, IoMT, wearables and big data analytics.
CO5	Examine the regulatory, ethical and legal issues along with emerging trends in digital health.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes (PSOs):

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	-	-	2	-	-
CO2	2	2	-	1	1	-	2	-	-
CO3	2	3	1	2	2	2	2	1	-
CO4	3	3	2	2	2	1	2	2	1
CO5	3	3	2	3	3	2	3	2	1
Average	2.4	2.4	1.7	2.0	2.0	1.7	2.2	1.7	1.0

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	**Introduction to Digital Health:** Concept, scope and evolution of digital health; the digital health ecosystem; convergence of healthcare and digital technologies; digital health versus traditional healthcare delivery; key stakeholders - patients, providers, payers, technology firms and regulators; global digital health strategy (WHO); Ayushman Bharat Digital Mission (ABDM) and National Digital Health Ecosystem in India.	• Understand the concept, scope and evolution of digital health. • Identify the key stakeholders and components of the digital health ecosystem. • Analyse national and global digital health initiatives and frameworks.
2	**Telemedicine and Telehealth:** Concept and types of telemedicine - teleconsultation, tele-diagnosis, tele-monitoring and tele-ICU; infrastructure and technology requirements for telehealth delivery; telemedicine	• Understand the concept and types of telemedicine and telehealth services.

	practice guidelines in India; benefits, challenges and limitations of telemedicine; case studies of telemedicine platforms. Entrepreneurship: Market opportunity identification in telehealth start-ups, patient-centric innovation, new venture idea generation skills.	• Evaluate the regulatory guidelines and infrastructure requirements for telemedicine practice. • Apply entrepreneurial thinking to identify opportunities in the telehealth space.
3	**Health Information Systems and Electronic Health Records:** Concept of Health Information Systems (HIS); Hospital Information Systems and Hospital Management Information Systems; Electronic Health Records (EHR) and Electronic Medical Records (EMR); Personal Health Records (PHR); interoperability standards - HL7 and FHIR; data privacy and security in health information management. Skill Development: Health informatics, digital documentation and data management skills.	• Understand the concept and components of health information systems. • Differentiate between EHR, EMR and PHR and their applications. • Analyse interoperability standards and data security requirements in health records.
4	**Digital Health Technologies and Innovations:** Wearable devices and remote patient monitoring; mobile health (mHealth) applications; Artificial Intelligence and Machine Learning in diagnostics and clinical decision support; Internet of Medical Things (IoMT); big data analytics in healthcare; blockchain applications in health records management; robotics and 3D printing in healthcare. Employability: Digital health technology, data analytics and innovation management skills.	• Understand emerging digital health technologies and their applications. • Evaluate the role of AI, IoMT and big data analytics in healthcare delivery. • Develop competencies in assessing digital health innovations for practice.
5	**Regulatory, Ethical and Emerging Issues in Digital Health:** Regulatory framework governing digital health in India - Telemedicine Practice Guidelines, ABDM policy framework, Digital Personal Data Protection Act; ethical issues - data privacy, informed consent and algorithmic bias; cybersecurity concerns in healthcare; emerging trends - AI-driven personalised medicine, digital	• Understand the regulatory and legal framework governing digital health in India. • Analyse ethical issues such as data privacy, consent and algorithmic bias.

	therapeutics, health-tech start-ups and the future of digital health in India. Competency: Regulatory compliance, ethical decision-making and strategic thinking in digital health.	• Examine emerging trends and future directions in digital health.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	6
Seminar/Journal Club	2
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	4
Others If any: (Presentations)	2
Total Number of Contact Hours	**60**

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Project/ Presentations
Comprehensive student assessment
Activity based learning

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**

Assignment	✓				
Project/ presentation		✓	✓		
Case Based Presentation				✓	✓
Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books
1. Wachter, R.M. (2015). The Digital Doctor: Hope, Hype, and Harm at the Dawn of Medicine's Computer Age. McGraw-Hill Education.
2. Herrick, D.M. (2018). Digital Health: A New Era of Healthcare Delivery. Routledge.
3. Sharma, A. & Aggarwal, S. (2021). Digital Health in India: Concepts, Policies and Practices. SAGE Publications.
4. Topol, E. (2015). The Patient Will See You Now: The Future of Medicine is in Your Hands. Basic Books.
5. Wickramasinghe, N. & Bali, R.K. (2014). Handbook of Research on Healthcare Administration and Management. IGI Global.
6. World Health Organization (2021). Global Strategy on Digital Health 2020-2025. WHO Press.
7. Ministry of Health and Family Welfare, Government of India. Ayushman Bharat Digital Mission - Strategy Overview.
8. Coiera, E. (2015). Guide to Health Informatics (3rd ed.). CRC Press.
9. Agarwal, R. & Sands, D.Z. (2020). Digital Health: Scaling Healthcare to the World. Springer.
10. Ghosh, A. & Chatterjee, S. (2022). Telemedicine and Digital Health Practices in India. Cambridge University Press.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA – Healthcare Management
Course Code	06390602
Course Title	Healthcare Policy and Programs
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Prior exposure to *Principles of Management, Healthcare Delivery Systems / Health Services Administration.*
Course Synopsis	This course offers a comprehensive overview of the healthcare delivery system in India, with a focus on health policies, reforms, institutional structures, and governance. Students will evelop a contextual understanding of the Indian healthcare system while drawing comparisons with global best practices.

Course Outcomes:
At the end of the course students will be able to:

CO1	plain the structure and functioning of the Indian health system and its historical evolution.
CO2	alyze the formulation and impact of health policies and reforms in India.
CO3	Assess the role and effectiveness of national and state-level health institutions
CO4	alyze the legal and regulatory framework governing healthcare practices and establishments in India
CO5	Critically evaluate health system challenges in India such as equity, financing, quality, and workforce.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3					3			2
CO2	3	2				3		2	
CO3	2	3		2			3	2	
CO4		3			2	3	3		
CO5	3				3			3	2

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
2	1	0	3

Unit	Content	Competencies
1.	**ealth & Health System Foundations:** Concept of Health and disease, health and its determinants, Definition and functions of a health system (WHO framework) -Goals of a health system: access, quality, efficiency, equity, and sustainability -Healthcare as a basic need and a public good -Health indicators and their interpretation (IMR, MMR, DALY, QALY) Disease burden in terms DALY, Disease dynamics, Holistic Approach to Health	• Understand and apply key health concepts, determinants, and system goals as per WHO's health system framework. • Analyse and interpret national and global health indicators to assess public health status.
2.	**tional Health Policies Evolution and Reforms:** Evolution of Health Planning in India, Concept and Components of Primary Health Care, Rural Healthcare Structure of India, Rural Health Statistics -Public health infrastructure: sub-centers, PHCs, CHCs, district hospitals -Referral systems and continuum of care -Urban health delivery mechanisms -Role of private healthcare providers -Public-private partnerships in healthcare -Traditional systems of medicine -Indian Public Health Standards,	• Explain the structure, components, and evolution of India's public health system and primary healthcare model. • Assess the implementation and impact of National Health Policies and reforms on healthcare access and equity. • Evaluate healthcare delivery across rural and urban settings, and understand the role of private and traditional health systems.
3	**licy Implementation and Role of Government Agencies:** erview of National Health Policy (1983, 2002, 2017) and National Health Mission, Different National Health Surveys les of MoHFW, NITI Aayog, NHP (1983, 2002, 2017), National Health Mission (NHM) and various health programmes, Regulatory bodies: NABH, MCI/NMC, DCI, INC, CDSCO	• Demonstrate understanding of India's National Health Policies (1983, 2002, and 2017), National Health Mission, and major national health surveys. • Critically analyze policy implementation, assess the impact of government programmes and regulations on healthcare delivery, and apply this knowledge to evaluate health system performance in India.

4.	**gulatory and Legal Framework in Health:** ational Health Regulatory Authorities: NABH, MCI/NMC, DCI, INC egal frameworks: Overview of Consumer Protection Act, Clinical Establishments Act, Biomedical Waste Rules	• Identify the roles and functions of central health ministries and regulatory bodies in health governance. • Analyze the legal and institutional framework governing healthcare practices and establishments in India.
5.	**Major Challenges for Indian Healthcare System:** Social Challenges: Female feticide, Child Labour, Substance Abuse, Civil Unrest, Domestic Violence, Corruption and Health, Gender and Health, Effect of Urbanization on Health, Ageing population Health workforce planning and distribution Challenges: workforce shortages, skill mismatch, attrition Cadre management and training systems Community health workforce (e.g., ASHAs, ANMs) Global health trends and the role of international agencies in n health systems and policy reforms	• Recognize and address key social and health workforce related challenges affecting health equity and service delivery in India. • Propose strategies to improve access, quality, and responsiveness of the health system in the country. •Provide an overview of global health trends and international agencies role

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Seminar/Journal Club	3
Small group discussion (SGD)	3
Self-directed learning (SDL) / Tutorial	3
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment
Case Based Presentation
Project
Class Test (Oral / Written)
Innovative and creative contribution

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	•	•	•		
Case Based Presentation		•	•	•	
Project	•			•	•
Student's Feedback					

(List of reference books)

1. National Health Policy Documents (1983, 2002, 2017) – Ministry of Health and Family Welfare
2. Bhat, Ramesh (2000). Regulation of the Private Health Sector in India. VHAI.
3. Park, K. (2023). Preventive and Social Medicine. Banarsidas Bhanot.
4. World Health Organization. Health Systems Framework.
5. Baru, Rama V. (1998). Private Health Care in India: Social Characteristics and Trends. Sage Publications.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA – Healthcare Management
Course Code	06390603
Course Title	Healthcare Quality Management
Academic Year	2025-26

Semester	VI
Number of Credits	4
Course Prerequisite	• Basic concept of quality, meaning of quality, some accreditation organizations in healthcare industries.
Course Synopsis	• To learn and implement the concept of quality and quality management in hospital and healthcare sector, along with the knowledge and importance of quality accreditation in hospitals.

Course Outcomes:
At the end of the course students will be able to:

CO1	Interpret the basic concepts of Quality and CQI in hospital.
CO2	Make use of the definition, objectives, and importance of quality management.
CO3	Utilize the concepts of quality circle and quality control.
CO4	Apply the Quality Improvement techniques and strategies including quality.
CO5	Inspect the Bench marking for Quality Standards including ISO 9000 Series and NABH for Hospitals.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**	**2**							**3**	**2**
CO2	**3**								**3**	**2**
CO3	**2**								**3**	**3**
CO4	**3**	**2**					**2**		**2**	**3**
CO5		**3**		**2**			**2**		**2**	**3**
Average	**2.2**	**1.4**		**0.4**			**2**		**1.8**	**2.6**

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Definition, Meaning and concept of Quality, Dimensions of Quality, Continuous quality	• Understand the basic concepts of Quality and

	improvement - Benefits, Awareness and Obstacles–Quality Vision, Mission.	Continuous Quality improvement in hospital.
2	Quality management concepts, definition, Objectives and importance of quality management Overview of the contributions of Walter Shewhart, Deming &Juran and others.	• Applying the various concepts of Quality management in hospitals.
3	Concepts Of Quality Circle- Japanese5SPrinciplesand8DMethodology, Kaizen. Concepts of quality control, simple tools of quality control, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts.	• Utilize the concepts of quality circles to maintain and manage quality. • Apply the concepts of quality control.
4	Quality Improvement techniques, implementing strategies – Quality circles, quality assurances, continuous quality improvement.	• Understand and Apply the quality improvement techniques in hospitals and health care industry.
5	Benchmarking for Quality Standards- ISO 9000 Series- IS02000, ISO 14000, ISO 18000, and Accreditation with special emphasis on NABH Accreditation in Hospitals and healthcare organizations.	• Analyze the Benchmarking for Quality Standards including ISO 9000 Series and NABH for Hospitals.

Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Comprehensive Student Assessment		✓	✓		
Professional Competency Assessment	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

- Quality Management, P. C. Tripathy
- Hospital Quality Assurance: Risk Management & Program evaluation, Jesus J. Pena
- Donald E. Lighter and Douglas C Fair: Quality Management in Health Care – Principles and methods, Jones and Bartlett publishers, second edition.
- McLaughlin CP and Kalauzny AD. Total quality management in health, Healthcare management review.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390604
Course Title	Strategic Management
Academic Year	2025-26
Semester	VI
Number of Credits	4
Course Prerequisite	Students should have completed courses in Principles of Management, Consumer Behavior, and Marketing Management.
Course Synopsis	This course aims to provide students with a thorough understanding of strategic management principles and practices. Students will learn to formulate, implement, and evaluate cross-functional decisions that enable an organization to achieve its objectives. The course covers various strategic frameworks, tools, and techniques essential for analyzing and responding to complex business environments.

Course Outcomes:

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

CO1	Define and explain key concepts and theories in strategic management, including competitive advantage, strategic intent, and strategic fit.
CO2	Analyze internal and external environments of organizations using strategic tools such as SWOT, PESTEL, and Porter's Five Forces.

CO3	Formulate and recommend strategic options based on analysis, considering the organization's strengths, weaknesses, opportunities, and threats.
CO4	Implement strategic plans effectively, considering organizational structure, culture, and resources.
CO5	Evaluate the outcomes of strategic decisions using key performance indicators and suggest improvements for future strategic initiatives.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	1			**2**				**2**	2	**1**
CO2	2	1	1	2	2			**2**	2	2
CO3	3	2	2	3	3	2	2	**2**	2	3
CO4	3	2	2	3	3	2	2	2	2	3
CO5	3	2	3	3	3	3	3	2	3	3
Average	2.4	1.75	2	2.6	2.75	2.25	2.25	2	2.2	2.4

Course Content:

L (Hours/Week)	**T (Hours/ Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	**Introduction to Strategic Management** • Concepts of strategy and strategic management • Levels of strategy: Corporate, Business, and Functional • The strategic management process	• Understand and differentiate various levels of strategy and their importance in the strategic management process.
2	**External Environment Analysis** • PESTEL Analysis • Porter's Five Forces Model	• Analyze external factors affecting organizations and assess industry attractiveness

	• Industry and competitive analysis	
3	**Internal Environment Analysis** • Resource-based view of the firm • VRIO framework • SWOT analysis	• Evaluate internal capabilities and resources of an organization to identify strengths and weaknesses.
4	**Strategy Formulation** • Business-level strategy: Cost leadership, differentiation, and focus strategies • Corporate-level strategy: Diversification, M&A, and strategic alliances • Global strategies: Entering international markets.	• Develop and recommend appropriate business and corporate strategies.
5	**Strategy Implementation and Control & Emerging Trends in Strategic Management** • Organizational structure and culture • Strategic leadership and change management • Balanced scorecard and performance metrics • Digital transformation and its impact on strategy • Innovation and entrepreneurship • Sustainability and corporate social responsibility (CSR)	• Implement strategic plans effectively and monitor performance to ensure strategic goals are met. • Understand and evaluate the impact of emerging trends on strategic management practices.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	35
Tutorial	10
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	2
Problem Based Learning (PBL)	5

Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Assignment
Case Based Presentation
Project
Business News Analysis
Innovative and creative contribution
Peer and self-assessment

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓	✓			✓
Case Based Presentation		✓	✓	✓	
Project			✓	✓	✓
Business News Analysis	✓				✓
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					
(List of reference books)					

5. Hill, C. W. L., & Jones, G. R. (2020). "Strategic Management: An Integrated Approach". Cengage Learning.
6. Grant, R. M. (2021). "Contemporary Strategy Analysis". Wiley.
7. Dess, G. G., McNamara, G., Eisner, A. B., & Lee, S. H. (2021). "Strategic Management: Text and Cases". McGraw-Hill Education.
8. David, F. R., & David, F. R. (2020). "Strategic Management: A Competitive Advantage Approach, Concepts and Cases". Pearson.
9. Barney, J. B., & Hesterly, W. S. (2019). "Strategic Management and Competitive Advantage: Concepts and Cases". Pearson.

SEMESTER VII

06390701	Application of Business Research Methods
06390702	Healthcare Laws
06390703	Material Planning Management in Healthcare
06390704	Healthcare Finance & Budgeting

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390701
Course Title	Application of Business Research Methods
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	A foundational understanding of statistical concepts and research methodologies is required. Prior coursework in statistics or research methods is preferred.
Course Synopsis	This course equips students with the knowledge and skills to conduct rigorous business research. It covers research design, data collection, analysis, and interpretation. Students will learn to apply statistical techniques and communicate research findings effectively.

Course Outcomes:

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

CO1	Students will be able to explain the key components of the research process and their interrelationships.
CO2	
CO3	Students will be able to design a research proposal for a given business problem, including defining research questions, selecting appropriate research methodology, and developing data collection instruments.
CO4	Students will be able to critically evaluate research articles, identifying strengths, weaknesses, and potential biases in research design and methodology.
CO5	Students will be able to assess the validity and reliability of research findings and draw appropriate conclusions based on the evidence presented.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**2**	**1**	**1**	**1**	**1**	**3**			**2**	**1**
CO2	**2**	**2**	**2**	**2**	**2**	**3**			**3**	**2**
CO3	**3**	**2**	**3**	**3**	**3**	**3**			**2**	**3**
CO4	**1**	**2**	**2**	**1**	**2**	**2**			**3**	**2**
CO5	**1**	**1**	**1**	**1**	**1**	**2**	**3**		**2**	**3**
Average	**1.8**	**1.6**	**1.8**	**1.6**	**2**	**2.75**			**2.5**	**2.25**

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Unit I: Research Foundations Nature and scope of business research, information-based decision making, and sources of knowledge The research process: problem formulation, literature review, research	• Demonstrate understanding of the research process and its application in a business context. • Critically evaluate research problems and formulate research questions.

	design, data collection, analysis, interpretation, and report writing Basic research approaches (exploratory, descriptive, explanatory) and terminologies (variables, hypothesis, population, sample, etc.) Research ethics and integrity, including data privacy and research misconduct	
2	Unit II: Research Design and Data Collection Research design: exploratory, descriptive, and causal research designs Sampling techniques (probability and non-probability) and sample size determination Data types (primary, secondary, qualitative, quantitative) and collection methods (surveys, interviews, observations, experiments, etc.) Data preparation: data cleaning, coding, and entry (Excel and SPSS) Data management and organization	• Design appropriate research designs and sampling strategies for specific research questions. • Collect, clean, and prepare data for analysis.
3	Unit III: Data Analysis and Interpretation Descriptive statistics (measures of central tendency, dispersion, and distribution) Inferential statistics: hypothesis testing (t-test, ANOVA, chi-square) and correlation analysis Data visualization techniques (charts, graphs, tables)	• Apply statistical techniques to analyze data and draw meaningful conclusions. • Create effective data visualizations to communicate research findings.

	Exploratory data analysis (EDA) techniques Introduction to data mining and big data analytics	
4	Unit IV: Advanced Statistical Techniques and Modeling Regression analysis (simple and multiple linear regression) Logistic regression Time series analysis Multivariate analysis techniques (factor analysis, cluster analysis) Model building and evaluation	• Build and evaluate statistical models to explain relationships between variables. • Apply advanced statistical techniques to address complex research questions.
5	Unit V: Research Report Writing and Presentation Research report structure and components (introduction, literature review, methodology, results, discussion, conclusions, recommendations) Academic writing style and citation formats (APA, MLA, Chicago) Research ethics and intellectual property Effective research presentation (oral and written)	• Communicate research findings clearly and effectively through written and oral presentations. • Adhere to ethical guidelines in research reporting and dissemination.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	45
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2

Self-directed learning (SDL) / Tutorial	2
Problem-Based Learning (PBL)	10
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment
Case Based Presentation
Project
Business News Analysis

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				
Project		✓	✓		
Case Based Presentation				✓	✓
Business News Analysis		✓	✓		

Student's Feedback

(List of reference books)

1. Research Methodology: A Step-by-Step Guide for Beginners by C.R. Kothari, New Age International Publishers
2. Business Research Methods by Cooper and Schindler, Tata McGraw-Hill Education
3. Business Research Methods by Uma Sekaran, Wiley India
4. Research Methodology by N.K. Malhotra, Oxford University Press

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA – Healthcare Management
Course Code	06390702
Course Title	HealthCare Laws
Academic Year	2024-2025
Semester	VII
Number of Credits	4
Course Prerequisite	To explain the concept of medical ethics, rules and regulations applicable for healthcare professionals in India. To gain the knowledge of Medical and Health laws in India Explicate the different acts, rules and protocols for functioning of healthcare sector
Course Synopsis	1. To develop an understanding of meaning, nature, and importance of Medical Ethics along with Medical Council of India (MCI). 2. To illustrate various types of medical negligence with role of medical practitioners. 3. To determine the laws applicable to medical practice and hospitals in India such as Medical Council Act 1956, Atomic Energy Act (AERB) 4. To infer acts, rules and laws governing various clinical procedures such as MTP Act, Drugs and Cosmetic Act, PC and PNDT Act, and many more 5. Make use of Bio Medical Waste, acts related with clinical traits, Narcotics and Psychotropic Substance Act, Pharmacy Act in the hospitals.
Course Outcomes: At the end of the course students will be able to:	
CO1	Explain the concept of medical ethics and Medical Council of India (MCI). (RBT 2)

CO2	Interpret the legal aspects of medical negligence and role of medical practitioners. (RBT 2)
CO3	Identify the laws applicable to medical practice and hospitals in India such as Medical Council Act 1956, Atomic Energy Act (AERB) (RBT 3)
CO4	Utilize the acts, rules and laws governing various clinical procedures such as MTP Act, Drugs and Cosmetic Act, PC and PNDT Act, and many more. (RBT 3)
CO5	Apply Bio Medical Waste, acts related with clinical traits, Narcotics and Psychotropic Substance Act, Pharmacy Act in the hospitals. (RBT 4)

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PSO 1**	**PSO 2**	**PSO 3**	**PSO 4**
CO1	**3**	**2**							**3**	**1**		
CO2	**3**	**2**							**2**	**2**		
CO3	**3**	**2**							**2**	**1**		
CO4	**3**	**2**							**3**	**3**		
CO5	**3**	**2**							**2**	**1**		
CO6												
Average	**3**	**2**							**2.4**	**1.6**		

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content & Competencies**
1	1.Understand the Medical ethics- Introduction, its importance, national and international codes of medical ethics. (C2) 2 Understand the Hippocratic oath and Geneva declaration, Medical Council of India(MCI) (C2)

2	1. Understand the Medical negligence, civil negligence and criminal negligence, relevant provisions for doctors under Indian Penal Code (IPC). (C2) 2.Understand the roles, responsibilities and duties of medical practitioners. (C2)
3	1. Understand the Laws applicable to medical practice and hospitals in India, Medical Council Act 1956. (C2) 2. Understand the Atomic Energy Act (AERB). (C2)
4	1. Understand the Medical Termination of Pregnancy 1971, Drugs and Cosmetic Act. (C2) 2. Understand the PC and PNDT Act, Transportation Act, Consumer Protection Act (C2)
5	**1.** 1 Understand the Bio Medical Waste, acts related with clinical traits, Narcotics and Psychotropic Substance Act. (C2) **2.** Understand the Pharmacy Act. (C2)

	CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Quiz	√		√			
VIVA		√				
Assignment / Presentation				√	√	
Unit test		√				
Practical Log Book/ Record Book						
Mid Semester Examination 1	√	√	√			
Mid Semester Examination 2				√	√	
University Examination	√	√	√	√	√	
Feedback Process	Student's Feedback					
References:	(List of reference books)					
	• Rajkumar. Acts Applicable to Hospitals in India. • Knight B. Legal Aspects of Medical Practice. • Bag RK. Law of Medical Negligence and Compensation.					

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390703
Course Title	Material Planning and Management in Healthcare
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	• Basic knowledge of Materials Management in Hospitals. • Explain the knowledge of basic utilization of materials necessary in healthcare operations.
Course Synopsis	Material management is concerned with providing the drugs, supplies and equipment needed by health personnel to deliver health services. The rights drugs, supplies and equipment must be at the right place, at the right time and the right quantity in order that health personnel deliver health services.

Course Outcomes:

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

CO1	Interpret the knowledge of materials planning and materials management.
CO2	Choose the best vendor by using different vendor evaluation techniques.
CO3	Discover the best inventory management practices in hospitals.
CO4	Categorize various types of inventory costs in hospitals.
CO5	Assess the best store management techniques and safety measures in the hospital.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**
CO1	**3**	**2**							**3**	**2**
CO2	**3**								**3**	**2**
CO3	**2**								**3**	**3**

CO4	**3**	**2**		**2**			**2**		**2**	**3**
CO5		**3**		**2**			**2**		**2**	**3**
Average	**2.2**	**1.4**		**2**			**2**		**1.8**	**2.6**

Course Content:

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**	**0**	**4**

Unit	**Content**	**Competencies**
1	Materials Management: Concept, objectives, importance and functions of material management. Material Planning- concept, significance and procedure. Material control- concept and steps. ,. Relevance of materials management.	• Understand the Concept, objectives, importance and functions of material management. • Understand the Relevance of materials management.
2	Purchasing - Meaning, objectives and importance of purchase. Functions of Purchase Department. Vendor evaluation techniques, Price and quality considerations, Tendering procedures, Types of purchasing	• Understand the Purchasing - Meaning, objectives and importance of purchase. Functions of Purchase. • Apply the Vendor evaluation techniques, Price and quality considerations, Tendering procedures, Types of purchasing.
3	Inventory Control - Concept, objectives, functions and significance of inventory control. Methods of Inventory control. Distribution management (Logistic Management) – concept, steps and techniques.	• Understand the Inventory Control - Concept, objectives, functions and significance of inventory control. • Apply the Methods of Inventory control. Distribution management (Logistic Management).
4	Cost associated with inventories- Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level. Inventory control Techniques, Economic order quantity (EOQ), inventory models: safety stocks, fixation of re-order level .	• Understand the Cost associated with inventories- Ordering cost, carrying cost, over stocking cost, under stocking cost, other costs associated with service level.

		• Apply the Inventory control Techniques, Economic order quantity (EOQ), inventory models: safety stocks, fixation of re-order level .
5	Stores Management – Meaning, objectives and functions of store management. Location of stores – determinants, centralized versus decentralized storing. Security and safety measures in stores management.	• Understand the concept of Stores Management – Meaning, objectives and functions of store management. Location of stores. • Apply the Security and safety measures in stores management.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	35
Tutorial	15
Seminar/Journal Club	2
Small group discussion (SGD)	2
Self-directed learning (SDL) / Tutorial	-
Problem Based Learning (PBL)	2
Case/Project Based Learning (CBL)	2
Revision	2
Others If any:	-
Total Number of Contact Hours	60

Assessment Methods:

Formative
Assignment

Case Based Presentation
Project
Discipline - Specific Activities Assessment
Professional Competency Assessment

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment		✓	✓		
Project		✓	✓		✓
Case Based Presentation				✓	✓
Discipline - Specific Activities Assessment		✓	✓		
Professional Competency Assessment	✓	✓			
End Semester Examination	✓	✓	✓	✓	✓
Student's Feedback					

(List of reference books)

- Paramedics-Six in One, Jaypee Brothers
- Materials Management, M.Karthikeyan, S. Nakkiran
- Introduction to Materials Management, Pearson.
- Francis, C.M., and Mario C. De Souza. Hospital Administration. 3rd ed. New Delhi: Jaypee Brothers.

Name of the Department	Commerce and Management
Name of the Program	BBA-Healthcare Management
Course Code	06390704
Course Title	Healthcare Finance & Budgeting
Academic Year	2025-26
Semester	VII
Number of Credits	4
Course Prerequisite	Basic understanding of accounting and financial management principles, familiarity with fundamentals of the healthcare industry and hospital/health services structure, and proficiency in numerical and analytical skills to interpret financial statements and case studies.
Course Synopsis	This course provides an in-depth exploration of financial management and budgeting practices as applied to the healthcare sector, examining the distinctive nature of healthcare revenue, cost and reimbursement structures. Students will study financial accounting and statement analysis for healthcare organizations, costing techniques and budget preparation, working capital and capital budgeting decisions, and revenue cycle management. The course also covers health insurance and reimbursement mechanisms, along with emerging trends such as value-based payment models and financial technology in healthcare.

Course Outcomes:

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

CO1	Understand the concept, scope and significance of healthcare finance.
CO2	Interpret financial accounting statements and reporting practices of healthcare organizations.
CO3	Apply costing techniques and prepare budgets for healthcare institutions.
CO4	Analyse financial management decisions relating to working capital, capital budgeting and revenue cycle management.
CO5	Evaluate health insurance, reimbursement mechanisms and emerging trends in healthcare finance.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes (PSOs):

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4

CO1	2	1	-	-	-	-	2	-	-
CO2	2	2	-	1	1	-	2	-	-
CO3	2	3	1	2	2	2	2	1	-
CO4	3	3	2	2	2	1	2	2	1
CO5	3	3	2	3	3	2	3	2	1
Average	2.4	2.4	1.7	2.0	2.0	1.7	2.2	1.7	1.0

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
4	**0**	**0**	**4**

Unit	**Content**	**Competencies**
1	**Introduction to Healthcare Finance:** Concept, scope and significance of healthcare finance; distinctive characteristics of healthcare finance compared to general business finance; healthcare financing systems in India - public, private and out-of-pocket expenditure; sources of finance for healthcare organizations; role of the finance function in hospital and health service management; overview of regulatory bodies governing healthcare finance.	• Understand the concept, scope and significance of healthcare finance. • Identify the distinguishing characteristics of healthcare finance and its sources. • Analyse the healthcare financing landscape and regulatory environment in India.
2	**Financial Accounting and Statement Analysis in Healthcare:** Basics of financial accounting for healthcare organizations; preparation and interpretation of balance sheet, income statement and cash flow statement; ratio analysis for hospitals and healthcare institutions - liquidity, profitability, efficiency and solvency ratios; fund flow and cash flow analysis; break-even analysis in healthcare settings. Entrepreneurship: Financial feasibility assessment, opportunity evaluation and new venture idea generation skills for healthcare start-ups.	• Understand the preparation and structure of financial statements in healthcare. • Interpret and analyse financial statements using ratio analysis. • Apply break-even and fund flow analysis to evaluate healthcare venture feasibility.

3	**Costing and Budgeting in Healthcare Organizations:** Concept and classification of costs in healthcare - fixed, variable, direct and indirect costs; costing methods - activity-based costing, standard costing and marginal costing in hospitals; concept and types of budgets - operating budget, capital budget, cash budget and master budget; budget preparation process and zero-based budgeting in healthcare institutions. Skill Development: Costing techniques, budget preparation and financial planning skills.	• Understand cost classification and costing methods used in healthcare organizations. • Apply costing techniques to hospital and healthcare service pricing decisions. • Develop skills to prepare and evaluate budgets for healthcare institutions.
4	**Financial Management Decisions in Healthcare:** Working capital management in healthcare organizations; capital budgeting techniques - payback period, net present value, internal rate of return and their application to hospital equipment and infrastructure decisions; revenue cycle management - patient registration, billing, claims processing and collections; sources of long-term finance for healthcare projects. Employability: Financial analysis, capital budgeting and revenue cycle management skills.	• Understand working capital and capital budgeting decisions in healthcare organizations. • Apply capital budgeting techniques to evaluate healthcare investment decisions. • Analyse the components and efficiency of the healthcare revenue cycle.
5	**Health Insurance, Reimbursement and Emerging Issues in Healthcare Finance:** Concept and types of health insurance - private health insurance, government schemes (Ayushman Bharat-PMJAY, CGHS, ESIS); reimbursement mechanisms - fee-for-service, capitation, diagnosis-related groups (DRGs) and package-based payment; third-party administrators (TPAs) and claims management; emerging trends - value-based payment models, financial technology (FinTech) and artificial intelligence in healthcare finance, medical tourism financing.	• Understand the concept and types of health insurance and reimbursement mechanisms. • Analyse government and private health insurance schemes and claims processes. • Examine emerging trends and

	Competency: Insurance and reimbursement analysis, regulatory compliance and strategic financial thinking.	innovations in healthcare finance and payment models.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	6
Seminar/Journal Club	2
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	4
Others If any: (Presentations)	2
Total Number of Contact Hours	**60**

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Project/ Presentations
Comprehensive student assessment
Activity based learning

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				

Project/ presentation		✓	✓		
Case Based Presentation				✓	✓
Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books
1. Gapenski, L.C. & Pink, G.H. (2015). Understanding Healthcare Financial Management (7th ed.). Health Administration Press.
2. Cleverley, W.O., Song, P.H. & Cleverley, J.O. (2011). Essentials of Health Care Finance (7th ed.). Jones & Bartlett Learning.
3. Zelman, W.N., McCue, M.J. & Glick, N.D. (2009). Financial Management of Health Care Organizations (3rd ed.). Wiley.
4. Baker, J.J. & Baker, R.W. (2017). Health Care Finance: Basic Tools for Nonfinancial Managers (5th ed.). Jones & Bartlett Learning.
5. Nowicki, M. (2018). Introduction to the Financial Management of Healthcare Organizations (7th ed.). Health Administration Press.
6. Khan, M.Y. & Jain, P.K. (2019). Financial Management: Text, Problems and Cases (8th ed.). McGraw Hill Education.
7. Berger, S. (2008). Fundamentals of Health Care Financial Management (3rd ed.). Jossey-Bass.
8. Finkler, S.A., Ward, D.M. & Calabrese, T.D. (2018). Accounting Fundamentals for Health Care Management (3rd ed.). Jones & Bartlett Learning.
9. National Health Authority, Government of India. Ayushman Bharat - Pradhan Mantri Jan Arogya Yojana (PMJAY) - Scheme Guidelines.
10. Sethi, R. & Sharma, N. (2020). Healthcare Financial Management in India. SAGE Publications.

SEMESTER-VIII

For Students opting for Bachelor of Business Administration (Honours)

Course	**Course Title**

06390801	Change Management
06390802	Big Data and Decisions
6390803	Global Healthcare
6390804	Disaster Management

For Students opting for Bachelor of Business Administration (Honours with Research)

Course	**Course Title**
6310801	Global Healthcare
6310805	Dissertation

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390801
Course Title	Change Management
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic knowledge of Human Resource Management
Course Synopsis	This course introduces students to the concepts and practices of Change Management in organizations. It focuses on understanding organizational change, diagnosing readiness, managing resistance, and implementing effective change interventions. The course also examines leadership, ethical issues, and contemporary challenges in managing change in dynamic and global environments.
Course Outcomes: At the end of the course, students will be able to:	
CO1	Understand the concepts, types, and drivers of organizational change.

CO2	Diagnose organizational culture and readiness for change.
CO3	Apply change interventions to manage resistance and facilitate change.
CO4	Analyze structural, technological, and performance-driven change initiatives.
CO5	Evaluate leadership and ethical challenges in managing organizational change.

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2		3	1	2	
CO2	2	3			2	3	3	2	1
CO3	2	3		1	2	3	3	3	2
CO4	1	3			2	2	3	3	3
CO5	2	3	2	2	3	3	3	3	3
Average	2	2.8	1.33	1.75	2.25	2.8	2.6	2.6	2.25

Course Content:

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
2	1		3

UNIT	Content	Competencies

1	Introduction to Change Management: Meaning, nature, scope, and types of organizational change; drivers of change in contemporary organizations; planned versus emergent change; overview of key change models (Lewin's Change Model, Action Research); evolution of Change Management with reference to Organizational Development (OD); values and assumptions of planned change.	· Ability to distinguish between different types and drivers of organizational change · Capability to apply major change models such as Lewin's and Action Research · Understanding of the linkage between Change Management and Organizational Development
2	Organizational Culture and Change Diagnosis Organizational culture and its role in change; cultural dimensions influencing change; managing change in global and cross-cultural contexts; change diagnosis and data collection methods; readiness for change; use of data analytics and AI tools for diagnosing organizational issues and change preparedness.	• Ability to assess organizational culture and its impact on change initiatives • Capability to diagnose change readiness using qualitative and data-driven methods • Understanding of managing change in global and cross-cultural contexts
3	Human Process Interventions for Managing Change Human process interventions as change tools—team building, process consultation, coaching and mentoring; role-focused and intergroup interventions; managing resistance to change; third-party interventions and conflict management; application of OD interventions in change initiatives.	· Ability to apply human process interventions to facilitate organizational change · Capability to manage resistance, conflict, and intergroup issues during change · Understanding of the practical application of OD interventions in change initiatives
4	Structural, Technological, and Performance-Driven Change Techno-structural interventions including work redesign, self-managed teams, quality of work life (QWL), and Total Quality Management (TQM); building high-	· Ability to design and evaluate techno-structural change interventions · Capability to integrate sustainability and high-performance work practices · Understanding of the impact of digitalization, automation, and AI on organizations.

	performance work culture (HPWC); organizational transformation; integrating sustainability into organizational structures; impact of digitalization, automation, and AI on organizational design and employee roles.	
5	Leadership and Contemporary Issues in Change Management: Role of leadership and change agents in managing change; ethical issues, power, and organizational politics in change processes; managing change during mergers, acquisitions, and strategic alliances; change management in dynamic and uncertain environments; emerging trends in Change Management—hybrid workplaces, remote teams, cross-border collaboration, and sustainable transformation.	· Ability to lead and support change as a leader or change agent · Capability to address ethical issues, power, and politics in change processes · Understanding of contemporary change challenges in dynamic and global environments

	CO1	CO2	CO3	CO4	CO5	
Quiz / Multiple Choice Questions	✓	✓	✓	✓	✓	
Classroom Exercise & Simulation		✓	✓			
Case Studies /Project		✓	✓	✓		
Assignment / Presentation /Seminar/ Practical Log Book			✓	✓	✓	
Business News Analysis	✓	✓	✓			
Class Test	✓	✓	✓	✓	✓	
Subjective assessment	✓	✓	✓	✓	✓	
Feedback Process	1. Student's Feedback					

References:

(List of reference books)

- Burnes, B. (2020). *Managing change* (8th ed.). Pearson Education.

- Cameron, E., & Green, M. (2019). *Making sense of change management* (5th ed.). Kogan Page.
- Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (10th ed.). Cengage Learning.
- French, W. L., Bell, C. H., & Zawacki, R. A. (2005). *Organization development and transformation: Managing effective change* (6th ed.). McGraw-Hill.
- Hayes, J. (2022). *The theory and practice of change management* (6th ed.). Palgrave Macmillan.
- Kotter, J. P. (2012). *Leading change.* Harvard Business Review Press.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley.
- Senior, B., & Swailes, S. (2020). *Organizational change* (6th ed.). Pearson Education.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA- Healthcare Management
Course Code	06390802
Course Title	Big Data and Decisions
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic knowledge of Analytics.
Course Synopsis	The objective big data analytics is to help student gain insights and make more informed decisions. By analyzing large, complex sets of data, student can identify patterns and trends that would not be visible using traditional analytical techniques, helping them to improve efficiency, enhance customer experiences, manage risk, and gain a competitive advantage.

Course Outcomes:
At the end of the course students will be able to:

CO1	Examine the leveraging big data technologies and techniques, businesses can gain valuable insights and competitive advantages, improving operational efficiency, developing new products and services, and creating personalized customer experiences
CO2	Explain the Hadoop ecosystem that provides a wide range of tools and technologies for storing, processing, and analyzing large datasets
CO3	Illustrate the function of GPUs for accelerating data processing and analysis, particularly for tasks that require large amounts of data to be processed in parallel
CO4	Utilize Spark, a powerful framework for distributed computing and data processing, particularly for large-scale data analytics and machine learning applications
CO5	Make use of Spark SQL and Graph, powerful tools for data processing and analysis, particularly for structured data and graph data, respectively

Mapping of Course Outcomes (COs) to Program Outcomes (POs)& Program Specific Outcomes:

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	
CO1									

CO2									
CO3									
CO4									
CO5									
Average									

Course Content:			
L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**
3	**1**		**4**

Unit	Content & Competencies
1	1. Explain characteristics of Big Data Big Data Analytics. (C2) 2. Typical Analytical Architecture and requirement for new analytical architecture. (C2) 3. What are the Challenges in Big Data Analytics. (C2)
2	1. Explain Hadoop , Requirement of Hadoop Framework, Explain design principle of Hadoop, describe hadoop components , Hadoop 1 vs Hadoop 2, Hadoop Daemon's. (C2) 1. Describe HDFS Commands, Map Reduce Programming: I/O formats, Map side join, Reduce Side Join, Secondary sorting, Pipelining MapReduce jobs. (C2) 1. Define Hadoop Ecosystem, Introduction to Hadoop ecosystem technologies, Serialization: AVRO, Co-ordination: Zookeeper, Databases. HBase, Hive, Scripting language: Pig, Streaming: Flink, Storm. (C2)
3	1. Analyse the concept of GPU Computing, CUDA Programming Model, CUDA API, Simple Matrix, Multiplication in CUDA, CUDA Memory Model. (C2) 2. Describe Shared Memory Matrix Multiplication, Additional CUDA API Features. (C2)
4	1. Apply the concept of Data Analysis with Spark Shell, Writing Spark Application. (C5) 2. Apply the concept of Spark Programming in Scala, Python, R, Java. (C5)

5	1. Evaluate the concept of SQL, Importing and Saving data, Data frames using SQL. (C5) 2. Analyse the concept of GraphX overview, Create Graph and Graph Algorithms.(C5) 3. Evaluate the concept of Spark Streaming Overview, Errors and Recover, Streaming Source and Streaming live data with spark(C5)

Learning Strategies and Contact hours

Learning Strategies	Contact Hours
Lecture	40
Practical	4
Seminar/Journal Club	4
Small group discussion (SGD)	
Self-directed learning (SDL) / Tutorial	
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	24
Others If any:	
Total Number of Contact Hours	60

Assessment Methods:

Formative
Multiple Choice Questions (MCQ)
Viva-voce
Objective Structured Practical Examination (OSPE)
Quiz
Seminars
Problem Based Learning (PBL)
Journal Club
Objective Structured Practical Examination (OSPE)
Practical Examination & Viva-voce

Mapping of Assessment with COs

	CO1	CO2	CO3	CO4	CO5	CO6
Quiz		✓				
VIVA						
Assignment / Presentation	✓		✓			
Unit test		✓	✓			
Practical Log Book/ Record Book		✓				
Feedback Process	1. Student's Feedback					

(List of reference books)

1. Frampton M. Mastering Apache Spark. Packt Publishing; 2015.
2. White T. Hadoop: The Definitive Guide. O'Reilly; 2015.
3. Pentreath N. Machine Learning with Spark. Packt Publishing; 2015.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA - Healthcare Management
Course Code	06390803
Course Title	Global Healthcare
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic understanding of healthcare industry structure and hospital/health services delivery, familiarity with fundamentals of public health and health policy, and proficiency in analytical and communication skills to interpret comparative case studies.

Course Synopsis	This course provides students with a comprehensive understanding of healthcare systems and practices across the globe, enabling them to appreciate the diversity of health financing, delivery and governance models. Students will study comparative healthcare systems of developed and developing nations, the role of global health organizations and international health policies, key global health issues and social determinants of health, and the dynamics of medical tourism and cross-border healthcare. The course also examines emerging trends shaping global healthcare, including global health security, digital health diplomacy and international collaboration in pandemic preparedness.

Course Outcomes:

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

CO1	Understand the concept, scope and significance of global healthcare and health systems.
CO2	Compare healthcare systems, financing models and delivery structures across countries.
CO3	Examine the role of global health organizations, policies and governance frameworks.
CO4	Analyse global health issues, challenges and the social determinants of health.
CO5	Evaluate medical tourism, cross-border healthcare and emerging trends in global health.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes (PSOs):

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	2	1	-	-	-	-	2	-	-
CO2	2	2	-	1	1	-	2	-	-
CO3	2	3	1	2	2	2	2	1	-
CO4	3	3	2	2	2	1	2	2	1
CO5	3	3	2	3	3	2	3	2	1
Average	2.4	2.4	1.7	2.0	2.0	1.7	2.2	1.7	1.0

L (Hours/Week)	**T (Hours/Week)**	**P (Hours/Week)**	**Total Hour/Week**

4	0	0	4
Unit	**Content**		**Competencies**
1	**Introduction to Global Healthcare:** Concept, scope and significance of global healthcare; historical evolution of health systems worldwide; classification of healthcare systems - Beveridge model, Bismarck model, National Health Insurance model and out-of-pocket model; key indicators of health system performance - access, quality, efficiency and equity; overview of global health expenditure trends.		• Understand the concept, scope and evolution of global healthcare. • Classify healthcare systems based on financing and delivery models. • Analyse key indicators used to evaluate global health system performance.
2	**Comparative Healthcare Systems:** Healthcare systems of the United States, United Kingdom (NHS), Canada, Germany, and other European nations; healthcare systems of emerging economies - India, China and Brazil; universal health coverage (UHC) - concept and country experiences; strengths, weaknesses and reform trends in select healthcare systems. Entrepreneurship: Cross-country opportunity identification for healthcare ventures, adapting business models to varied health systems.		• Understand the structure and functioning of major global healthcare systems. • Compare financing, delivery and outcomes across different countries. • Evaluate the concept and progress of universal health coverage globally.
3	**Global Health Organizations, Policies and Governance:** Role and functions of the World Health Organization (WHO); other global health institutions - World Bank, UNICEF,		• Understand the role of major global health organizations and institutions. • Analyse international health regulations and global health governance mechanisms. • Examine the relevance of Sustainable Development Goals to global health policy.

	UNAIDS, Global Fund, Gavi; International Health Regulations (IHR) and global health governance; Sustainable Development Goals (SDGs) related to health; bilateral and multilateral health cooperation and international health policy frameworks. Skill Development: Global health policy analysis and international collaboration skills.	
4	**Global Health Issues, Challenges and Determinants of Health:** Social, economic and environmental determinants of health; global burden of disease - communicable and non-communicable diseases; health inequities and disparities across regions; pandemic preparedness and response - lessons from global health emergencies; health workforce migration and global shortages; climate change and its impact on global health. Employability: Global health data analysis, policy evaluation and problem-solving skills.	• Understand the social determinants and global burden of disease. • Analyse health inequities and challenges faced by different regions. • Evaluate pandemic preparedness frameworks and global health workforce issues.
5	**Medical Tourism, Cross-Border Healthcare and Emerging Trends:** Concept, scope and growth of medical tourism; India as a medical tourism destination - strengths, opportunities and regulatory framework; cross-border healthcare delivery and telemedicine across nations; global health security and international collaboration in	• Understand the concept, growth and regulatory aspects of medical tourism. • Analyse cross-border healthcare delivery models and global health security. • Examine emerging trends and innovations shaping the future of global healthcare.

	pandemic preparedness; emerging trends - digital health diplomacy, global health financing innovations and public-private partnerships in global health. Competency: Global market analysis, strategic thinking and cross-cultural healthcare management.	

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	6
Seminar/Journal Club	2
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	4
Others If any: (Presentations)	2
Total Number of Contact Hours	**60**

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Project/ Presentations
Comprehensive student assessment

Activity based learning

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				
Project/ presentation		✓	✓		
Case Based Presentation				✓	✓
Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					
List of Reference Books					

1. Johnson, J.A. & Stoskopf, C.H. (2010). Comparative Health Systems: Global Perspectives. Jones & Bartlett Learning.

2. Kaplan, R.M., Baron-Epel, O. & Fleming, K. (2020). Essentials of Global Community Health (2nd ed.). Jones & Bartlett Learning.

3. Skolnik, R. (2019). Global Health 101 (4th ed.). Jones & Bartlett Learning.

4. World Health Organization (2023). World Health Statistics. WHO Press.

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8. Reid, T.R. (2009). The Healing of America: A Global Quest for Better, Cheaper, and Fairer Health Care. Penguin Press.

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10. Connell, J. (2013). Contemporary Medical Tourism: Conceptualisation, Culture and Commodification. Tourism Management, Elsevier.

School of Commerce and Management	
Name of the Department	Commerce and Management
Name of the Program	BBA (HCM)
Course Code	06390804
Course Title	Disaster Management
Academic Year	2025-26
Semester	VIII
Number of Credits	4
Course Prerequisite	Basic understanding of healthcare industry structure and hospital/health services delivery, familiarity with fundamentals of public administration and emergency management, and

	proficiency in analytical and communication skills to interpret case studies.
Course Synopsis	This course introduces students to the concept, principles and practice of disaster management, with particular emphasis on healthcare and hospital settings. Students will study disaster risk reduction and mitigation strategies, disaster preparedness planning and early warning systems, disaster response and relief operations including mass casualty and triage management, and post-disaster recovery and rehabilitation. The course also examines the institutional and legal framework for disaster management in India, health system resilience, and emerging challenges such as climate change and pandemics.
Course Outcomes: At the end of the course students will be able to:	
CO1	Understand the concept, classification and phases of disaster management.
CO2	Analyse disaster risk reduction and mitigation strategies.
CO3	Examine disaster preparedness planning and early warning systems, including in healthcare settings.
CO4	Evaluate disaster response, relief operations and mass casualty management practices.
CO5	Assess post-disaster recovery, rehabilitation and health system resilience strategies.

Mapping of Course Outcomes (COs) to Program Outcomes (POs) & Program Specific Outcomes (PSOs):

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	-	-	2	-	-
CO2	2	2	-	1	1	-	2	-	-
CO3	2	3	1	2	2	2	2	1	-
CO4	3	3	2	2	2	1	2	2	1
CO5	3	3	2	3	3	2	3	2	1
Average	2.4	2.4	1.7	2.0	2.0	1.7	2.2	1.7	1.0

L (Hours/Week)	T (Hours/Week)	P (Hours/Week)	Total Hour/Week
4	**0**	**0**	**4**
Unit	**Content**		**Competencies**
1	**Introduction to Disaster Management:** Concept, definition and classification of disasters - natural and man-made; the disaster management cycle - mitigation, preparedness, response and recovery; institutional and legal framework for disaster management in India - Disaster Management Act 2005, National Disaster Management Authority (NDMA), State and District Disaster Management Authorities; global frameworks - Sendai Framework for Disaster Risk Reduction 2015-2030; disaster vulnerability and risk profile of India.		• Understand the concept, classification and phases of disaster management. • Identify the institutional and legal framework governing disaster management in India. • Analyse the disaster vulnerability and risk profile of India within a global context.
2	**Disaster Risk Reduction and Mitigation:** Concept and principles of disaster risk reduction (DRR); hazard, vulnerability and capacity assessment (HVCA); structural and non-structural mitigation measures; land-use planning and disaster-resilient infrastructure; role of technology - Geographic Information Systems (GIS) and remote sensing in disaster mitigation; community-based disaster risk reduction approaches. Entrepreneurship: Opportunity identification in disaster-resilient infrastructure, risk mitigation solutions and social entrepreneurship for community resilience.		• Understand the concept and principles of disaster risk reduction. • Apply hazard, vulnerability and capacity assessment techniques. • Evaluate mitigation measures and technology applications for disaster risk reduction.
3	**Disaster Preparedness and Early Warning Systems:** Concept and components of disaster preparedness; early warning systems for floods, cyclones, earthquakes and		• Understand the components and process of disaster

	tsunamis; hospital and healthcare facility disaster preparedness planning; mock drills, simulation exercises and capacity-building programmes; role of stakeholders - government, NGOs, community and private sector in disaster preparedness. Skill Development: Emergency planning, inter-agency coordination and crisis communication skills.	preparedness planning. • Analyse early warning systems and their application across hazard types. • Develop hospital and healthcare facility preparedness and mock drill plans.
4	**Disaster Response and Relief Management:** Incident Command System (ICS) and emergency operations centre; search and rescue operations; mass casualty management and triage in hospitals; relief camp management - shelter, food, water and sanitation; role of healthcare professionals and hospital emergency response plans; coordination among government agencies, armed forces, NGOs and international agencies during response. Employability: Emergency response coordination, mass casualty triage and crisis communication skills.	• Understand the incident command system and emergency response operations. • Apply mass casualty management and triage principles in hospital settings. • Evaluate coordination mechanisms among agencies involved in disaster response.
5	**Post-Disaster Recovery, Rehabilitation and Health System Resilience:** Concept of recovery and rehabilitation; psychosocial support and mental health interventions post-disaster; rebuilding healthcare infrastructure and strengthening health system resilience; disaster insurance and financial protection mechanisms; climate change and emerging disaster risks; case studies of major disasters and lessons learned - Bhopal gas tragedy, Kerala floods, and the COVID-19 pandemic. Competency: Strategic planning, resilience building and policy analysis in disaster management.	• Understand the process of post-disaster recovery and rehabilitation. • Analyse strategies for building health system resilience after disasters. • Evaluate case studies of major disasters to derive policy and practice lessons.

Note: The course plan included as an annexure has the details of each unit with the number of hours and mode of delivery and pedagogical approach.

Teaching - Learning Strategies and Contact Hours

Teaching - Learning Strategies	**Contact Hours**
Lecture	30
Tutorial	6
Seminar/Journal Club	2
Small group discussion (SGD)	4
Self-directed learning (SDL) / Tutorial	4
Problem Based Learning (PBL)	4
Case/Project Based Learning (CBL)	4
Revision	4
Others If any: (Presentations)	2
Total Number of Contact Hours	**60**

Assessment Methods:

Formative
Assignment/ class test
Case Based Presentation
Project/ Presentations
Comprehensive student assessment
Activity based learning

Mapping of Assessment with COs

Nature of Assessment	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Assignment	✓				
Project/ presentation		✓	✓		
Case Based Presentation				✓	✓

Activity based learning		✓	✓		
Comprehensive student assessment	✓	✓	✓	✓	✓
Student's Feedback					

List of Reference Books

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5. Singh, R.B. (2020). Disaster Management in India. Springer.

6. Pine, J.C. (2015). Hazards Analysis: Reducing the Impact of Disasters (2nd ed.). CRC Press.

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8. Landesman, L.Y. (2011). Public Health Management of Disasters: The Practice Guide (3rd ed.). American Public Health Association.

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