



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020

MBA – Hospital and Healthcare Management

(In Association with Shalby Academy))

I SEMESTER (2025-2027)

MBAHHMSA101 MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

COURSE CODE	CATEG ORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMSA 101	CC	Management Principles and Organizational Behaviour	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; CC- Core Course
 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

This course is aimed at introducing students to the basic concepts, theories and practices of Management Principles and Organizational Behaviour

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of 5 questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES

- CO1 The students get in depth knowledge of management concepts and principles like planning, organizing, coordination, and decision-making.
- CO2 The students understand details about planning and organizing and also develop the decision-making ability of the students can escalate through various role play and case study base teaching pattern.
- CO3 The students will learn different concepts of motivation and leadership.
- CO4 The Students learn about role of the individual behaviour in an organisation.
- CO5 The Students learn about role of the individual behaviour in an organisation.

COURSE CONTENT

UNIT I: Introduction

1. Concepts of Management & Manager,
2. Managerial Functions, Skill, Task and Role of Manager, Levels of Management,
3. Scientific Management Theory, Organisational Theory, Behavioural Theory, Integration Theory
4. Contemporary Issues in Management, Mc Kinsey's 7-S approach.

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UNIT II: Managerial Functions

1. Planning : Nature, Purpose, Types and Process for Planning , concepts and types of Objectives, Concept of MBO, MBE, MBWA, Policies, Procedures and Strategies
2. Decision Making: Approaches, Decision Making under Certainty, Uncertainty and Risk, Group Decision Making, Guidelines.
3. Organising: Introduction, Importance of Organizing, concepts of division of work, concepts and types of Departmentalization, Concepts and Types Span of control, Decentralisation, Sources and Types of Power, Delegation of Authority Line and staff authority.
4. Coordination: Definition - Characteristics - Objectives - Principles – Techniques.
5. Staffing: Concept, Importance in the Organization, Introduction to HR Management

UNIT III: Motivation and Leadership

1. Motivation - Elements - Importance - Methods – Morale; Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization
2. Leading and Leadership: Introduction, Theories, Characteristics of Leading, Importance of Leading, Functions of Leading, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership.
3. Direction: Supervision, Span of Supervision, Factors: Graicuna's theory of span of management.
4. Controlling: Introduction, Importance and Process, Critical Control Points Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges; Maintenance Vs Crisis Management, Overall Control Process

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UNIT IV: Individual Behaviour

1. Personality: Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB.
2. Perception: Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others; Values,
3. Attitudes and Emotions: Introduction, Values, Attitudes,
4. Emotions: Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on Emotional Intelligence
5. Learning: Learning and its Applications in Organizations.

UNIT V: Group Behaviour

1. Group: Foundations – Group Process, Group Tasks, Types, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations, Group Development
2. Team: Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams
3. Politics: Introduction, Causes and Consequences
4. Conflict Management – Concept, Process, Case incidents
5. Negotiation: Strategies and Process
6. Organizational Culture: Concept, Creating and Sustaining Culture
7. Stress Management: Concept, Sources and Consequences
8. Change Management : Fundamentals of Change

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SUGGESTED READINGS

1. Aswathappa, K. (2005). *Organisational behaviour*. New Delhi, India: Himalaya Publishing House.
2. Luthans, F. (2005). *Organisational behavior*. New York, NY: McGraw-Hill Publishing Company.
3. Burton, G., & Thakur, M. (2005). *Management today: Principles & practice*. New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.
4. Weihrich, H., & Koontz, H. (2000). *Management: A global perspective*. New Delhi, India: Tata McGraw-Hill Publishing Company Limited.
5. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2002). *Management*. Upper Saddle River, NJ: Prentice Hall Inc.
6. Ramasamy, T. (2000). *Principles of management*. New Delhi, India: Himalaya Publishing House.
7. Reddy, P. N., Tripathi, P. C., & Appanniah, H. R. (2000). *Essentials of management*. New Delhi, India: Himalaya Publishing.
8. Robbins, S. P. (2004). *Management*. Upper Saddle River, NJ: Prentice Hall Inc.
9. Sharma, R. A. (2004). *Organisational theory & behaviour*. New Delhi, India: Tata McGraw-Hill.
10. Srinivasan, R., & Chunawalla, S. A. (2004). *Management principles and practice*. New Delhi, India: Himalaya Publishing House.
11. Sekaran, U. (2005). *Organisational behaviour: Text & cases*. New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.
12. Rao, V. S. P., & Krishna, V. H. (2009). *Management: Text and cases*. New Delhi, India: Excel Books.

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I SEMESTER (2025-2027)

MBAHHMSA102- FINANCIAL AND COST MANAGEMENT IN HEALTHCARE

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A102	CC	Financial and Cost Management in Healthcare	60	20	20	-	-	3	-	-	3

Legends: L-Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course
 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

To give a thorough working knowledge of Financial and cost Management in Healthcare

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of five questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES

- CO1 The course is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.
- CO2 To learn the management of working capital in healthcare industry
- CO3 To learn about making the financial decision related to business and investment
- CO4 To understand the financial statement in depth and learn to analyze it for decision making
- CO5 The students shall be able to learn to analyze and interpret various financial statements.
- CO6 The topic helps the students to acquaint themselves with the basic concepts of cost and management accounting and the practical applications in decision making, supervision, management and control of a health system.
- CO7 To familiarize the students with the concepts, principles and techniques of financial, cost and management accounting branches and their application in managerial decision making in Hospitals.

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MBAHHMS A102	CC	Financial and cost Management in Healthcare	60	20	20	-	-	3	-	-	3

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***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

UNIT I: Introduction

1. Introduction to Healthcare Financial Management,
2. The Third-Party-Payer System, Insurance Concepts, Generic Reimbursement Methods, Major Health Insurers (Third-Party Payers)

UNIT II: Understanding and Analysis of Financial Statement

1. Corporate financial statements: Corporate Balance sheet, corporate profit and loss account, understanding and constructing corporate cash flow and Fund Flow statement,
2. Understanding the financial reports- Auditors report and Directors report, corporate governance report.
3. Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, EPS and diluted EPS Analysis , Ratio analysis.

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UNIT III: Basic Financial Management Concepts

1. Time Value Analysis: Time Lines, Future Value of a Lump Sum (Compounding), Present Value of a Lump Sum (Discounting), Opportunity Costs, Solving for interest Rate and Time, Annuities, Perpetuities, Uneven Cash Flow Streams, Using Time Value Analysis to Measure ROI, Semiannual and Other Compounding Periods,
2. Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis.
3. Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance
4. Working Capital Management: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management
5. Project Risk Analysis: Types of Project Risk, Relationships Among Stand-Alone Corporates and Market Risks, Risk Analysis, Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation, Qualitative Risk Assessment; Incorporating
6. Risk into the Decision Process, Final Risk Assessment and Incorporation for the MRI Project, Incorporating Debt Capacity into the Decision Process

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UNIT IV: Cost Accounting in Healthcare

1. Cost Accounting in Healthcare: Objectives, Introduction,
2. Methods of Classifying Costs Methods of Allocating Costs, Methods of Assembling Costs, Differential Cost Analysis Methods of Determining Product Costs
3. Job-Order Costing, Activity-Based Costing, Relationship of Costs to Volume and Revenue, Breakeven Analysis

SUGGESTED READINGS

1. Nawicki, M. (n.d.). *Introduction to the financial management of health care organizations*. Chicago, IL: AUPHA/Health Administration Press.
2. Gapenski, L. C. (n.d.). *Understanding healthcare financial management*. Chicago, IL: AUPHA/Health Administration Press.
3. Pandey, I. M. (n.d.). *Financial management*. New Delhi, India: Vikas Publishing.
4. Van Horne, J. C. (2003). *Financial management and policy* (12th ed.). Upper Saddle River, NJ: Pearson Education.
5. Khan, M. Y., & Jain, P. K. (n.d.). *Financial management: Text, problems & cases*. New Delhi, India: Tata McGraw-Hill.
6. Chandra, P. (n.d.). *Financial management: Theory and practice*. New Delhi, India: Tata McGraw-Hill.
7. Gupta, A. (2009). *Financial accounting for management: An analytical perspective* (4th ed.). New Delhi, India: Pearson Education.
8. Horngren, C. T., Foster, G., & Datar, S. M. (2006). *Cost accounting: A managerial emphasis* (14th ed.). Upper Saddle River, NJ: Pearson Education.
9. Ramachandran, N., & Kakani, R. K. (n.d.). *Financial accounting for management*. New Delhi, India: Tata McGraw-Hill.

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MBAHHMSA103 HEALTH ECONOMICS, POLICY AND ENVIRONMENT

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MBAHHMS A103	CC	Health Economics, Policy and Environment	60	20	20	-	-	3	-	-	3

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COURSE OBJECTIVE

The objective of this course is to develop an insight into health economics, policy and environment

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES

- CO1 Student will be able to understand health economics and basic economic concepts applicable in healthcare sector.
- CO2 Student will learn healthcare markets and healthcare labor market in Indian context
- CO3 Clear understanding of healthcare expenditure by government and cost-benefit analysis of healthcare programs
- CO4 Student will understand different health programs run by government and international organization, its benefits and alignment with operational aspects

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COURSE CONTENT

UNIT I: Introduction

1. Economics foundation concepts and Understanding Health Economics, Scope & coverage of Health Economics
2. Concept of Demand and Supply of Healthcare services, factors influencing demand and supply of healthcare services, Relationship between Economic Development and Health environment
3. Different concepts of costs: Marginal cost, opportunity cost, explicit and implicit cost, social and private cost, Fixed, variable and average cost. Factors affecting cost in Healthcare sector

UNIT II: Healthcare Market

1. Concept of Market, Classification of markets, monopoly, oligopoly, monopolistic competition and perfect competition, equilibrium of market, price-output determination in various market types,
2. Pricing in Health Services: Pricing policy and strategies in Healthcare, Healthcare labor market (Indian scenario compared with global scenario),

UNIT III: Healthcare Cost-benefit Analysis

1. Healthcare cost-benefit analysis: Indian scenario for Healthcare budget and comparison with global standards,
2. Concept of Health Index, Economics of Health Programmes for Nutrition, diet and population control, economics of abuse of tobacco and alcohol, environmental influences on health and its economic impact,
3. Economics of maternal and child health, Economics of Communicable (STDs and Malaria) & non-communicable (IHD and Cancers) diseases, economies of polio control (expenditure-benefit analysis of these programs to be discussed)
4. Economic Evaluation of Health Programmes, Cost benefit and cost effective methods -output and input analysis

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UNIT IV: Health Policy and Environment

1. Health Policy and Environment: National Health Mission and its provisions, Various program and schemes for Healthcare run by Central and State governments in India, Foreign Direct Investment Policy in healthcare sector,
2. Health Policy of Government of India and recent reforms, Global health benefit programs run by International agency like WHO and UNICEF and its benefit to India, global healthcare product/service exchange programs suggested by WHO and United Nations

SUGGESTED READINGS

1. Dutta, S. B. (n.d.). *Health economics for hospital management*. New Delhi, India: Jaypee Brothers Publication.
2. Anand, N. K., Goyel, S., Gupta, M. C., Chen, L. C., & Krishnan, T. N. (1996). *Health economics*. [Publisher not specified].
3. White, K. (2006). *Health, poverty and development in India*. Bombay, India: Oxford University Press.
4. Kumar, R. (1998). *The Sage dictionary of health and society*. New Delhi, India: Sage Publications.
5. Goel, S. L. (2001). *Medicine and the British Raj*. New Delhi, India: Sage Publications.
 (n.d.). *Health care system and management: Primary health care management*. New Delhi, India: Deep & Deep Publications.

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MBAHHMSA104 LEGAL ASPECTS OF HEALTHCARE AND HOSPITAL INDUSTRY

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A104	CC	Legal Aspects of Healthcare and Hospital Industry	60	20	20	-	-	3	-	-	3

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

The objective of this course is to provide basic insights about legal aspects of healthcare and hospital industry

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of 5 questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES

- CO1 The course will orient the students about the legal framework to be observed in hospital services and will help them to develop and control hospital programme.
- CO2 It will also help to provide a thorough knowledge and familiarity on the importance medical ethics.
- CO3 Understand the different health related law.
- CO 4 To learn practical aspects through medico legal cases

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A104	CC	Legal Aspects of Healthcare and Hospital Industry	60	20	20	-	-	3	-	-	3

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

UNIT I: Introduction

1. Medical ethics – introduction, importance – Hippocrates oath
2. Geneva declaration – MCI regulation – professional conduct, etiquette and ethics – services of life and death – duty of preserving life – truth and professional secrecy.

UNIT II: Medico-legal problems

1. Medico-legal problems: types - case handling procedures - police investigation - death certificates.
2. Medical negligence: – Ambit of negligence – Duty of care – Contractual duty – Tortious duty - Duty under Penal law - Duty under consumer law – Contributory negligence - Consent to treatment – Types of consent – Types of common complaints – Burden of proof & 'Res Ipsa Loquitur'.
3. Legal liability of hospitals - criminal, civil and tortious; liability for negligence, consumer protection law, absolute liability and vicarious liability, legal remedies available to patients: remedies under contract law, tort, criminal law and consumer protection' Act. Medical Jurisprudence.

UNIT III: Health Related laws

1. Health Related laws: Medical termination of Pregnancy Act – Birth and Death registration Act – Drugs and Cosmetics Act 1940–Prenatal Diagnostic Techniques (Regulation and Prevention of Misuse) Act 1994 – The Indian Medical Council Act 1956 – The Indian Nursing Council Act 1947 – The Transplantation of Human Organs Act 1994 – Consumer Protection Act 1986 – The Pharmacy Act 1948 – The Environment Protection Act 1986 & Bio-medical Waste (Management and Handling Rules 1998), Human experimentation, clinical trials.

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Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT IV: Case Discussions

1. Medico legal cases and its discussion

SUGGESTED READINGS

1. Bag, R. K. (n.d.). *Law of medical negligence and compensation*. [Publisher not specified].
2. Chaube, R. K. (n.d.). *Consumer protection and the medical profession*. Jaypee Publishing.
3. Indian Medical Council Act, 1956. (n.d.). Government of India.
4. Kaushal, A. K. (n.d.). *Medical negligence and legal remedies* (3rd ed.). Universal Law Publishing.
5. Knight, B. (n.d.). *Legal aspects of medical practice*. [Publisher not specified].
6. Kuchhal, M. C. (2001). *Business laws*. Vikas Publishing House.
7. Prabhakara, G. N. (n.d.). *Professional medical ethics*. [Publisher not specified].
8. The Consumer Protection Act, 1986. (n.d.). Government of India.

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MBAHHMSA105 MARKETING MANAGEMENT OF HEALTHCARE INDUSTRY

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
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MBAHHMS A105	CC	Marketing Management of Healthcare Industry	60	20	20	-	-	3	-	-	3

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVES

The objective of this course is to understand the marketing management concepts of healthcare industry.

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of five questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES

- CO1 Develop the knowledge of marketing for hospital administration.
- CO2 Develop critical thinking skills to participate/lead a team in the development of a plan that addresses a specific marketing problem using marketing mix.
- CO3 Develop the understanding of distribution and promotion in healthcare industry
- CO4 Get insights about healthcare and hospital branding

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MBAHHMS A105	CC	Marketing Management of Healthcare Industry	60	20	20	-	-	3	-	-	3

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***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks

COURSE CONTENT

UNIT I: Introduction

1. Marketing for Health care and Hospital Industry: Definition, Nature, Scope and Importance of Marketing,
2. Marketing in HealthCare Industry, Healthcare Developments, Emerging Trends in Health Care Industry, Need for Health Care Marketing
3. Evolution of Health Care Marketing, Concepts of Marketing, Characteristics and Classification of Healthcare Services
4. Concept of Service Marketing, types of Services marketing, services marketing v/s tangible product marketing
5. Service Marketing Mix for Hospitals., Marketing aspects of Government Health Scheme

UNIT II: Marketing Mix for Health care and Hospital Industry

1. Product and Pricing Strategies for Health care and Hospital Industry: Market Segmentation, Targeting and Positioning: Overview of Market Segmentation, Patterns of Market Segmentation, Segmentation of Consumer Markets, Market Targeting, Evaluating and Selecting the Market Segments,
2. Differentiation Strategies; Classification of Products, Product life cycle as a tool for Marketing Strategy, Classification of New Products, Objectives of Pricing, Methods of Pricing, Selecting a final price.

UNIT III: Investment decisions

1. Distribution System in Health care segment, effective channel Management, Market Information System, Channel Design Types
2. Promotional Strategy for healthcare and Hospital Industry: Managing Advertising, Levels of advertising, Advertising expenditure, Advertising decisions, Publicity, Sales Promotion and Public Relation

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MBAHHMS A105	CC	Marketing Management of Healthcare Industry	60	20	20	-	-	3	-	-	3

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 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks

UNIT IV: Healthcare and Hospital Branding

1. Introduction to Brand Management for Hospitals, Elements of branding, Criteria's for Choosing brand elements,
2. Role of Brands, Scope of Branding, Brand Strategies, Branding Challenges and Opportunities, Process of Brand Management, Brand Equity and Brand Equity Models, Choosing Points of difference and Points of Parity.

UNIT V: Digital Marketing for Health Care and Hospital

1. Digital Marketing for Health care and hospital: Introduction and principles of digital marketing, Role and importance of digital marketing in marketing of healthcare and hospitals.
2. Strategies for digital marketing for the same industry, E Business to E Commerce for healthcare and hospital segment, Digital Marketing Channels: Types and Business Models. Types, Impact and importance of social media marketing for healthcare sector.

SUGGESTED READINGS

1. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
2. Stanton, W. J., Etzel, M. J., & Walker, B. J. (n.d.). *Fundamentals of marketing* (Latest ed.). McGraw-Hill.
3. Douglas, K., Hoffman, K. D., & Czinkota, M. R. (2004). *Marketing: Best practices*. Thomson Publishers.
4. Ramaswamy, V. S., & Namakumari. (2006). *Marketing management*. Macmillan Publishing House.
5. Kotler, P., Shalowitz, J. I., & Stevens, R. J. (2008). *Strategic marketing for health care organizations: Building a customer-driven health system*. Jossey-Bass.

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I SEMESTER (2025-2027)

MBAHHMSA106 CORPORATE ETHICS AND GOVERNANCE

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A106	CC	Corporate Ethics and Governance	60	20	20	-	-	3	-	-	3

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
 *Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

To help students understand corporate ethics and governance.

COURSE OUTCOMES

- CO1 How to use ethical theories and frameworks from scriptures and tradition like Geeta, Ramayana, Mahabharata, Upanishadas, Vedas, Bible and Quoran to understand and analyze Indian Ethos, Value and Value Systems and ethical dilemmas in business
- CO2 To be able to describe and analyse the primary parts of corporate governance frameworks, issues in corporate governance and how good corporate governance contributes in individual and organisational success.
- CO3 To understand and to Identify different stakeholders, their roles and responsibilities in guarantee effective corporate governance. Students will also learn why they may hold differing perspectives on ethical issues.
- CO4 To acquaint students about roots of unethical behaviour in Business and remedies.
- CO5 To acquaint students about corporate social reporting and global protocols

COURSECONTENT

UNIT I: Introduction

- Values – Importance, Sources of Value Systems, Types; Loyalty and Ethical Behaviour, Values across Cultures
- Teachings from scriptures and traditions (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran) The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes
- Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics

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MBAHHMS A106	CC	Corporate Ethics and Governance	60	20	20	-	-	3	-	-	3

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***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: Business Ethics

1. Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management Importance of Ethics & Moral standards
2. Ethics & Moral Decision Making, Ethical Principles in Business Unfair Business Practices: Features and Reasons. Whistle Blowing Policy and Laws Related to Protection of Whistle Blower, Insider Trading, Clause 49

UNIT III: Law and Ethics

1. Relationship between Law and Ethics, Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics
2. Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers

UNIT IV: Corporate Governance

1. Corporate Governance: Issues need corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders;
2. Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad.
3. Code of Conduct in Business Houses: Meaning, Features of a Good Code of Conduct Corporate Governance: Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability,
4. Role of Board of Directors (BOD); Corporate Governance Reports of Narayana Murthy Committee, Cadbury Committee, Kumar Mangalam Birla Committee, Malhotra Committee, CII Code, Narasimham Committee

UNIT V: Corporate Social Responsibility

1. Meaning, Scope and Significance; Corporate Social Reporting, Balanced global environment, Kyoto Protocol concern of global warming, judicious use of natural resources

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Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SUGGESTED READINGS

1. Bajaj, P., & Agrawal, B. (n.d.). *Business ethics: An Indian perspective*. Biztantra.
2. Banerjee, B. P. (n.d.). *Foundations of ethics in management*. Excel Books.
3. Boatright, J. R. (n.d.). *Ethics and the conduct of business*. Pearson.
4. Chakraborty, S. K. (n.d.). *Ethics in management*. Oxford University Press.
5. Chakraborty, S. K. (n.d.). *Management by values*. Oxford University Press.
6. Christians, C. G. (n.d.). *Media ethics: Cases and moral reasoning*. Pearson.
7. Fernando, A. C. (n.d.). *Corporate governance: Principles, policies and practices*. Pearson.
8. Hartman, L. P. (n.d.). *Perspectives in business ethics*. Tata McGraw-Hill.
9. Modh, S. (n.d.). *Ethical management*. Macmillan.
10. Murty, C. S. V. (n.d.). *Business ethics*. Himalaya Publishing.
11. Parthasarathy, S. (n.d.). *Corporate governance*. Biztantra.
12. Petrick, J. A., & Quinn, J. F. (n.d.). *Management ethics*. Response Books.
13. Prasad, K. (n.d.). *Corporate governance*. PHI Learning.
14. Singh, A. (n.d.). *Corporate governance*. Excel Books.
15. Solomon, J. (n.d.). *Corporate governance and accountability*. John Wiley & Sons.
16. Velasquez, M. G. (n.d.). *Business ethics: Concepts and cases*. Pearson/PHI.

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I SEMESTER (2025-2027)

MBAHHMSA107 EMPLOYABILITY SKILLS FOR HOSPITAL AND HEALTHCARE INDUSTRY

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAHHMS A107	CC	Employability Skills For Hospital And Healthcare Industry	60	20	20	-	-	2	-	-	2

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE

The objective of this course is to provide the students in depth understanding employability skills for hospital and healthcare industry

EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 24 Marks and consist of 3 questions, out of which students will be required to attempt any two questions. Section B will carry 36 Marks and consist of five Numerical questions, out of which students will be required to attempt any three questions.

COURSE OUTCOMES:

- CO1 To understand basics of communication in hospital and healthcare industry.
- CO2 To develop personality and learn presentation preparation
- CO3 Enhance the employability by developing speaking and writing skills

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MBAHHMS A107	CC	Employability Skills For Hospital And Healthcare Industry	60	20	20	-	-	2	-	-	2

Legends: L -Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC-Core Course
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COURSE CONTENT

UNIT I: Concepts of Communication in hospital and healthcare industry

1. Definition, Types, Objectives, Process, Barriers, Overcoming Communication Barriers.
2. Non Verbal Communication: Types, cultural codes for effective Conversation, Business Etiquettes in hospital and healthcare industry.

UNIT II: Basics Of Personality Development

1. Meaning of personality, Molding personality, Understanding self and Others: Johari's Window and Transactional Analysis (TA), Extempore writing, Spot presentations, Developing reading and listening skills.
2. Etiquettes for Business presentations – Preparing successful presentations, thinking about audience, making effective use of visual aid, Delivering presentation, using prompts, dealing with questions and interruptions, Mock presentations.

UNIT III: Employability Enhancement in hospital and Health care Industry

1. Writing Skills- Introduction to business correspondence – Business letters- Writing Cover letter- Resume building- Email Writing.
2. Speaking Skills- Formal and Informal Conversation- Public Speaking- The art of Group Discussion – Facing Interviews – Types of Interviews- Grooming guidelines for Interviews- Concept of mock interview, Answering telephonic interviews, Attending interviews online over various portals, Managing social media and LinkedIn profiles for interviews, Handling Q & A during interviews- Psychometric Analysis - Preparing Video cv .

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SUGGESTED READINGS

1. Bailey, E. P. (2007). *Writing and speaking at work: A practical guide for business communication*. Prentice Hall.
2. Friedman, H. S. (2004). *Personality: Classic theories and modern research* (2nd ed.). Pearson.
3. Peter, F. (2012). *Soft skills and professional communication*. Tata McGraw-Hill.
4. Singh, P., & Raman, M. (2006). *Business communication*. Oxford University Press

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