

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT  
(GITAM)**

(Deemed to be University, Estd. u/s 3 of UGC Act 1956)

**VISAKHAPATNAM \* HYDERABAD \* BENGALURU**

**Accredited by NAAC with A+ Grade**



**REGULATIONS & SYLLABUS  
Of  
Master of Business Administration  
In Health Care and Hospital Management**

**A Two Year Full Time –Semester Programme**

**Program Code: PMGMT04**

**(w.e.f. 2021-22 Admitted Batch)**

**[www.gim.gitam.edu](http://www.gim.gitam.edu)**

**2021**

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# **Master of Business Administration (In Health Care and Hospital Management )**

**Program Code: PMGMT04**

## **REGULATIONS**

**(w.e.f. 2021-22 admitted batch)**

### **1.0 ADMISSION**

Admission into MBA (HC & HM) Program of GITAM (Deemed to be University) is governed by GITAM (Deemed to be University) admission regulations.

### **2.0 ELIGIBILITY CRITERIA**

Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

### **3.0 CHOICE BASED CREDIT SYSTEM**

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015-16 based on UGC guidelines in order to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice
- Students to learn at their own pace
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

### **4.0 PROGRAM DETAILS**

#### **4.1 EDUCATIONAL OBJECTIVES**

The program aims at developing graduates who:

1. Are competent, creative, and highly valued professionals in industry, academia, or government.
2. Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.
3. Continue their professional development by obtaining advanced degrees in Management or other professional fields.
4. Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management –professionals.

#### **4.2 PROGRAM OUTCOMES**

The program will enable the students to:

- 1 Apply knowledge of management theories and practices to solve business problems.
- 2 Foster analytical and critical thinking abilities for data-based decision making.
- 3 Ability to develop value based leadership approach..

- 4 Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- 5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- 6 Apply range of entrepreneurial skills in business decisions.
- 7 Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
- 8 Evaluate opportunities and risks for operating businesses in the international context.

### 4.3 STRUCTURE OF THE PROGRAM

The Program consists

- 4.3.1 Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.
- 4.3.2 Core Courses (compulsory).
- 4.3.3 Discipline centric electives which
  1. are supportive to the discipline
  2. give expanded scope of the subject Intra Departmental Electives
  3. give inter disciplinary exposure
  4. Nurture the student skills Inter Departmental Electives
- 4.3.4 Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

Student has to choose ONE open elective courses, carrying **ONE** credit, from the options available during two years study period come under PCDs i.e. at any Semester during first year or second year course of study.

Credits will be shown in IV Semester only. The courses will be chosen from Moocs, Course era, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which two courses are to be selected by the student. In case of students who got placement can choose any course from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student has to submit course cleared document/proof to the Institute along with exam material. Upon on that a viva voce examination/presentation will be conducted for awarding marks.

**4.4. CREDITS:** Each course is assigned a certain number of credits depending upon the number of contact hours (lectures & tutorials) per week.

In general, credits are assigned to the courses based on the following contact hours per week per trimester.

- One credit for each Lecture / Tutorial hour per week.
- One credit for two hours of practicals per week.
- Two credit for three (or more) hours of practicals per week.

**Range -of credits**

Name of the -course	Range of credits
Theory	2 to 6
Practical	2 to 3
Project Work	1 to 5
Professional Competency Development	1 or 2
Viva Voce	1 or 2
Seminar	1 or 2
Seminar	1 or 2

The curriculum of the Four Semester MBA program is designed to have a total of 248 credits. However, for the award of MBA degree, the students have to earn a minimum of 108 credits only as shown in Table –Program Structure

### Preparatory (Bridge) Course:

Before the commencement of the program, the students will be sensitized on various topics that will make them confident to take up their relevant programs.

**Preparatory Courses (Bridge Courses) offered are given below.**

Sl.No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics
5	Understanding Financial Statements
6	Basics of Finance
7	Academic Writing
8	Case Analysis
9	Presentations

**Note: The results of Preparatory (Bridge) Courses will not be reflected in the grade sheets.**

### Course structure

Name of the Course	No. of Courses	Total Credits	Percentage
a. Foundation/General Courses			
b. Core Courses			
c. Discipline Centric			

Electives			
i.within discipline			
ii.related discipline			
d. skill based			
e.open elective/contemporary course			

## MBA (HC & HM) PROGRAMME STRUCTURE

### Semester – I

S.No.	Code	Level of course	Title of Course	Theory	Practical			External Assessment Marks
						Credits	Internal Assessment Marks	
1.		Foundation	Essentials of Hospital Management	3	-	3	50	50
2.		Foundation	Quantitative Techniques for Health Care	4	-	4	50	50
3.		Foundation	Accounting for Health Care Institutions	4	-	4	50	50
4.		Core	Basics of Healthcare Environment	3	-	3	50	50
5.		Core	Human Anatomy, Physiology, and Medical Terminology	4	-	4	50	50
6.		Foundation	Business Communication	3	-	3	50	50
7.		Foundation	IT for Health Care Institutions (100% Internal Assessment)	2	2	3	100	
		Skill Based	Hospital Field Study			2	100	
			<b>Total</b>	<b>23</b>	<b>02</b>	<b>26</b>	<b>500</b>	<b>300</b>

**Hospital Filed Study** : Field Study to be done during first semester. The student has to be exposed to the basic operations of the Recognized Hospital of their choice (preferably GIMSR). Each student has to submit a report on the Filed Study **carrying 2 credits** before the Semester End exams start. Marks will be awarded for the report and a Viva Voce upon the Report.

### Semester-II

S.No.	Code	Level of course	Title of Course	Theory	Practical			External Assessment Marks
						Credits	Internal Assessment Marks	
1.		Core	Marketing for health Care Institutions	4	-	4	50	50
2.		Core	HR for Healthcare Institutions	4	-	4	50	50
3.		Core	Financial Management for Health Care Institutions	4	-	4	50	50
4.		Core	Hospital Operations and Quality Management	3	-	3	50	50
5.		Core	Medical Records Management	3	-	3	50	50
6.		Core	Legal Aspects of Healthcare	4	-	4	50	50
7.		Core	Ethics in Health Care	3		3	50	50
8.		Practical	Venture Discovery (Practical)			2	100	
			<b>Total</b>	<b>25</b>		<b>27</b>	<b>450</b>	<b>350</b>

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 3 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

### SEMESTER – III

S.No	Code	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
2		Core	Healthcare Informatics	4		4	50	50	100
3		Core	Bio Medical Waste Management	3		3	50	50	100
4		Core	Healthcare Technology and Laboratory Management	3		3	50	50	100
5		Core	Health Insurance Management	3		3	50	50	100
6		Core	Patient Care Planning and Management	3		3	50	50	100
7		Core	Pharmacy Management	3		2+1	50	50	100
		Skill Based	Summer Internship & Viva-Voce			3 + 1	100		100
			Total	23		27	450	350	450

### SEMESTER – IV

S.No	Code No.	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			



1		Core	Community Healthcare Management	3			3	50	50	100
2		Core	Nutrition & Dietetics	3			3	50	50	100
3		Core	Entrepreneurship and Consultancy in Health Care	3			3	50	50	100
4		Elective	Elective Course - 1	3			3	50	50	100
5		Elective	Elective Course - 2	3			3	50	50	100
6		Elective	Elective Course - 3	3			3	50	50	50
		Practical	Business Simulation	3			3	100		100
8		Skill Based	Comprehensive Viva				3	100		100
				21			<b>24</b>	<b>450</b>	<b>300</b>	<b>750</b>

#### SEMESTER – IV

#### LIST OF ELECTIVES

S.No	Code No.	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1		Elective	Emergency Services	3			3	50	50	100
2		Elective	Safety and Risk Management in Hospitals	3			3	50	50	100
		Elective	Planning and Design of Health Care facilities –	3			3	50	50	100
		Elective	.– Medical Audit and Quality	3			3	50	50	100

			Assurance Management							
		Elective	Support Services and Facilities Planning	3			3	50	50	100
		Elective	Health Care Analytics	3			3	50	50	100
		Elective	Risk and Disaster Management	3			3	50	50	100
		Elective	Hospital Planning and Engineering	3			3	50	50	100
		Elective	Supply Chain Management	3			3	50	50	100

The curriculum of the Four Semester MBA (HC &HM) program is designed to have a total of 104 credits.

#### 5.0 MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

#### 6.0 REGISTRATION

Every student has to register himself/herself for each semester individually at the time specified by the Institute / University.

#### 7.0 ATTENDANCE REQUIREMENTS

A student whose attendance is less than 85% in all the courses put together in any Semester will not be permitted to attend the end- Semester examination and can be detained.

However, the Vice Chancellor on the recommendation of the Director of the University Institute may condone the shortage of attendance to the students whose attendance is between 76% and 84% on genuine medical grounds and on payment of prescribed fee. Any student with less than 76% attendance, even on medical grounds, will not be permitted to attend the end-Semester examination and can be detained.

#### 8.0 EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation (CA) (50 Marks) and Semester-end examination (SEE) (50 Marks).

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **20 marks** (i.e. 40%) in the theory component at the semester-end examination. The marks for each component of assessment are as shown in the following table:

#### DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
1	Theory/Practical	50	Continuous Evaluation	<p><b>1. <u>Mid Semester examinations:</u></b></p> <p>Two mid examinations will be conducted <b>for 20 marks each. Better of two</b> will be considered for final 20 marks. If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks. <b>NO</b> more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI.</p> <p><b>2. <u>Coursera course/on line Course – 10 marks</u></b></p> <p>Student need to complete respective subject wise Coursera course/ online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10.</p> <p><b>2. <u>Class room Presentations/Seminars / Case analysis/workshop/training/Assignments/survey/ project work : 20 marks</u></b></p>
		50	Semester-end Examination (SEE)	<p>Fifty (50) marks for Semester End Examinations  <b>Note:</b> In respect of courses having practicals, theory examination shall be for thirty (30) marks and practical exam for twenty (20) marks.</p>
	<b>Total</b>	<b>100</b>		

2	Practical Course	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Record: <b>10</b> marks</li> <li>ii. Three surprise subject related quizzes will be conducted out of which best two quizzes will be considered: Ten (<b>10</b>) marks.</li> <li>iii. Assignments / Lab Tasks / Written Test: <b>20</b> marks</li> <li>iv. Lab Exam: Sixty (<b>60</b>) marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.</li> </ul>
3	Project work (6 weeks) at III Semester	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Project report carries 50 marks</li> <li>ii. Project viva voce carries 50 marks</li> </ul>
4.	Hospital Field Study	100	<b>Continuous Evaluation</b>	<ul style="list-style-type: none"> <li>i. Study report carries 50 marks</li> <li>ii. Viva voce carries 50 marks</li> </ul>

- *Class Attendance* - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.
- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled class-room environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/ reflective writing skills.
- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

### 8.1 Semester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end-examinations. The duration of each Semester end-examination shall be for 3 hours as per existing rules.

Students are updated on the examination rules during admission and at regular intervals. Violation of norms regarding behaviour in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

### 8.2 Duration and Pattern of Semester end Examination (Offline)

Duration of the Examination is 3 hours.

A. The following shall be the structure of question paper for courses with Case Studies

S.No.	Pattern	Marks
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 6 marks = 30 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	<b>Total</b>	<b>50 marks</b>

B. The following shall be the structure of question paper for courses with numerical problems.

S.No.	Pattern	Marks
1.	Section A : Five questions ( both theory / problems) (Five out of Eight questions to be answered).	5X 4 marks = 20 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	<b>Total</b>	<b>50 marks</b>

**Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.**

#### End Term Examination - General Marking Criteria

<b>Well Below Expectations</b>	<b>(0-20%)</b>	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
<b>Below Expectations</b>	<b>(20-40%)</b>	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
<b>Meets Expectations</b>	<b>(40-60%)</b>	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
<b>Exceeds Expectations</b>	<b>(60-80%)</b>	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.

<b>Well Above Expectations</b>	<b>(80-100%)</b>	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.
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The assessments are designed with an objective to achieve the following outcomes:

<b>Transferable and Employability skills</b>	
1	Know how to use online learning resources: G-Learn, online journals, etc.
2	Communicate effectively using a range of media
3	Apply teamwork and leadership skills
4	Find, evaluate, synthesize & use information
5	Analyze real world situation critically
6	Reflect on their own professional development
7	Demonstrate professionalism & ethical awareness
8	Apply multidisciplinary approach to the context

## 9.0 VIVA-VOCE:

Year end viva-voce will be arranged at First Year. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the course studied during the year carrying **100 marks**.

*Semester end Viva- voce examination/ Board will consist of:*

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Director Nominee	- Member

*For summer Internship Project Viva /Internship Seminar/ Presentation:  
The evaluation board will consist of:*

Director/or Nominee	- Member
Institute Project Guide	- Member
One External Professor/one Senior Executive from Industry	- Member
Class Coordinator /Programme Chair	- Convener

## 10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

( Subject to change from time to time)

As per GITAM University Rules with effect from 2019 admitted batch, there is a double

evaluation for End examination of all PG Courses.

- A student who has secured "F" grade in project work report/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation.

1.1. Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.

1.2. Revaluation of the theory answer scripts of the semester-end examination is permitted on request by the student in case of Single Valuation by paying the prescribed fee within one week after the announcement of the result.

**1.3. Provision for Answer Book Verification & Challenge Evaluation:**

12.1 Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.

12.2 After verification, if a student is not satisfied with revaluation marks/grade awarded, he/she can apply for challenge valuation within one week after the announcement of answer book verification result/ two weeks after the announcement of revaluation results, which will be valued by the two examiners i.e., one Internal and one External examiner in the presence of the student on payment of prescribed fee. The challenge valuation fee will be returned, if the student is succeeded in the appeal with a change for a better grade.

## **12. SUPPLEMENTARY EXAMINATION**

12.1 The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.

12.2 The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.

12.3A student who has completed his/her period of study and still has "F" grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

## **13. Promotion to the Next Year of Study**

- a. A student shall be promoted to the next academic year only if he/she completes the academic requirements of **60%** of the credits till the previous academic year.
- b. Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her further studies.

### 13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end the program.

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth semester MBA student can appear for betterment in any **FOUR** courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
11. Candidates have to pay a betterment fee as prescribed by the University.

### 14.Repeat Continuous Evaluation:

- 1.1. A student who has secured 'F' grade in a theory course shall have to reappear at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- 1.2. A student who has secured 'F' grade in a practical course shall have to attend Special Instruction classes held during summer.
- 1.3. A student who has secured 'F' grade in a combined (theory and practical) course shall have to reappear for theory component at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- 1.4. The RCE will be conducted during summer vacation for both odd and even semester students. A can student can register a maximum of 4 courses. Biometric attendance of



these RCE classes has to be maintained. The maximum marks in RCE be limited to 50% of Continuous Evaluation marks. The RCE marks are considered for the examination held after RCE except for final semester students.

- 1.5. RCE for the students who completed course work can be conducted during the academic semester. The student can register a maximum of 4 courses at a time in slot of 4 weeks. Additional 4 courses can be registered in the next slot.
- 1.6. A student is allowed to Special Instruction Classes (RCE) 'only once' per course.

## 15. Grades and grading system

GITAM follows the mixed mode of evaluation procedure viz., absolute and relative grading system. At the end of the semester, a student is assigned a 'Letter Grade' for each course in which they are enrolled, based on their performance in all of the course's evaluations during the semester. The letter grade and its corresponding 'Grade Point' represent the outcomes of qualitative and quantitative assessments of a student's performance in a course. The grades and grade points in each system are detailed in the following sections.

### 5.1 Absolute Grading ( No. of students are not exceeding 20 in any course)

In the Absolute grading system (AG), the marks earned by the student falls within one of the range as given in section 9.2, and each range is assigned a letter grade. For example, if the student earns 72 marks in a course, then the student will secure an 'A' grade in that course. AG will be adopted for the following courses.

1. Theory courses for student strength less than 21
2. Theory and practical (combined) courses for student strength less than 21
3. Lab/Practical courses
4. Project courses
5. Internship courses
6. Skill development courses
7. Audit/Mandatory courses
8. In any course, if the student's strength is less than or equal to 20.

#### 9.1.1 Grade points and symbols in absolute grading

A final letter grade will be awarded in each course at the end of the semester based on the student performance during a given semester. The letter grades and the corresponding grade points are as given below.

S.No.	Grade	Grade Points	Absolute Marks/Remarks
1.	O (Outstanding)	10	90 and above
2.	A+ (Excellent)	9	80-89
3.	A (Very Good)	8	70-79

4.	B+ (Good)	7	60-69
5.	B (Above Average)	6	50-59
6.	C (Average)	5	45-49
7.	P (Pass)	4	40-44
8.	F (Fail)	0	Less than 40 for Theory and Less than 50 for Practical/Project
9.	Ab (Absent)	NA	--
10.	S	NA	Satisfactory for Non graded courses
11.	U	NA	Unsatisfactory for Non graded courses
12.	I	NA	Incomplete (Only for project/Internship courses)
13.	R	0	Insufficient attendance in the course
14.	W	0	Withdrawal from the course

For awarding the grade, the total marks obtained by the student are "rounded-up" to the next integer. A student who earns a minimum of four(4) grade points (P grade) in a course is declared to have completed the course.

## 5.2 Relative Grading ( No. of students are exceeding 20 in any course)

In the relative grading system(RG), grades are given based on the other students' scores in the same class. It indicates the academic standing/merit of the student in that class. Here, class means a cohort of students who are taught by the same faculty member and have undergone the same assessment pattern. RG overcomes problems encountered with AG, including a difficult or easy question paper setting, very strict or lenient evaluation etc. This evaluation procedure is adopted for theory and combined (Theory and practical) courses with a class strength greater than or equal to 21. The grades and grade points in the relative grading system are as given below.

The class average mark ( $\mu$ ) is taken as the midpoint of 'B+ (Good)' grade, and relative to this and depending on the sigma ( $\sigma$ , standard deviation) value, the other grades are finalised as given below.

S.No.	Grade	Description	Grade Formula	Grade Point
1.	O	Outstanding	$\text{Total Marks} \geq (\mu + 1.5 \sigma)$	10
2.	A+	Excellent	$(\mu + 1.0 \sigma) \leq \text{Total Marks} < (\mu + 1.5 \sigma)$	9
3.	A	Very Good	$(\mu + 0.5 \sigma) \leq \text{Total Marks} < (\mu + 1.0 \sigma)$	8
4.	B+	Good	$(\mu - 0.5 \sigma) \leq \text{Total Marks} < (\mu + 0.5 \sigma)$	7
5.	B	Above Average	$(\mu - 1.0 \sigma) \leq \text{Total Marks} < (\mu - 0.5 \sigma)$	6
6.	C	Average	$(\mu - 1.5 \sigma) \leq \text{Total Marks} < (\mu - 1.0 \sigma)$	5
7.	P	Pass	$(\mu - 2.0 \sigma) \leq \text{Total Marks} < (\mu - 1.5 \sigma)$	4
8.	F	Fail	$\text{Total Marks} < \text{Max}\{(\mu - 2.0 \sigma), 35\}$	0
9.	Ab	Absent		NA
10.	S	Satisfactory for Non-graded courses		NA
11.	U	Unsatisfactory for Non-graded courses		NA
12.	R	Insufficient attendance in the course		0
13.	W	Withdrawal from the course		0

### 5.3 Computing Grade point averages (SGPA, CGPA)

The procedure adopted for computing the grade point average for the semester and cumulative is as follows:

**Semester Grade point average (SGPA)** for a semester is calculated as:

$$\text{SGPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

where 'n' is the number of courses taken by the student in a semester. 'C<sub>i</sub>' represents the number of credits allotted to the course 'i'.

' $G_i$ ' represents the grade points secured by the student in course ' $i$ '.

**Cumulative Grade Point Average (CGPA):** It is calculated as:

$$CGPA = \frac{\sum_{i=1}^m C_i G_i}{\sum_{i=1}^m C_i}$$

where ' $m$ ' is the number of courses graded to date.

' $C_i$ ' represents the number of credits allotted to the course ' $i$ '.

' $G_i$ ' represents the grade points secured by the student in course ' $i$ '.

## 5.4 Award of class

The cumulative grade point requirement for the award of the class is as follows:

<b>Class</b>	<b>CGPA required</b>
First-class with distinction	$\geq 8.0^*$
First-class	$\geq 6.5$
Second class	$\geq 5.5$
Pass class	$\geq 5.0$

\*In addition to the required CGPA of 8.0 or more, the student must have necessarily passed all the

## Policy for Grades

### 9.5.1 Incomplete (I) Grade

'I' grade is assigned if the student has any pending assessment components. The student can initiate the request through the Mentor, and an 'I' grade will be posted after receiving the recommendation from the HoD.

### 9.5.2 Repeat (R) grade

'R' grade is assigned if the student has to repeat the course due to a shortage of attendance. The student has to re-register for the course in the subsequent semesters by paying the prescribed fees.

### 9.5.3 Withdrawal (W) grade

'W' grade is assigned if the student has withdrawn from the course within twenty(20) working days of the semester.

## 6 Evaluation system

The course faculty will announce the framework of evaluation. Typically, the components include (not limited to) Assignments, quizzes, presentations, fieldwork, report writing, module tests, viva voce, semester-end examination etc.

### 6.1 Assessment Procedure

#### 10.1.1 Theory

Assessment of a student's performance in theory courses shall be based on two components: Continuous Evaluation (CE) for fifty (50) marks and Semester-end Examination(SEE) for fifty (50) marks.

Assessment in continuous evaluation is spread throughout the course duration. The Instructor defines the schedule of assessment and is typically based on Module tests, quizzes, assignments, etc.

### 10.1.2 Practical

Practical courses are assessed under Continuous Evaluation for a maximum of 100 marks, and a student has to obtain a minimum of **50%** to secure a passing grade.

Assessment in practical courses comprises weightage given to components like data collection, experiments, observations, data analysis, presentation of results, and submission of record work.

### 10.1.3 Combined Courses

For courses having both theory and practical components, 70% of the weightage will be for the theory component and 30% weightage for the practical component. The student will need to secure a passing grade in both components.

Assessment is carried out based on the criteria specified in sections 10.1.1 and 10.1.2 for both theory and practical components.

### 10.1.4 Projects

Students can perform Project work individually or in a group (not exceeding four (4) members). Projects are assessed under continuous evaluation for 100 marks, and the student has to obtain a minimum of **50%** to complete the course successfully. Evaluation includes weightage for periodic reviews, reports and final viva voce.

### 10.1.5 Internship

For internships, the student will submit a report on the successful completion of the training. Students are required to submit individual Internship reports. The Faculty will assess the submission, including checking for plagiarism and conducting a viva voce to assign the grade.

### 10.1.6 Non-graded courses

Courses like Induction Program, Environmental Sciences, Indian Constitution, Essence of Indian Traditional Knowledge, etc., are assessed for 'satisfactory' or 'unsatisfactory'. No letter grade will be assigned for these courses. These courses may be either of "theory" type or "practical."

## 6.2 Announcement of results

The Controller of Examinations (CoE) will announce the students' results at the end of each semester. Students will be able to access their grades in the Student Information System. If there is a requirement for a certified physical copy, students may request the Directorate of Evaluation.

## 6.3 Withholding of Results

Results may be withheld if

- The student has any outstanding fees, fines or other charges to the department/ Institute/ School/ University
- Action arising out of malpractice is pending
- Action arising out of indiscipline is pending

## 6.4 Grade appeals/ Re-totaling/ Re-evaluation

Appeal for Re-totaling / Re-evaluation of any theory answer script of the semester-end examination is permitted on request by the student subject to paying the prescribed fee within five(5)

working days after the announcement of the results.

## 6.5 Viewing of Answer Script and Challenge Evaluation

Students who are not satisfied with the grade after revaluation can request a viewing of the semester-end answer script within five(5) working days after the announcement of revaluation results. After viewing, if a student is not satisfied with the valuation, they can challenge the valuation. The student should apply for challenge valuation within five working days after viewing the answer script. Under challenge evaluation, the answer script will be valued by two examiners. The outcome of the challenge evaluation will be used for the final grade. If there is an improvement in the final grade, the University will refund the charges(re-totalling, revaluation, viewing and challenge evaluation).

## 6.6 Re-registration of courses

Students are permitted to re-register for the courses by paying the prescribed course fee in the following cases. The total number of credits a student can take in a semester shall not exceed 25.

### 10.6.1 Failure to obtain a satisfactory grade

Students who have not obtained a passing grade can re-register for the backlog course the next time the course is offered in addition to their regular courses. There will be no exemption to the upper limit on the maximum number of credits(currently 25) the student can register.

### 10.6.2 Betterment of Grades

A student whose CGPA is less than 6.5 can re-register for courses conducted during the summer term/next regular semester. In such a case, the student will be awarded the grade obtained in the re-registered course. The student can opt for the courses in the immediate summer after the course duration. The maximum number of courses they can re-register for is limited to the number of semesters of study.

### 10.6.3 Securing 'R' Grade

If a student secures an 'R' grade, they have to re-register when the course is next offered.

## 16.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA.

After fulfilling academic requirements of first year MBA at GIM, students of IMBA and MBA are eligible to study in UNO, the students would receive MBA from UNO. In this case the student has exit option at end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Twining MBA or MSIS programme in Central Michigan University (CMU), USA

After fulfilling the academic requirements of MBA first year at GIM, students of MBA with 4 year UG degree are eligible to study second year in CMU. After successful completion at CMU the student shall get MBA or MSIS from CMU. In this case the student has exit option at the end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Study abroad programme with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last trimester/ semester in UNO as part of student exchange programme. At the end of the programme, up on producing pass certificate equal number of UNO credits which otherwise earned in GIM, the student is eligible the award of degree from GITAM University.

## 17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the programme in not more than four years including study period. However such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need.

A student shall be eligible for award of the MBA degree if they fulfill the following conditions.

- i) Registered and successfully completed all the courses and projects.
- ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.
- iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

## 18.0 PEDAGOGY

The class room pedagogy is customised by individual faculty to enhance the learning experience, which is dependent on the course and the degree of absorption by students. It has been proven that the degree of absorption is directly proportional to self-learning or preparedness before the classroom sessions and the interactions during the classes. Knowledge thus gained builds a strong long-lasting foundation. Typically class room pedagogy ranges from instructions, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement class room instructions/lectures.

### Semester – I

S.No.	Code	Level of course	Title of Course	Theory	Practical			External Assessment Marks
						Credits	Internal Assessment Marks	
1.		Foundation	Essentials of Hospital Management	3	-	3	50	50
2.		Foundation	Quantitative Techniques for Health Care	4	-	4	50	50
3.		Foundation	Accounting for Health Care Institutions	4	-	4	50	50
4.		Core	Basics of Healthcare Environment	3	-	3	50	50

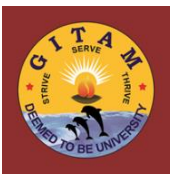


5.		Core	Human Anatomy, Physiology, and Medical Terminology	4	-	<b>4</b>	50	50
6.		Foundation	Business Communication	3	-	<b>3</b>	50	50
7.		Foundation	IT for Health Care Institutions (100% Internal Assessment)	2	2	<b>3</b>	100	
			Hospital Field Study			<b>2</b>	100	
			<b>Total</b>	<b>23</b>	<b>02</b>	<b>26</b>	<b>500</b>	<b>300</b>

**Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment**

**Pl insert the new syllabus with new format**

MBA (HC&HM)  
Semester 1

	<b>Course Code Course Title MHC 701</b>	L	T	P	J	S	C	
	Essentials of Hospital Management	3	0	0	0	0	3	
	Course Owner Dr K V Sandhyavani	Syllabus version				1.0		
	Course Prerequisite(s)	Contact hours				50		
	Course Co-requisite(s)	Date Approved						
	Alternate Exposure							

*Hospital management is an important course with respect to the significance of hospitals in society. An understanding of the principles and functions of hospitals enables the hospital administrators to provide quality services to the patients and increase the ROIs as well. This course is designed with fundamentals of Hospital management and the essentials in hospital management. It introduces the concepts related to hospitals and management functions. It also introduces the structure of hospitals and the areas that need to be managed effectively to ensure the functioning of hospitals efficiently.*

**Course Outcomes:**

1. To introduce the concepts related to hospitals and their evolution.
2. To impart knowledge about the principles of hospital management and organisation.
3. To familiarize students with the structure and departments in a hospital.
4. To demonstrate the various functions of hospital management
5. To understand the significance of quality of services in hospitals.

**UNIT - I Title: Introduction to Hospitals and management No of Hours: 8**

Definition of Hospital; Evolution of hospitals; Classification of Hospitals- based on service or type of treatment, based on ownership, based on bed capacity; Definition and significance of hospital management; Principles of hospital management; Managerial functions in hospitals -Planning - organising -staffing -motivating- leading controlling; Operational Functions of hospitals - Medical services, Auxiliary services, Peripheral Services; Management Information systems in hospitals; Total Quality Management in Hospitals.

**Learning Outcomes:**


After completion of this unit, the student will be able to

1. Differentiate between different types of hospitals · L4
2. Examine the functions of hospitals · L3
3. Relate the principles of management to hospital management · L4

**Pedagogy tools:** Blended learning, Caselet, video lectures, self-reading, group discussions

**UNIT - II Title: Organisation of Hospitals and Ward Management No of Hours: 8**

Hospital Planning and Designing- concept, principles and components of hospital planning, Factors influencing hospital planning; Wards - Types of Wards; Constituents of wards, Design factors; Ward Administration - Admission checklist, admission procedure, transfer of patients, Nursing administration sheet, Hygienic requirements inwards. Safety and security aspects of ward management.

	<b>Course Code Course Title MHC 701</b>	L	T	P	J	S	C	
	Essentials of Hospital Management	3	0	0	0	0	3	
	Course Owner Dr K V Sandhyavani	Syllabus version				1.0		
	Course Prerequisite(s)	Contact hours				50		
	Course Co-requisite(s)	Date Approved						
	Alternate Exposure							

**Learning Outcomes:**

After completion of this unit, the student will be able to

1. Examine the planning of hospitals · L3
2. Organise and Manage wards in hospitals · L4

**Pedagogy tools:** Blended learning, Caselet, video lectures, self-reading

## **UNIT - III Title: Management of clinical services No of Hours: 14**

Organisation and management of clinical services - Front office and out-patient services- front office and its functions, functions of out-patient services, clinical departments of out-patient services, Hospital planning for out-patient services; inpatient services- functions of in-patient services, Hospital design for in-patient services, Important factors in planning in-patient services; emergency services- Emergency management, disaster management, Role of Ambulance services, Functions of emergency department; operation theatres Functions of operation theatres, Planning and design for operation theatres;; Intensive care units- Functions for intensive care units, Planning and design for intensive care units; and super speciality services. Nursing services- Role of nursing services in quality patient care, role of nursing services in ward management, other important aspects of nursing services.

**Learning Outcomes:**

After completion of this unit, the student will be able to


1. Identify the functions of different Clinical services in hospitals · L4
2. Examine the designing of the different clinical services in hospitals - L3

**Pedagogy tools:** Blended learning, Caselet, video lectures, self-reading

## **UNIT - IV Title: Management of Ancillary & Support Services No of Hours: 14**

Imaging - Laboratory - Radiology &, Functions and planning of radiology & amp; Maternity Department; Blood bank - Functions and management of blood banks; dietary services - Medical records- Importance of medical records in hospitals, Policies and procedures of the medical records department; Mortuary. Housekeeping - Maintenance (Water, Electricity, Civil, Air conditioning, Lift)- waste disposal services - Pest control -transport- security. Central Sterilization Supply Department (CSSD) - Functions and planning considerations for CSSD; Biomedical engineering - functions and planning for engineering services; Pharmacy services- Functions of pharmacy, Location and layout of Pharmacy, Planning considerations of pharmacy.

**2/3**

	<b>Course Code Course Title MHC 701</b>	L	T	P	J	S	C	
	Essentials of Hospital Management	3	0	0	0	0	3	
	Course Owner Dr K V Sandhyavani	Syllabus version				1.0		
	Course Prerequisite(s)	Contact hours				50		
	Course Co-requisite(s)	Date Approved						
	Alternate Exposure							

**Learning Outcomes:**

1. Identify the functions of different Ancillary and Support services in hospitals · L4
2. Examine the designing of the different Ancillary and support services in hospitals - L3

**Pedagogy tools:** Blended learning, Caselet, video lectures, self-reading

## UNIT - V Title: Ethical issues and trends in Hospital management

### No of Hours: 6

Clinical Establishment Act Standards for Hospital; Ethical aspects of hospital management; Consumer protection act & amp; Medical negligence; Problems of management in Hospitals, Doctor-patient relationship; Conflicts and conflict management in hospitals.

**Learning Outcomes:**

After completion of this unit, the student will be able to

1. Familiarise and apply the guidelines for establishing a hospital · L3
2. Analyse the ethical aspects in hospital management - L4

**Pedagogy tools:** Blended learning, Caselet, video lectures, self-reading

**Textbook(s):**

1. Ramachandra D.L., Essentials of Hospital Management & Administration, Educreation Publishing, 2018

**Additional**

**Reading**

**Reference**

**Book(s):**

1. Seth B Goldsmith, Sc D JD, Principles of health care management: Foundations for a Changing Health Care System, 2nd Edition, Jones & Bartlet Publishers.
2. Dr S L Goel, Dr R Kumar, Hospital Administration & Management: Theory & Practice. Deep & Deep Publications Pvt. Ltd. New Delhi, 2007.

**Journal(s):**

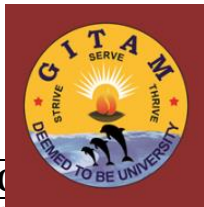
1. Journal of Hospital Management and Health Policy
2. Journal of Healthcare management
3. Journal of Health Management

Website(s):

1.

				me es (POs)							PSOs		
12	3	4	5	6 7	8	9	10	11	12	1	2	3	
CO1 1				1	1								
CO2 1 1													
CO3 1			1	1									
CO4 1			1	1									
CO5		1		1									
CO6													

*1-Low, 2- Medium and 3- High Correlation*



**GITAM INSTITUTE OF MANAGEMENT (GIM)**  
**Gandhi Institute of Technology and Management (GITAM)**  
**(Declared as Deemed to be University u/s 3 of UGC Act. 1956)**  
**Visakhapatnam – 45.**

<b>Course Title:</b> Quantitative Techniques for Health Care		
<b>Semester:</b> I	<b>Course Type:</b> Core	<b>Credits:</b> 4
<b>Home Programme (s):</b> MBA (Health Care)	<b>Batch/Academic Year:</b> 2021-2022	
<b>Course Leader:</b>		

**Course description and learning objectives**

This course deals with sample design, data collection and statistical concepts and their business applications. The focus is on parametric techniques used to describe and compare samples and populations. The course discusses the importance of some bivariate and multivariate methods and their applications to the business world.

**Course Outcomes:**

- Enable the students to develop basic knowledge in research.
- Provide understanding in some basic statistical techniques which are used for solving business problems.
- Understand the basic concepts of Probability and Statistics.
- Understands the basic concepts of Queuing theory and their applications in health care.
- Apply the analytical techniques in business transactions that would help in making effective business decisions

**Course outline and indicative content**

**UNIT- I**

Introduction to Statistics: Meaning, Definition and Need of research; Sample Design- Sample Size, Sampling Techniques, Data Collection - Methods of Primary Data Collection, Sources of Secondary Data.

**UNIT- II**

Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Dispersion, Coefficient of Variation, Combined Arithmetic Mean and Combined Standard Deviation.

**UNIT- III**

Correlation and Regression Analysis: Meaning of Correlation, Types of Correlation, Methods of Computation of Correlation Coefficient: Karl Pearson and Spearman's Rank; Meaning of Regression, Types of Finding the Regression Equations: Least Square Principle and Using Regression Coefficient Methods, Prediction Using the Regression Equations.

**UNIT - IV**

Probability: Introduction, Definitions of Various Terms, Definition of Probability and Basic Problems in Probability. Probability Distributions – Binomial, Poisson and Normal Distributions.

**UNIT –V**

Hypothesis and Report writing: Hypothesis – components of hypothesis, hypothesis testing procedure, introduction to parametric and non-parametric tests and Multivariate Analysis – Report Writing - Significance of Report Writing - Steps in Report Writing - Layout of the Research Report, Report presentation tools.

**Note: Proofs of theorems and derivations of problems and distributions are excluded.**

**Assessment methods**

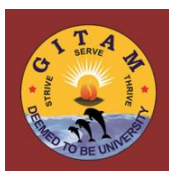
Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera	Individual	Presentations / Q&A/Viva	10
A3. Class room presentation/Seminars and Case analysis/workshop/training/Assignments/survey/Project	Groups	Presentations/Report with Q&A/Viva	20
A4. End-term exam	Individual	Written (short/long)	50

**Books for Reference:**

1. J.K Sharma (2013), Business statistics, New Delhi: Pearson Education.
2. S.C. Gupta & Indra Gupta (2012), Business Statistics, Hyderabad: Himalaya Publishing House.
3. David M. Levine, David Stephan Timothy C. Krehbiel, Mark L Berenson (2012), Statistics for managers using Microsoft Excel, New Delhi: Prentice Hall India Pvt.
4. Amir D. Aczel, Jayavel Sounderpandian (2011), Complete Business Statistics, New Delhi: Tata McGraw Hill.
5. S.P. Gupta & M.P. Gupta (2012), Business Statistics, New Delhi: Sultan Chand & Sons.

**JOURNAL**

1. American Statistician, American Statistical Association, USA.
2. Journal of the American Statistical Association, American Statistical Association, USA
3. Journal of Mathematics and Statistics, Science Publications, USA



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**Visakhapatnam – 45.**

<b>Course Code:</b>	<b>Course Title: Accounting For Health Care Institutions</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits:4</b>
<b>Home Programme(s): MBA (HC&amp;HM)</b>	<b>Batch/Academic Year: 2021-2022</b>	
<b>Course Leader: MSV PRASAD</b>		

Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of accounting information for decision-making.

Unit-I :Nature and Scope of Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Financial Accounting System-Generally Accepted Accounting Principles - Elements of Profit and Loss Account – Balance Sheet ( Reading and Understanding)

Unit – II: Cost Accounting Nature and Scope : Cost classification & their concept : Preparation of cost sheet for hospital bed charges, food charges and various medical services : Cost control & Cost reduction : Operating costing for Hospital industry.

Unit III : Management Accounting : Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

Unit – IV: Management Accounting for decision Making—Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

Unit – V: Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

#### References

Shashi K Gupta and RK Sharma Management Accounting, Kalyani Publications New Delhi. Maheswari, S.N., An Introduction to accounting, Vikas Publications, New Delhi, 1994.

Horngren, C.T., Gary L. Sundem, Introduction to Management Accounting, Prentice Hall India, New Delhi, 1986.

Grewal, T.S., Introduction to Accountancy , S.Chand & S. Chand & Sons, New Delhi 1994.

Jain, S.P., K.L. Narang, Advanced Accountancy, Kalyani Publishers, Ludhiana, 1995.

Rickettsdon, Jackgrey, Managerial Accounting

Suggested Books

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Del



## **BASICS OF HEALTH CARE ENVIRONMENT**

### **Course Outcomes:**

1. To make the students understand different environmental frameworks in the health care system.
2. To enable the students to conceptualise the health care system segments and operations in India.
3. To familiarise students with various health care Regulations.

### **Unit-I:**

Introduction-Theoretical framework-Environment-Internal and External-Environmental Scanning-Economic Environment - Competitive Environment-Natural Environment-Politico Legal Environment- Socio-Cultural Environment – International and Technological Environment

### **Unit-II:**

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out-Patient services– Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services –Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services –Neuro – Surgery service – Neurology services.

### **Unit-III:**

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

### **Unit-IV:**

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

### **Unit-V:**

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods – Uses

### **Outcomes:**

1. Students can understand and analyse the business environment of a hospital from different perspectives.
2. Students would handle a hospital offering multiple services such as surgical, paediatric, dental, psychiatric, etc.
3. Students will manage a teaching hospital with adequate knowledge of international health care Institutions and policies.
4. Students can grab opportunities in healthcare by applying knowledge of epidemiology, its analysis and uses.

## References:

1. Paul's, readings in economics, tata McGraw hill, new Delhi, 1992
2. K.v.ramani. Hospital management, Pearson publishers,2013.
3. Dr. S. Porkodi, international business environment book, GVPH - publishers & exporters
4. Thomas Bodenheimer, Kevin Grumbach, understanding health policy: a clinical approach, 6th edition, Jenson books inc
5. Peter,z& Fredrick, b., health economics, oxford pub., new york, 1997
6. Shanmugansundaram, y., health economics, oxford pub. New York, 1997
7. Mills, a & lee, k., economics of health, OUP, Oxford, 1983.
8. K Park's textbook of preventive and social medicine. Who publications on international vaccination.

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## Human Anatomy, Physiology and Medical Terminology

Unit-I: Introduction – Scope of Anatomy and Physiology- definition of various terms used in Anatomy – Structure of Cell – Functions of its components – Elementary tissues of the body – Structure and functions of skeleton.

Unit-II: Composition of Blood – functions of blood elements – blood group and coagulation of blood – Structure and functions of various parts of the heart – blood pressure and its recording – cardiovascular disorders – Respiratory system and its functions.

Unit-III: Urinary systems – Structure and functions of kidney – structure of skeletal muscle, physiology of muscle contraction – physiology of neuromuscular junction – Central nervous system – brain and its parts.

Unit – IV: Digestive System – Parts and its functions – structure and functions of Liver – physiology of digestion and absorption – Endocrine glands and Hormones – Reproductive System – Elementary knowledge of structure and functions of the sensory organs.

Unit – V: Diseases – Classification and description of diseases – Infection – Asepsis – Medical & Surgical – Microorganisms – Bacteria – Virus – Pathogens – Transmission and Prevention – Elementary Knowledge of Medical Terminology.

Text Book:

1. Dr. A.S. Moni, Human Anatomy and Physiology, Jai publishers.
2. A K Jain, Human Anatomy and Physiology, Arya Publications
3. S.P. Bhise, A V Yadav, Human Anatomy and Physiology, Nirali Prakasan Publications
4. Dr. Shaik Harun Rasheed, A Textbook of Human Anatomy and Physiology, Pharmaplus Publications.

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## MBA (Healthcare and Hospital Management) BUSINESS COMMUNICATION

#### Unit-1:

Introduction to Business Communication Characteristics of Effective Organizational Communication- Basic Forms of Communication-Process of Communication- Principles of Effective Business Communication-7C's

#### Unit-2:

Academic Vocabulary and English for Business-Creative Writing Critical Thinking: Introduction to critical thinking-Benefits-Barriers-Reasoning-Arguments-Deductive and inductive arguments - Fallacies-Inferential comprehension Critical thinking in academic writing-Clarity-Accuracy-Precision -Relevance.

#### Unit-3:

Business letters-layout of Business letters-types-Business enquiries and replies-offers- quotations-orders-complaints and adjustments-collection letters-circular letters-status enquiries. E-mail Writing-The Process of Writing E-Mails, breaking it Down-The PAIBO Technique, Structuring an E-Mail-The 3T's-Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off-Tele conferencing, video conferencing

#### Unit - 4:

Communication in Business Environment: Business Meetings, Notice, Agenda, Minutes-Press Releases - Corporate Communication: Internal and External, Group Discussion, Seminars, Presentations. -Reporting of Proceedings of a meeting. Office Memorandum, Office Orders, Press Release, Listening: Active listening-Barriers to listening - Listening and notetaking-Listening to announcements-Listening to the news on radio and television.

#### Unit-5:

Reports and Presentations - Business reports and Proposals, Format, visual-aids and contents, Oral Business presentations. Job Application and Resume Writing

#### References:

1. R.C.Bhatia. Business Communication.
2. R.K. Madhukar. Business Communication.
3. Shraf Ravi. Effective Technical Communication.
4. Marilyn Anderson, Pramod K Nayar and Madhu Chandra Sen. Critical Thinking,
5. Lesikar R.V & Flatley M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw-Hill, 2009.
6. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009

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### **Information Technology in Healthcare**

#### Unit-1:

Introduction to computers: Definition, characters, hardware, software, generations of computers, Operating system.

#### Unit - 2:

Networks and database: Importance of network, types of network, network software and hardware, database languages, Backup features, data recovery security features.

Unit-3:

MS Word: Templates and Wizards, formatting text, editing, tables and graphics, spell check, printing, mail merge.

Unit – 4:

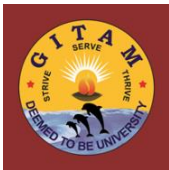
MS Excel: Data entry, formatting, data handling, functions, formula, goal seek, scenario solver, filter, graphs, charts and mapping, statistical applications.

Unit – 5:

MS PowerPoint: Converting Word into PP, formatting, templates, slide show, animation, art and sound, file management, handout printing. MS Access: Data in tables, using forms, queries, reports.

References:

- Gordon B. Davis and M. H. Ols'on, Management Information System, McGraw Hill Publishing Company, New Delhi, 1998.
- William S. Davis, Systems Analysis and Design-A Structured Approach, Addison Wesley Publishing Company, New Delhi, 1998.
- Elias M. Awad, System Analysis and Design, Galgotia Publications, New Delhi, 1998.
- V. Rajaraman, Fundamentals of Computers Prentice Hall India, New Delhi 1996.



**GITAM INSTITUTE OF MANAGEMENT (GIM)**  
**Gandhi Institute of Technology and Management (GITAM)**  
**(Declared as Deemed to be University u/s 3 of UGC Act. 1956)**  
**Visakhapatnam – 45.**

<b>Course Code:</b>	<b>Course Title: Financial Management for Health Care Institutions</b>	
<b>Semester: II</b>	<b>Course Type: Core</b>	<b>Credits:4</b>
<b>Home Programme(s): MBA (HC&amp;HM)</b>	<b>Batch/Academic Year: 2021-2022</b>	
<b>Course Leader: MSV PRASAD</b>		

**Course description and learning objectives**

Financial management is one of the most important aspects in business. In order to start up or even run a successful business, you will need excellent knowledge in financial management. Knowledge of Financial Management will help organisations in planning and acquisition of funds; effectively utilising and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations; and increasing the overall value of the firms or organisations.

**Course Outcomes:**

- To understand comprehensively how the various concepts and principles of financial Management that are being applied for corporate decision making.
- To provide through understanding of practices of basic Financial Management .
- To get familiar with the techniques of various Financial Management tools and techniques.

On successful completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understanding of terminologies and concepts of financial management	A1,A3
CO2	Apply measures of cost of capital/ solve problems on time value of money	A2
CO 3	Analyze information and construct a statement of cashflows in capital budgeting, estimate WACC, estimate Working Capital Requirement	A3,A4

CO 4	Make use of dividend models, capital structure theories for decision making	A3,A4
CO 5	Evaluate alternative capital budgeting techniques for decision making	A3, A4

- Unit – I: Financial Management:** Meaning - Definition and scope of finance functions - Objectives of Financial management - profit maximization and wealth maximisation. Sources of Finance: Short term - Bank sources – Long term - Shares - debentures, preferred stock – debt. (Theory Only)
- Unit – II: Time value of money:** PV and FV in case of lump sum, Annuities and Uneven Cash flows- Introduction to measurement of Risk and Return. (NP).
- Unit – iii: Cost of Capital and Capital Structure (Financing Decision):** Sources of Finance for Business –Classification of markets- Concept of Cost of Capital –Cost of equity, debt and WACC- Introduction to Capital Structure – factors effecting Capital Structure - Introduction to leverage- Types of leverages and Measurement (NP).
- Unit – IV: Investment decisions:** Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making (NP).
- Unit – V: Working capital management:** Working capital management - concepts - importance - Determinants of Working capital. Cash Management: Motives for holding cash - Objectives and Strategies of cash management. – Estimation of Working Capital Requirements (NP).

### TEXTBOOK

R.K. Sharma & Shashi K. Gupta (2014), *Financial Management*. Ludhiana: Kalyani Publications.

### REFERENCE BOOKS

1. I.M. Pandey (2010), *Financial Management*, New Delhi: Vikas Publications.
2. M.Y. Khan & P.K. Jain. (2013), *Financial Management*. New Delhi: Tata McGraw Hill.

### JOURNALS

1. Chartered Financial Analyst - ICFAI - Hyderabad.
2. GITAM Journal of Management, Visakhapatnam.
3. Journal of Financial Management and Analysis - Centre for Financial Management Research.

